



**Oversight and Governance**

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## **CABINET**

Thursday 9 June 2022

3.30 pm

Warspite Room, Council House

**Members:**

Councillor Bingley, Chair

Councillor Shayer, Vice Chair

Councillors Drear, Carlyle, Dr Mahony, Patel, Smith, Stoneman and Wakeham.

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

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**Tracey Lee**

Chief Executive

# Cabinet

## Agenda

### Part I (Public Meeting)

**1. Apologies**

To receive apologies for absence submitted by Cabinet Members.

**2. Declarations of Interest**

Cabinet Members will be asked to make any declarations of interest in respect of items on this agenda.

**3. Minutes (Pages 1 - 8)**

To sign and confirm as a correct record the minutes of the meeting held on 08 March 2022.

**4. Questions from the Public**

To receive questions from the public in accordance with the Constitution.

Questions, of no longer than 50 words, can be submitted to the Democratic Support Unit, Plymouth City Council, Ballard House, Plymouth, PL1 3BJ, or email to [democraticsupport@plymouth.gov.uk](mailto:democraticsupport@plymouth.gov.uk). Any questions must be received at least five clear working days before the date of the meeting.

**5. Chair's Urgent Business**

To receive reports on business which, in the opinion of the Chair, should be brought forward for urgent consideration.

**6. Leader's Announcements (Verbal Report)**

**7. Cabinet Member Updates (Verbal Report)**

**8. Cabinet Appointments 2022 - 23 (To Follow)**

**9. Director of Public Health Annual Report 2021 (Pages 9 - 30)**

**10. Provisional Capital and Revenue Outturn Report 2021 - 22 (Pages 31 - 40)**

- 11. Response to the Budget Amendment at Council 28 February 2022 (To Follow)**
- 12. Corporate Plan Performance Report, Q4 2021-22 (Pages 41 - 80)**
- 13. Facilities Management (Hard Services) Term Services Contracts (Pages 81 - 106)**
- 14. Renewal of Armed Forces Covenant (Pages 107 - 116)**

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## Cabinet

**Tuesday 8 March 2022**

### PRESENT:

Councillor Kelly, in the Chair.

Councillor Nicholson, Vice Chair.

Councillors Mrs Pengelly, Drean, Riley, Mrs Bridgeman, Deacon and Downie.

*Note: The full discussion can be viewed on the webcast of the City Council meeting at [www.plymouth.gov.uk](http://www.plymouth.gov.uk). At a future meeting, the Council will consider the accuracy of these draft minutes, so they may be subject to change. Please check the minutes of that meeting to confirm whether these minutes have been amended.*

### 245. **Declarations of Interest**

Name	Minute Number	Reason	Interest
Councillor Jonathan Drean	252	Family member works for the Continental Ferry	Personal

### 246. **Minutes**

The minutes were **agreed** as a true and accurate record.

### 247. **Questions from the Public**

There were no questions from the public.

### 248. **Chair's Urgent Business**

Councillor Nick Kelly, Leader of the Council provided an update for cabinet members in relation to the Budget 2022-23 and highlighted the following key points:

- (a) The decision made by Council at the Full Council, Council Tax setting meeting in February reduced the amount of funding available by £2.124 million each year moving forward compared to the administration's budget proposal;
- (b) The budget had shown a £3.65 million shortfall which could've been closed by adopting the maximum precept for adult social care and Council Tax increase of 1.99%. The administration had proposed an adult social care precept of 1% and a Council Tax increase of 1.74%. The resultant £305,000 would have been covered by unallocated general contingency of the same amount;
- (c) The amendment proposed a 1% increase in the adult social care precept and a nil increase Council Tax. Additional savings of £2.142 million would be required every year. Over the next 5 years the Council would have forfeited £10.5 million in Council tax income;
- (d) The Council had needed to find £19.5 million for 2023/24 but this had now increased to £21.7 million;
- (e) The removal of £10.5 million for the budget over the next 5 years, would provide a risk of service reduction and staffing levels;
- (f) An establishment of a cross party working group had also been agreed which would review the capital programme to establish a community improvement fund.

Cabinet noted the report.

249. **COVID 19 Update**

Dr Ruth Harrell, Director of Public Health provided an update to Cabinet and highlighted the following key points:

- (a) Prior to the implementation of the Living with COVID plan cases of COVID in Plymouth were high although had been declining;
- (b) Testing at Plymouth's Seaton Barracks site had ceased due to the implementation of the plan. Residents would still be tested in cases which had been more severe in hospital and also for routine sampling of the population;
- (c) The rates had become more difficult to interpret due to the changes due to fewer people testing;
- (d) There had been an increase in positive test results in Plymouth, the South West and nationally. Admissions to hospital had increased in Plymouth and the South West;
- (e) Tests continued to be provided for free and could be supplied by accessing those online.

250. **Leader's Announcements**

Councillor Nick Kelly, Leader of the Council made the following announcements:

- (a) Plymouth as a city stood in solidarity with the people of Ukraine and sent sympathies to them. It was horrifying to see what was happening and the invasion of Ukraine had been a clear violation of international laws and threatened human rights and democracy;
- (b) 70% of the administrations commitments outlined in their manifesto had been delivered in 9 months;
- (c) Plymouth hosted SailGP which had showcased Plymouth's beautiful waterfront to a global audience of millions. Plymouth had won a bid to host the event again in 2022;
- (d) Plymouth had won the heritage lotteries national funding twice with £10 million funding for the National Marine Park. The Council had appointed an interim CEO for the National Marine Park who would take the project forward. The Council had also launched a public engagement programme which would take place at the National Marine Aquarium in April 2022;
- (e) Plymouth had secured a Freeport status for the region and had been working to submit a full business case for April 2022. From June 2022, the Freeport would unlock £10 million investment in the first two years, working with Babcock and Princess Yachts;
- (f) The Council handed out over £100 million in grants supporting 8,000 businesses;
- (g) The Council had completed an industrial development at Beliver and would be starting another at the Plymouth International Medical Park and Technology Park which would see another ten commercial units created. A residential scheme had been worked on with the purchaser of the Debenhams building. Work had been started on the third phase at Hearder Court on Langage Business Park. Substantial investments had been secured in the city with the supply of a new home for the Valuation Office Agency which opened in September 2021. Marks and Spencer and Aldi had been secured as tenants at Plymouth's new district shopping centre on the site of the former Seaton Barracks at Derriford;
- (h) Plymouth had secured the opportunity for a County Deal which would provide councils across Devon, Plymouth and Torbay with extra powers and influence to improve economic and social conditions in communities.

- (i) The Leader of the Council had opened a new multi-million pound additive manufacturing facility at the Science park which would manufacture 3D printed titanium and steel.
- (j) The Council would be beginning works on the Civic Centre and Guildhall development working with Urban Splash. Work has also started on Old Town Street and New George Street as part of the multi-million pound investment in the City Centre.
- (k) Work had started on Mutley Plan with an extensive cleaning programme which would include a full power wash of the pavements, new bins complete with recycling facilities, new seating and a refurbishment of the historic benches outside the Swarthmore Adult Education Centre. Street lighting would be improved and lamp mounted flags hung to give more colour;
- (l) The Council had been expanding plans for the regeneration of the West End and turned attention to Colin Campbell House for renovation in order to bring in new tenants.

## 251. **Cabinet Member Updates**

Councillor Mark Deacon, Cabinet member for Customer Services, Culture, Leisure and Sport gave the following announcements:

- (a) The Library service had made a successful bid the Reading Agency as part of the national quick read programme and to celebrate World Book Night on 23<sup>rd</sup> April. The Council would be donating 500 copies of The Black Mountain by Kate Mosse;
- (b) Libraries across the city had been reintroducing more activities that had been suspended for two years during the pandemic. The Library service had hosted a craft activity at Central Library and restarted Lego play in all libraries;
- (c) Armed Forces day would return to Plymouth Hoe again on 25<sup>th</sup> June 2022 and would include a dedicated parade of veterans to recognise the 40<sup>th</sup> anniversary of the Falklands War.
- (d) The Rehabilitation Triathlon hosted by the Royal Marines would take place in the city for this first time with outstanding athletes, Paralympian's and Invictus Games competitors among them. Plymouth's military history would be celebrated with a freedom of the city parade and include serving regiments and veterans to mark the 60<sup>th</sup> anniversary of 29 Commando Regiment Royal Artillery in Plymouth;
- (e) In August 2022, the British Fireworks Championship would return;
- (f) The Jubilee bank holiday weekend would see the one big summer music festival take to Plymouth Hoe and include a line up of Years and Years, Basement Jaxx, The Libertines and Supergrass;
- (g) Sunset Live in Central Park would host most global music superstars and include Paloma Faith, Simply Red, Michael Ball and Alfie Boe;
- (h) There had been a new exhibition at The Box which launched on 3<sup>rd</sup> March 2022. 'Another Crossing – Artists Revisit the Mayflower Voyage' had been developed in partnership with the Fuller Craft Museum and Plymouth College of Art and had brought together artists from the United States of America, UK and Holland to create a cross-cultural examination of that moment in history;
- (i) There had been a continued focus on the growth and development of core projects such as the Detached Youth Work team who had focused on developing their wider offer within the city to combat increased anti-social behaviour reports;
- (j) The Young Carers Project had been offering increased levels of support for young people as requests for the service increased. The project had been working with the Time 4 U partnership and continued to run five sessions a week, working with 75 young carers and one-to-one sessions supporting young carers that had been struggling with their mental health/caring role/relationships at home;

Councillor Jonathan Drean, Cabinet member for Transport provided the following updates:

- (k) The Plymouth Highways teams in 2021 had completed a full renovation of seven complex subways, repainted six footway bridges, laid 50,000 m<sup>2</sup> of carriageway re-surfacing, 9,000 meters of pre-patching, 3,200 pothole repairs and 2,000 street lighting column replacements;
- (l) The Council had been on track to deliver the Safer Streets programme and had installed six CCTV, 54 lighting and 12 help point upgrades; The Keyham improvement works had completed 72 lighting positions and eight CCTV deployments;
- (m) Flooding hotspots continued to be a focus of attention and major realignment works had been completed along the Ridgeway which had suffered some flooding;
- (n) Cabinet were shown a video in relation to EV's in the City.

Councillor Dave Downie, Cabinet member for Education, Skills and Children and Young People provided the following updates for Cabinet:

- (o) Plymouth's early years settings had achieved 97% good or outstanding outcomes, this had now reflected the national average following a period of five years of being below the national average standards;
- (p) Secondary schools attainment levels had increased to levels above the national average;
- (q) OFSTED praised improvement to adult education and Plymouth's provision had been good with a solid foundation found to be outstanding;

Councillor Mrs Maddi Bridgeman, Cabinet member for Environment and Street Scene provided the following updates to Cabinet:

- (a) Grass cutting season had commenced with a new digitised system taking into account the agreed operational policy and optimisation of cuts. Digital scheduling would enable improved compliance to ensure areas were not missed;
- (b) Plymouth City Council teams from Strategic Planning and Infrastructure and Street Services along with community members and partners Plymouth Tree Partnership Plymouth Open Space Network, Woodland Trust, National Trust and South Hams and West Devon Councils had planted 2978 trees in 2021;
- (a) Following Storm Eunice and the preceding weather events, Plymouth City Council received over 220 reports of trees and branches down which had caused disruption around the City blocking roads, footpaths and driveways and in one case trapping a disabled resident in their property. The Tree Team with the aid of private contractors, Plymouth City Council Highways and South West Highways coordinated an immediate response to keep the City moving and to help Residents;
- (b) The Council had been working closely with National Highways to identify planned lane and road closures to enable cleansing teams to collect litter and fly tipped items. The cost of commission for the Council's own closures could run into tens of thousands of pounds. Over the past couple of weeks the Council had carried out the following:
  - March 2nd & 3rd Manadon to Leigham, East Bound, collected 820kg (team of 6)
  - March 7th Camels Head up to the A38, West Bound, collected 130kg (team of 6)
  - March 7th St Budeaux to Camels Head bypass, East Bound, collected 260kg (team of 6)
  - There had been planned works scheduled for March 25th at Deep Lane to Marsh Mills.
- (c) The playground improvement at Lancaster Gardens in Whiteleigh had been completed and was awaiting sign off. Contractors would be starting Staples Close in Beliver and this would be part of 2021/22 improvements on 10 parks.

Councillor John Riley, Cabinet Member for Governance, HR, IT and Community Safety provided the following announcement to Cabinet:



- (d) Safer Plymouth had commenced with 1,759 people singing up to the week long learning event and networking organised by the Community Connections service. This has been the first event run in that manner and had attracted national interest and attendance. The focus had been to prevent hate, violence against women and girls, drugs, Child Exploitation and anti-social behaviour;
- (e) Operation Medussa took place between the 2<sup>nd</sup> and 3<sup>rd</sup> March 2022, Devon and Cornwall Police undertook a two day proactive operation linked to Operation Tarak which had been the National Crime Agency's response to County Lines. Operation Medussa had seen two days of action which targeted County Lines and dangerous drugs networks in Plymouth which had been aided by 30 officers from Merseyside Police concentrating on five specific county lines. Over two days 46 arrests had been made with a firearms seized alongside large quantities of drugs and cash;
- (f) On 9 March 2022, Plymouth City Council would be signing up to the Anti-Social Behaviour pledge alongside Devon and Cornwall Police, Plymouth Community Homes, Livewest and Guinness Housing Association. The Anti-Social Behaviour pledge had been a commitment by organisations to victims of anti-social behaviour and included terms to actively promote and use the community trigger.

## 252. **Commitments**

Councillor Nick Kelly, Leader of the Council introduced this item and Cabinet updated commitments which had been achieved.

Cabinet agreed to:

1. Endorse the completion of twelve commitments in February; 36, 38, 55, 66, 67, 32, 20, 65, 58, 43, 73, 71, 18
2. Note the progress made on the 25 remaining commitments

## 253. **Corporate Plan Performance Report, Quarter Three 2021/22**

Councillor Nick Kelly, Leader of the Council presented this item to Cabinet and made the following key points:

- (a) Quarter three covered the period October to December 2021, this had been a highly accessible document and enabled the public and the Council's own system of scrutiny to review performance against the Corporate Plan;
- (b) The percentage of pupils achieving the basics at KS4/5 including English and Maths was 51.9% and sat above the validated and published national and statistical neighbour averages. This showed an improvement from 2020 where pupils achieved 47.1%;
- (c) Streets graded at an acceptable standard had seen consistent improvement in 2021/22 and there had been another improvement in the last quarter of 88.7% in quarter three compared to 86.8% in quarter two and 82.4% at the end of 2020/21;
- (d) Children's Social Care had seen further reductions in the number of repeat referrals;
- (e) 98% of those people subject to an adult safeguarding enquiry had seen there making safeguarding person outcomes fully or partially achieved;
- (f) Children subject to multiple Child Protection plans continued to miss its target, although showed signs of improvement;
- (g) Sickness rates for the Council had increased in quarter three which was inclusive of COVID sickness;

Cabinet noted the report.

**254. Finance Monitoring Report January 2022**

Councillor Nick Kelly, Leader of the Council presented this item to Cabinet and made the following key points in relation to month 10 which covered the period to the end of January 2022:

- (a) The Council had been able to report a near balanced position and an underspend of £3,000;
- (b) Customer and Corporate services continued to show improvement and reported a nil variant. In September 2021 the directorate had shown an overspend of £765,000 and in December had reduced to £24,000;
- (c) The Place directorate had shown an underspend of £123,000;
- (d) The Children's Directorate had an overspend of £1,091,000, this had increased to £1.123 million. The net movement continued to show adverse in planned savings from the Adolescent support team, Fostering and placement review which together had totalled £409,000 but had been offset by the savings from management actions which totalled £377,000;

Cabinet agreed to:

- 1) Note the current revenue monitoring position
- 2) Note the setting aside of resources to the value of £2.845 million

**255. Commissioned Placement Sufficiency Plan 2022/23**

Councillor Dave Downie, Cabinet member for Education, Skills and Children and Young People and Emma Crowther, Strategic Commissioning manager presented this item to Cabinet.

Plymouth City Council had a legal duty under Section 22G of the Children's Act 1989 to secure, so far as is reasonably practicable, sufficient local accommodation which met the needs of children in the care of the Council. The Council commissioned and provided a range of different types of placements in order to meet the sufficiency duty and the paper described proposed activity for 2022/23 to increase the quantity and quality of local placements which were commissioned.

Cabinet agreed to:

- 1) Approve the business case
- 2) Delegate the award of contracts to the Director of Children's Services

**256. Our Commitment to Equality and Diversity**

Councillor Mrs Vivien Pengelly, Cabinet Member for Homes and Communities presented this item to Cabinet.

Cabinet members discussed:

In line with climate emergency action plan the documents would be made available for the Plymouth City Council website for residents to access the diversity action plan.

Cabinet agreed to:

1. Note the progress made by the Council towards mainstreaming equality and diversity within the Council.
2. Endorse the updated Equality and Diversity Action Plan for 2022/23.

257. **City Centre Conservation Area Appraisal and Management Plan**

Councillor Patrick Nicholson, Deputy Leader of the Council presented this item to Cabinet and made the following key points:

- (a) The Plymouth City Centre Conservation Area had been designated in 2019 was the first nationally to designate a post-war heritage city centre area;
- (b) The City Centre conservation area appraisal management plan had been the City Council's material document that would consider planning applications that would come forward in assessing planning applications;

Cabinet agreed to -

Approve the adoption of the City Centre Conservation Area Appraisal and Management Plan.

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# Cabinet



Date of meeting:	09 June 2022
Title of Report:	<b>Director of Public Health Annual Report 2021</b>
Lead Strategic Director:	Ruth Harrell (Director of Public Health)
Author:	Ruth Harrell (Director of Public Health)
Contact Email:	Ruth.harrell@plymouth.gov.uk
Your Reference:	DPH21
Key Decision:	No
Confidentiality:	Part I - Official

## **Purpose of Report**

The Director of Public Health Annual Report covers the pandemic years. It summarises the pandemic itself and highlights some of the impacts of Covid-19, both direct and indirect, and with a focus on mental health and wellbeing. It also highlights some of the lived experiences of people in the city.

Finally it highlights the focus for Thrive Plymouth this year; to listen, connect and heal. The report, provided in pdf form for the papers, is accessible online as a set of web pages.

## **Recommendations and Reasons**

The Report should be noted; in particular, the potential impacts of Covid-19 on people's health and wellbeing, which have already been discussed at the Health and Wellbeing Board, with various mitigations in place.

## **Alternative options considered and rejected**

N/A

## **Relevance to the Corporate Plan and/or the Plymouth Plan**

The DPH annual report supports the Plymouth Plan aim to become a Healthy City, reporting on the way in which Covid-19 has and may continue to provide a challenge to this aim.

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

None

## **Financial Risks**

None

## **Carbon Footprint (Environmental) Implications:**

None

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

\* When considering these proposals members have a responsibility to ensure they give due regard to the Council's duty to promote equality of opportunity, eliminate unlawful discrimination and promote good relations between people who share protected characteristics under the Equalities Act and those who do not.

None

**Appendices**

\*Add rows as required to box below

Ref.	Title of Appendix	Exemption Paragraph Number (if applicable) <i>If some/all of the information is confidential, you must indicate why it is not for publication by virtue of Part 1 of Schedule 12A of the Local Government Act 1972 by ticking the relevant box.</i>						
		1	2	3	4	5	6	7
A	Director of Public Health Annual Report 2021							

**Background papers:**

\*Add rows as required to box below

Please list all unpublished, background papers relevant to the decision in the table below. Background papers are unpublished works, relied on to a material extent in preparing the report, which disclose facts or matters on which the report or an important part of the work is based.

Title of any background paper(s)	Exemption Paragraph Number (if applicable) <i>If some/all of the information is confidential, you must indicate why it is not for publication by virtue of Part 1 of Schedule 12A of the Local Government Act 1972 by ticking the relevant box.</i>						
	1	2	3	4	5	6	7

**Sign off:**

Fin		Leg		Mon Off		HR		Assets		Strat Proc	
Originating Senior Leadership Team member: Ruth Harrell (Director of Public Health)											
Please confirm the Strategic Director(s) has agreed the report? Yes											
Date agreed: 14/03/2022											

**DPH ANNUAL REPORT**

2021

**FOREWORD**

There is no denying that this has been a difficult time for all of us; at an individual level, as a city, nationally and even globally. With the recent emergence of Omicron as the latest 'variant of concern' that is now infecting many people it is clear that the situation is far from over. As well as living with this new infectious disease, we are also living with considerable uncertainty about the disease itself and how it changes with each mutation. It is not surprising that so many of us are reporting worsening mental health and wellbeing than before the pandemic.

Throughout, I have been so impressed and proud of the way in which the people of this city have risen to the huge challenges that COVID-19 has brought with it. There are too many groups and individuals to name (and to miss any out would be a disservice) but so many of you have been 'everyday heroes' throughout this pandemic, doing what you can to keep others safe and well, both physically and mentally. You may not even realise how important your contributions have been, as I know so many people have just got on and done things without wanting attention or praise. This is my opportunity to say a heartfelt thank you.

From my perspective, my role and those of my fantastic colleagues have changed massively. I am conscious of how quickly and willingly the teams affected have had to change the focus of their work, quickly refining and honing skills to help the city to face COVID-19. It has been absolutely essential that we prioritise this, but it hasn't been without cost, and many of us have missed the work that we used to do.

COVID-19 continues to pose a particular risk to health inequalities. Some of us might be more prone to serious illness if infected, some of us might be more likely to be exposed through the work that we do or our living conditions, and some of us might be more likely to fall prey to misinformation which might stop us following advice and guidance. Tackling COVID-19 is tackling health inequalities, and so although our formal cycle of an annual focus of Thrive Plymouth has been halted, the city's work against health inequalities has continued unabated.

**I INTRODUCTION**

In my Annual Report, I usually like to describe some of the amazing progress made towards the ambitions of Thrive Plymouth, our programme to tackle health inequality in Plymouth. However, for the last 18 months, many of the activities that our partners and Plymouth City Council deliver under the Thrive Plymouth banner have had to be halted or radically changed, because of COVID-19.

This was particularly the case in Year 6 of Thrive Plymouth, since we were focussing on the participation in arts, heritage, culture and hospitality and its connection to good wellbeing in the year of Mayflower 400; obviously, many of the planned events did not go ahead.

Instead, this Annual Report will reflect on some of the key information and experiences that the city has been through over the last 18 months since we had our first COVID-19 case in mid-March 2020.

This is not about reliving these difficult times, rather it is about recognising the strengths that have been shown across the city; being Good Neighbours, volunteering to support the vaccination efforts, and doing all we can to keep each other safe.

Thrive Plymouth is about partnerships, and this report also serves to recognise some of those partners; as always with the Annual Report, we can only showcase the few, but use them to highlight the work of the many.

## 2 THRIVE PLYMOUTH

### 2.1 What is Thrive Plymouth?

The way that we live our lives has an impact on our health. What might seem like small choices made today can have a large impact on our life expectancy – but perhaps more importantly, our health and how well we feel during those years of life. It is a common myth that people who live a long time have a long time in poor health; the opposite is true. At a population level, those groups of people who live the longest actually spend the shortest time in poor health.

So how do we help people to make healthier choices?

- ‘Agency’ is about the ability of individuals to make their own decisions and to enact them. In this context, we would need people to understand the benefits that healthier lifestyles can offer and to want to aspire to those benefits, to understand what to do, and then to make the changes and to sustain them.
- ‘Structure’ are those factors of influence which affect the person’s agency. They could be linked to social, cultural or economic factors and are often very well established. For some groups (and some choices), they might provide support for change or they might form barriers for change.

Exactly how agency and structure influence our ability to make and sustain healthier choices is much debated; there are undoubtedly many factors that influence these and that is why supporting people to make healthier choices is complex and nuanced.

Thrive Plymouth recognises both of these, and also that structural factors in more deprived groups tend to form barriers to healthier behaviours. This philosophical basis for Thrive Plymouth is important to acknowledge since it recognises that although individuals have responsibility for actions that affect their health, positive actions could be enabled by changes to the structural contexts in which health-related choices are made.

Thrive Plymouth was adopted by Plymouth City Council on 11 November 2014. It strongly reflects the Council’s endorsement of the Marmot policy objective of strengthening the role and impact of ill health prevention. It provides a mechanism for achieving the NHS Forward View aspiration of a radical upgrade in prevention and public health. Finally, it is a key delivery mechanism for the city’s integrated health and wellbeing system as well as its aspirations for health and wellbeing set out in the Plymouth Plan. Thrive Plymouth draws on the approach to chronic disease prevention first presented by the Oxford Health Alliance.

Thrive Plymouth has three approaches;

- *Population-based prevention* is about the whole population making positive changes, big or small, to their lifestyle choices. This is because lots of people with a small risk of getting a disease can cause just as much ill health as a small number of people with a large risk. So everyone making even a small change will help Plymouth Thrive.
- *Common risk factor* is based on the fact that one unhealthy behaviour can be the basis of many diseases, and that several of these unhealthy behaviours tend to cluster in individuals and in less affluent groups. Focusing on these common risks and how they cluster is more effective.
- *Context of choice* acknowledges that despite an understanding of what is unhealthy, and good intentions to be healthier, change is hard to achieve. This is because we all make choices in settings we often don’t control, where the healthy choice can be harder than the unhealthy one.

We want Plymouth to be a place where the healthy choice is always the easy choice.

### 2.2 What are the healthy behaviours?

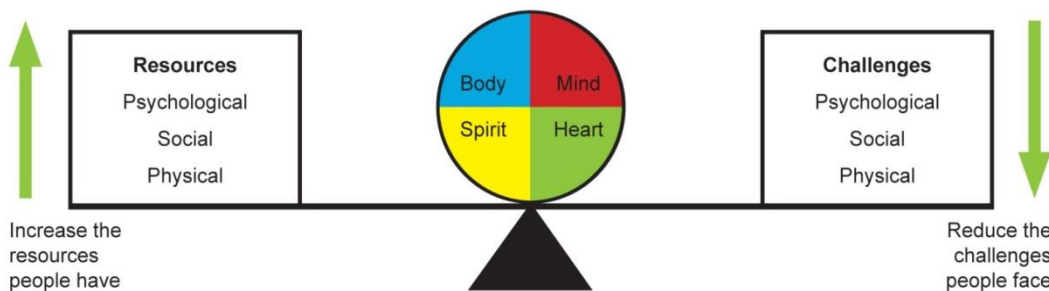
There are four well-established lifestyle behaviours (tobacco use, excess alcohol consumption, poor diet and lack of exercise), that can contribute to the development of respiratory diseases, cancers, coronary heart disease and strokes and lead to earlier death. Of course these are not unique to



Plymouth and these same risk factors and diseases cause premature deaths around the globe. Thrive Plymouth is seeking to promote healthier behaviours which means:

- being smoke free,
- drinking alcohol safely (only in moderation),
- eating healthily,
- being physically active.

In Thrive Plymouth, we also recognise the importance of mental wellbeing. We understand wellbeing to be a dynamic state, in which the individual is able to develop their potential, work productively and creatively, build strong and positive relationships with others, and contribute to their community. It is enhanced when an individual is able to fulfil their personal and social goals and achieve a sense of purpose in society. Balanced wellbeing is when individuals generally have the psychological, social and physical resources they need to meet a particular psychological, social and/or physical challenge. When individuals have more challenges than resources, the see-saw dips, along with their wellbeing, and vice-versa.



Source: Based on Dodge, R., Daly, P., Huyton, J. & Sanders, L. (2012): The challenge of defining wellbeing. *International Journal of Wellbeing*, 2 (3), 222-235, DOI: [10.5502/ijw.v2i3.4](https://doi.org/10.5502/ijw.v2i3.4)



## 2.3 Campaign topics

In addition to an ongoing focus on the four lifestyle behaviours, Thrive Plymouth has a specific annual focus which is built on each year.

- Year One (launched Oct 2014) the focus was promoting workplace health and wellbeing.
- Year Two we focused on schools and educational settings through promotion of the Healthy Child Quality Mark.
- Year Three we localised Public Health England's 'One You' campaign, which encourages people to put themselves first and do something to improve their own health. [www.oneyouplymouth.co.uk/](http://www.oneyouplymouth.co.uk/)
- Year Four focused on promoting the five ways to wellbeing (Connect, Learn, Be Active, Notice, and Give).
- Year Five focused on connecting people through food.
- Year Six focused on participation in arts, heritage, culture and hospitality and the connection to good wellbeing in the year of Mayflower 400.

Year six was launched on 29th November 2019 to coincide with the Illuminate Festival at Royal William Yard which marked the opening of Mayflower 400. Our Thrive Plymouth plans for Year 6 centred on supporting our partners to maximise the health and wellbeing benefits of the events being planned, and support the opportunities to reach into different and varied communities. There is a large body of evidence which shows engaging with arts, heritage and culture are good for wellbeing, and we were all excited at what the year would bring.

However, due to events beyond our control, Year 6 had a radical change of direction as we put our annual focus on hold. In March 2020, the threat of an emerging novel coronavirus pandemic became a reality in the UK. Our small team of public health specialists had to refocus all of our attention on tackling COVID-19, with support from the wider public health workforce. As the situation worsened and we went into lockdown, events were postponed and we put the annual focus of Thrive Plymouth on pause; however, work on tackling inequalities continued.

While many events and activities were unfortunately unable to go ahead during 2020 due to the pandemic, others have been rescheduled for a later date. Activities in the city are advertised by 'What's on in Plymouth': <https://www.visitplymouth.co.uk/whats-on>

In a later section of this report, we will revisit Thrive Plymouth and our plan for revising and refreshing the work that we are doing to tackle inequalities.

### **3 THE COVID-19 PANDEMIC**

This chapter sets out some of the facts of the pandemic and in particular how it impacted Plymouth.

#### **3.1 Timeline and epidemiology**

The data and graphs presented here were compiled towards the end of December 2021, just as the peak of wave three appears to have been reached – or at least the first of the peaks. Without the use of a crystal ball it is safe to say that we are expecting the next few months to be difficult for Plymouth, the country and the world; though with the vaccination programme, we should continue to see the much smaller proportion of people losing their life to COVID-19, compared to earlier in the pandemic.

COVID-19 is the disease caused by infection with a new virus called severe acute respiratory syndrome coronavirus 2 or SARS-CoV-2. This is a type of virus called a coronavirus, known to be of concern because they can be very severe and spread easily. There are many different coronaviruses, some of which exist in humans but a large number in different animals. Every now and then, the right conditions are met for the virus to spread into humans; and sometimes an infected human can spread the virus to others. This kind of a novel virus is of great concern as humans are unlikely to have any immunity and the virus can be very harmful.

It was first identified in Wuhan, China, in December 2019; despite a lock down, the virus was not contained and by early March 2020, though the rate of new cases appeared to be dropping in Wuhan and China as a whole, there were several areas of the world where concerns have heightened; Italy, South Korea and Iran in particular. The early indications was that this virus was creating a significant illness which was around 10 times more lethal than influenza.

The virus spreads through the air, usually as droplets and occasionally finely dispersed particles in the air. Droplets tend to fall from the air quickly and so simply keeping your distance from infected people can reduce spread; however, this can be harder than it seems and needs national intervention.

In the UK, initially early cases had connections through travel or close contacts (there were thought to be around 1,000 separate incidents), we quickly started to see evidence of community spread meaning that the disease had reached the UK.

On 13<sup>th</sup> March 2020, we became aware of the first case in a Plymouth resident; and by the 23<sup>rd</sup> March 2020, the need for a national lockdown was announced.

Between 13<sup>th</sup> March 2020 and spring of 2021, we have had a cycle of COVID-19 numbers being suppressed by lockdown measures, but then increasing again as those measures are reduced. Plymouth has on the whole followed the same trend as England though we have been at a lower level for most of the pandemic. We have seen two very significant mutated versions of the virus in that time, ones where a significant advantage was conferred due to the mutation making it able to out-compete the existing variant.

In December 2020, the UK vaccination programme began. This was a very significant point in the pandemic response; an intervention which reduced spread but most importantly prevented serious disease and deaths.

We really started to see the benefits of vaccination around spring 2021, when sufficient people who were vulnerable had been double-vaccinated and we saw hospitalisation and death rates reducing in those groups.

We started along the roadmap for the opening up of the economy, and it was during this time that we really began to see how people's behaviours could so easily change the course of the pandemic. The UEFA European Football Championships combined a strong motivation for social mixing, with one of the first opportunities to mix after restrictions were eased. Whether at organised games, watching at public venues, or just meeting in their own living room with family and friends, we saw a large peak in people with COVID-19 and in those isolating as contacts. The spike that we saw in Plymouth towards the end of July was extremely high and although it did fall off quickly, we have been left with case rates

around 350 per 100,000 in a seven day period – not far short of 1,000 people testing positive in a week. Unfortunately, the number of people in hospital has also been too high over this period; obviously this is bad in itself, but also because of the impact COVID-19 is having on our healthcare system. When rates are high, we have more people in hospital, and having people in hospital with a very infectious disease makes everything more difficult for staff to handle. The threat of spread within healthcare facilities is a very real risk. We also know that people in hospital with COVID-19 can have long stays, especially for those more severely impacted and needing intensive care. Having these Intensive Care Unit (ICU) beds occupied reduces the number of patients that can have their planned surgery with many people having to wait too long for treatment. In addition, when case rates are high, staff are affected and so we have reduced workforce able to be in work – of course this is important in health and social care, but also many other key jobs; lorry drivers bringing us supplies, bus drivers getting people to work, supermarket workers making sure the shelves are topped up.

At the time of writing, we know that even with the vaccination programme, we should expect a difficult winter.

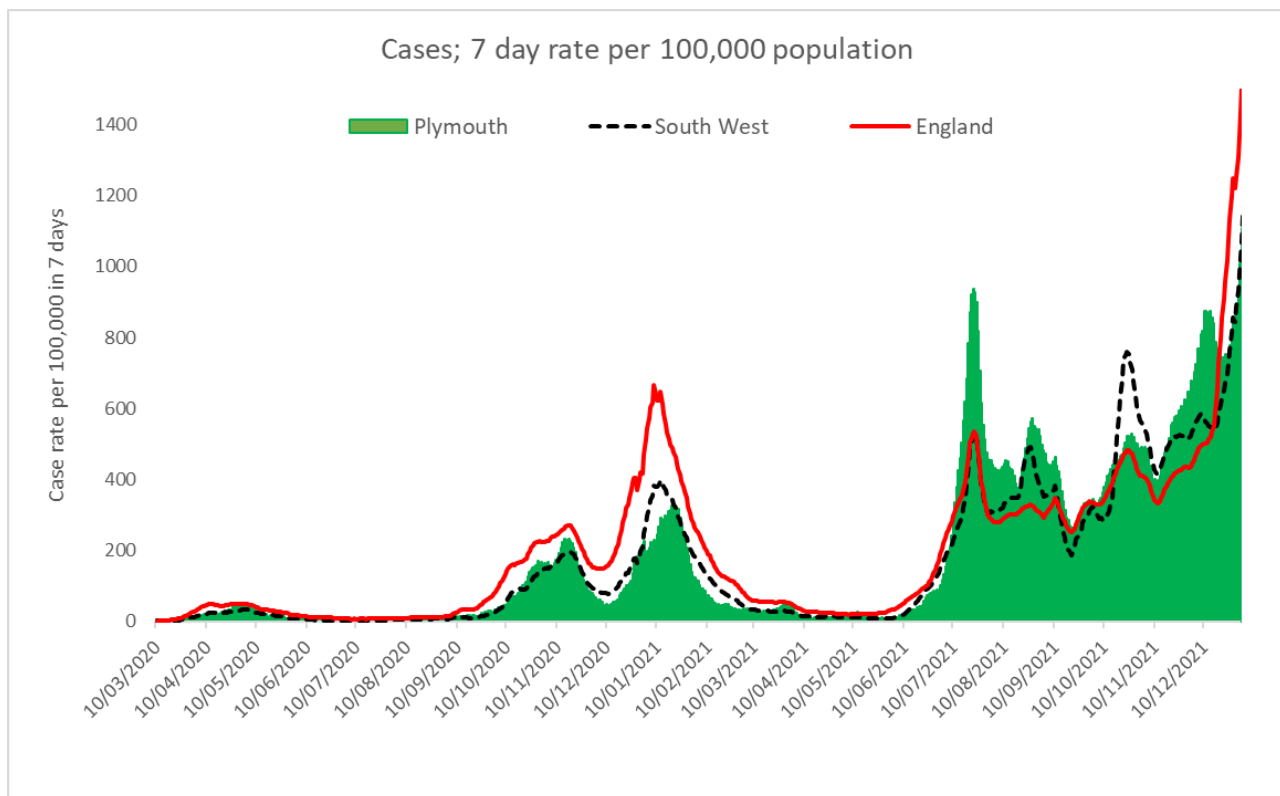


Figure 1. Case rates of COVID-19 from the start of the pandemic. In the early stages, testing was not widely available so the true rates will have been higher. Source; UK Government at <https://coronavirus.data.gov.uk/>

### 3.2 Longer term view

Many of us want to know when this pandemic will end. That is, unfortunately, a difficult question! There are two ways pandemics come to an end; either the transmission is so well controlled that we come to a point where there are no cases (such as Ebola), or the disease becomes part of our normal infectious disease landscape which is referred to as endemic. Being endemic, or something that we have to live with, does not mean that we do not have to take steps to manage the disease, and it will likely continue to mean some forms of practices that will help to keep rates down.

How easily we can transition into endemicity, and exactly what that looks like, does depend on many factors; some to do with the virus itself, others to do with our response. We (as a society) might

tolerate higher numbers of cases if the variant in circulation causes mild disease; conversely we might have to take more action to reduce numbers if a variant is more severe. Another key factor is vaccination; how well it works (especially in more vulnerable people) and also how many people have the vaccine. It is currently not clear how often vaccination might be needed; yearly such as for flu, or more often in response to different variants, or less often if an effective vaccine against a broad spectrum of variants can be found.

For many of the public, COVID-19 might have been their first brush with an infectious disease which requires additional actions such as testing, time off work, notifying contacts etc. However, this is common and established practice for many infectious diseases. We have yet to see what level of control and management COVID-19 will require.

### 3.3 The impacts of COVID-19

As part of our response to the COVID-19 pandemic, we sought to understand the wide-ranging impacts that COVID-19 had on people using a model or conceptual framework as listed below.

#### **DIRECT IMPACTS**

Infection with COVID-19

- Short term illness – may include hospitalisation
- Long COVID
- Death

#### **INDIRECT IMPACTS**

##### **Impacts on**

- Health behaviours (eating, drinking, smoking, moving)
- Mental health
- Vulnerable groups
- Lived Experience

##### **Impacts of changes to**

- Access to healthcare
- Income
- School and education
- Built and natural environment

In each case a literature review along with any Plymouth specific data was considered. It will come as no surprise that the vast majority of these impacts were negative, on cohorts of people and/or the population as a whole. The one exception to this centred around the final point, where people's reported experiences of accessing green spaces close to home was highlighted.

As we usually find, impacts (positive or negative) are not evenly distributed through the population; this has been no different for the impacts of the pandemic.

#### **3.3.1 COVID-19-related health inequalities**

Unfortunately, COVID-19 (like any other infectious disease) has highlighted inequalities. There is an overall gradient of increasing cases and deaths with increasing deprivation in addition to significant differences between ethnicities. Factors such as education, housing and employment, drives inequalities in physical and mental health, reduces an individual's ability to prevent sickness, or to take action and access treatment when ill health occurs.

This was evident early on in the pandemic, and was highlighted in '[Build back fairer; the COVID-19 Marmot Review](#)'. This reiterated the health inequalities position in England before the pandemic; as discussed in my -YEAR Annual Report, since 2010 improvements in life expectancy in England had stalled. Life expectancy follows the social gradient – the more deprived the area, the shorter the life expectancy. This gradient has become steeper; inequalities in life expectancy have increased. Among women in the most deprived 10 percent of areas, life expectancy fell between 2010–12 and 2016–18.

'Build back fairer' highlights the inequities in risk of mortality from COVID-19 – which include those related to;

- underlying health conditions and disability,
- levels of deprivation,
- housing conditions,
- occupation,
- income and
- being from certain ethnic groups.

Conversely, the likelihood of mortality from COVID-19 is lower among people who are wealthy, working from home, living in good quality housing, have no underlying health conditions and are of White ethnicity.

Currently, the number of people who have died in Plymouth is lower than in other areas with similar demographics. It is not totally clear why this is the case, but our geographical distance from other large urban centres may well have helped.

Of course mortality is not the only indicator of harm through the pandemic, but it is by far the easiest to produce robust data on. As discussed in 3.2, as well as the direct harms from the virus there have been a wide range of indirect harms, and these too are not equally distributed across the population.

Build Back Fairer reiterates the earlier findings of the Marmot report – that we need to actively manage the wider determinants of health to create the conditions in which everyone can thrive. This requires 'proportionate universalism' – interventions and support available to all, but with a very clear focus on those most impacted and who need the most support because they are the most in need.

This is the approach that we have already been taking in Plymouth; we can be confident that we are doing the right things.

### 3.4 A focus on COVID-19 and mental health

The COVID-19 pandemic and the control measures to reduce transmission have impacted on almost all aspects of our lives. This is having profound health, economic and social consequences, all of which will impact on our mental health and wellbeing now and into the future. Moreover, these impacts are experienced differently by different groups. There is a risk that the pandemic may increase and entrench mental health inequalities that existed and were widening before the pandemic. It is crucial that we increase our knowledge of the broad impacts of the pandemic on mental health and wellbeing and the population groups that are more greatly affected. This will enable the mental health needs of our population and the hardest hit groups to be recognised and monitored so that appropriate support can be provided to mitigate the impact.

We developed a Mental Health Needs Assessment following on from a workshop led by the Health and Wellbeing Board. The aim of this needs assessment was to bring together what is known nationally and locally about the impact of the COVID-19 pandemic on mental health and wellbeing needs in adults and to make recommendations to the local system to improve the mental health of our population.

Good mental health is more than just the absence of mental disorders but is an essential component of good health. Mental health is a state of wellbeing in which an individual realises their own abilities, can cope with the normal stresses of life, can work productively and is able to make a contribution to their community. Wellbeing can be described as the balance point between an individual's and community's resource pool and challenges faced. Stable wellbeing is when individuals or communities have the psychological, social and physical resources they need to meet particular psychological, social and/or physical challenges. Good mental health and wellbeing is strongly influenced by the conditions in which people are born, grow, live, work and age. Promoting mental wellbeing and supporting mental ill health is essential not only for individuals and their families, but to society as a whole. In the UK:

- One in four people will experience mental illness in their lifetime.
- One in six people experience mental illness at any one time.
- 75% of mental health conditions in adult life (excluding dementia) start by the age of 24.
- Mental ill health is estimated to cost the UK economy £105 billion a year in health care and loss of productivity costs.

Within the population there are also significant avoidable inequalities in mental health problems that exist between groups based on personal characteristics, stage of life and conditions of living.

#### 3.4.1 Mental health and wellbeing during COVID-19

The evidence so far suggests that at a population level mental health and wellbeing worsened at the start of the pandemic in spring 2020. This was followed by a recovery in the summer of 2020 as lockdown was eased, but not to pre-pandemic baselines. More recent evidence suggests a further decline in population mental health in the winter of 2020/21.

There is no evidence of changes in rates of self-harm or suicide since the start of the pandemic, although there is some evidence of increases in self-harming thoughts and behaviours in some risk groups. This includes those who have experienced abuse or have financial worries.

The evidence suggests that the mental health of certain groups of people have been disproportionately affected by the pandemic. These groups cover a wide range of the population and include: young adults; adults with pre-existing mental or physical health issues; socially isolated people; adults with low household income, financial worries and/or who experienced a loss of income; Black, Asian and Minority Ethnic (BAME) men; those who were recommended to shield; carers; and frontline health and care staff.



Many of these are groups that were at higher risk of mental health problems before the pandemic, demonstrating the potential of the pandemic to increase mental health inequalities.

The total number of GP diagnoses of depression decreased in the pandemic. This is concerning because undiagnosed depression is risk factor for suicide.

### **3.4.2 Future mental health needs**

The changes in mental health seen so far (when the health needs assessment was completed in mid-2021) may not be the full extent of the impact of the pandemic on mental health. This is because:

- It may be too early to see some of the impacts of the pandemic on mental health.
- The ongoing challenge of the pandemic may continue to affect mental health.
- The pandemic may have environmental, cultural and socio-economic impacts, which in turn will continue to impact mental health. Examples include the possibility of recession, rise in unemployment and rise in deprivation.

Predicting any future changes is fraught with many uncertainties but may signal areas that need closer monitoring.

The Centre for Mental Health report predicts that as a direct result of the pandemic, up to 8.5 million adults in England (almost 20% of the adult population) will need either new or additional mental health support. The vast majority of these will be in people who have existing mental health conditions or the general population. In Plymouth these figures equate to almost 27,000 of the estimated 39,000 people with common mental disorders requiring additional support and over 17,000 from the general population requiring new support for mainly moderate-severe depression or anxiety. However, it is unclear from the model what the level of need will be and the timeframes for when people may need services. In addition, the model is due to be updated in May 2021 with more current evidence, but at the time of writing, this is not yet available.

There are a number of risk and protective factors that are well known to influence mental health. The pandemic is likely adversely to affect many of these factors and so will adversely affect mental health into the future. Strengthening protective factors and minimising risk factors provides a focus for action by which the mental health demands and needs can be addressed in the recovery from the pandemic.

A collated summary of these discussions is presented below:

- **Service delivery models:** There has been a rapid change to remote service delivery to support clients since the start of the pandemic, with limited ongoing face-to-face work at a reduced capacity when possible for specific needs. Remote delivery was good for some individuals due to the convenience of access; however, other individuals would prefer or need face-to-face interaction. Providers generally considered remote interactions to be of poorer quality due to the difficulties of building a relationship and trust and ability to pick up on non-verbal cues and additional or hidden issues.
- **Level of need:** Some providers reported that they were managing a higher level of need through their phone lines than they were equipped to.
- **Demand:** Changes in demand and need since the start of the pandemic are difficult to accurately quantify because of the changes in service delivery models. Demand generally fell at the start of the pandemic and increased thereafter. In some cases, this demand has stayed below pre-pandemic levels, but in others it has overtaken pre-pandemic levels. There is also a suggestion that reduced access to mental health services during the pandemic may be increasing mental health needs.

- **Ability to meet demand:** At the time, providers felt that they are able to meet the need that they are faced with, however, there are signs of increasing need across many services.
- **Challenges:** Challenges for providers include: staff wellbeing, recruitment and retention; having meaningful engagements with clients; reduced capacity; difficulty keeping up with guidance; circular signposting; difficulties for individuals to access formal mental health services at the time of need; poor transitions between services; uncertainty about the future and resources; escalation of needs due to the pandemic; and additional stressors, such as the British Exit from the European Union.
- **Improvements:** Potential service and system improvements suggested were: a blended approach of face to face and remote delivery; strengthening of collaboration between mental health teams, primary care, social prescribers and VCSEs; strengthening of public mental health, prevention and early intervention; clear messaging about services available; greater awareness of trauma informed practice; strengthening of organisations working at a community level; wider consultation with the community to understand needs, issues and concerns; and improving outdoor space for young people.

### 3.4.3 Conclusions from evidence and intelligence

Bringing all of these findings together, the Mental Health Needs Assessment concluded;

- **It is likely to be too early to see the extent of the mental health impact of the COVID-19 pandemic.** Further evidence is likely to emerge in the coming months and years and therefore the evidence base for the impact of the pandemic on mental health will become more robust. Furthermore, the future of the pandemic is uncertain and therefore the ongoing impact on mental health is also uncertain.
- Current national evidence and data suggests that **population level mental health and wellbeing is already being negatively affected by the pandemic.**
- Whilst the pandemic is a collective trauma, **the burden of distress is greater in certain groups.** The evidence shows that the mental health and wellbeing of some specific groups is disproportionately affected. Some of these groups correlate with the groups that are already more vulnerable to mental health issues and so **there is a risk that the pandemic will widen and entrench mental health inequalities.**
- There is evidence that **the pandemic is having a major impact on the risk and protective factors for mental health.** In general, the pandemic has increased the risk factors for mental health problems, especially in the already more vulnerable groups. This may therefore lead to increasing mental health needs and increasing socio-economic inequalities in the future.
- **In Plymouth, mental health services have seen varying patterns of demand and it is difficult to draw conclusions from the intelligence** we have so far due to the changes in service delivery and because there may be numerous explanations. The new First Response Unit and reduced access to GPs may have contributed in a reduction in referrals to the Community Mental Health Teams (CMHTs). In contrast, some of the services that do not require a referral but have changed to open access telephone lines have seen their demand increase.
- **National modelling predicts that there will be a very significant increase in mental health needs as a result of the pandemic.** Escalation of mental health needs as a result of the pandemic, may be seen across two main groups: those without pre-existing mental health issues and those with pre-existing mental health conditions.
- Escalation of needs may occur in the general population because a large number of people are likely to have had additional challenges to their wellbeing as a result of COVID-19. Whilst most people may not develop any or only mild mental illness, if a proportion of these develop mental

illness requiring service use, this is **likely to lead to a large rise in demand for mental health services.**

- **In the population with pre-existing mental illness**, additional needs may develop because of the challenges of the pandemic as with the general population, but, in addition, they are more likely to have had disruption to their care during this time, which may contribute to **relapse and/or escalating needs.**
- Local intelligence suggests that there has not been a sudden substantial increase in demand for mental health services in 2020. Providers are currently able to keep up with demand, but they are facing challenges. However, mental health is complex and multi-factorial. Individuals have different challenges and resources, and these have been affected in different ways and over a different timeframe. **Therefore, a predicted increase in mental health needs will not happen suddenly, but is more likely to be a slower, gradual and insidious increase.** Given the difficulty in managing current levels of mental health needs and the general increase in the prevalence of mental health conditions before the pandemic, this may in time become very difficult to manage in the system.

The widespread impact of COVID-19 and the social and economic consequences of the pandemic have highlighted the **urgent importance of promoting mental health and tackling mental ill health at a population level.** The burden of mental illness prior to COVID-19 was already significant and the pandemic is widely expected to increase this burden and exacerbate existing mental health inequalities.

A public mental health approach attempts to build the resources and resilience of individuals and communities so that they can face the challenges in their lives in order to prevent the onset, development and escalation of mental health problems. It aims to strengthen the protective factors for good mental health and reduce the risk factors for poor mental health at an individual and community level. This upstream approach will, in turn, impact positively on the NHS and social care system and there is evidence that a range of prevention activities are cost-effective. Targeted interventions aim to reduce mental health inequalities and improvement to mental health services will improve the lives of those who have developed mental health issues.

#### **3.4.4 Mental Health Prevention Concordat**

As a result of the presentation of the Health Needs Assessment the Health and Wellbeing Board members signed up to the Mental Health Prevention Concordat.

A number of specific recommendations were set out, framed around the five domains of the PHE Prevention Concordat for Better Mental Health.

- Understanding local needs and assets,
- Working together,
- Taking action for prevention and promotion, including reducing health inequalities,
- Defining success and measuring outcomes,
- Leadership and direction.

**The PHE Prevention Concordat for Better Mental Health consensus statement.**

The undersigned organisations agree that:

*To transform the health system, we must increase the focus on prevention and the wider determinants of mental health. We recognise the need for a shift towards prevention-focused leadership and action throughout the mental health system, and into the wider system. In turn, this will impact positively on the NHS and social care system by enabling early help through the use of upstream interventions.*

*There must be joint cross-sectoral action to deliver an increased focus on the prevention of mental health problems and the promotion of good mental health at a local level. This should draw on the expertise of people with lived experience of mental health problems, and the wider community, to identify solutions and promote equity.*

*We will promote a prevention-focused approach towards improving the public's mental health, as all our organisations have a role to play.*

*We will work collaboratively across organisational boundaries and disciplines to secure place-based improvements that are tailored to local needs and assets, in turn increasing sustainability and the effective use of resources.*

*We will build the capacity and capability across our workforce to prevent mental health problems and promote good mental health, as outlined in the Public Mental Health Leadership and Workforce Development Framework Call to Action.*

*We believe local areas will benefit from adopting the Prevention Concordat for Better Mental Health.*

*We are committed to supporting local authorities, policy makers, NHS clinical commissioning groups and other commissioners, service providers, employers and the voluntary and community sector to adopt this concordat and its approach.*

**3.4.5 Ongoing developments**

Plymouth has had many areas of strengths when embedding a public mental health approach. There are a wide range of services designed to support people when they need it; and in particular to try to prevent escalation of need. The ethos of Thrive Plymouth is to support people to maintain and improve their mental health where it might be at risk, whether through Wellbeing Hubs, workplace wellbeing offers by employers and the promotion of Five Ways to Wellbeing. Where services are required, there are offers designed to support people as and when they need it, with further capacity currently being developed through adult online mental health offers.

## 4 LIVED EXPERIENCES OF COVID-19

Whilst there were some incredibly dark days during the pandemic, there were also many positive stories about how communities came together to support each other. We found that the ‘lived experience’ was very important – while numbers on a graph might be important for some people, what really mattered was how our loved ones, friends, colleagues and fellow citizens were coping.

Within this report, we would also like to highlight some of the work of the University of Plymouth, -. Their ‘Lived Experience of Covid-19’ website contains a wealth of information on the research conducted during the pandemic – and we highlight some of this below.

(link to this is here <https://www.plymouth.ac.uk/research/lived-experience-of-covid>)

### 4.1 Good Neighbours Scheme - Supporting Vulnerable and Diverse Communities

Plymouth City Council has worked with communities during the COVID-19 pandemic to provide community-led solutions. In particular, it was becoming increasingly apparent that the pandemic had the potential to leave some of the city’s most vulnerable residents isolated, distressed and worried.

In response to the challenges posed by coronavirus, the Plymouth Good Neighbours Scheme (PGNS) was set up to support the mobilisation of Plymouth’s Voluntary, Community and Social Enterprise Sector, empowering residents, businesses and wider stakeholders to play a key role in safeguarding those most at risk. PGNS was set up to harness and organise the goodwill demonstrated during the pandemic and was developed by identifying old and new partners across the city and linking them with volunteers.

PGNS was promoted through a social media campaign and online forums. The Council produced case studies and profiles on some of the volunteers on Facebook and Twitter. PCC was able to call on the skills and experience of the ‘Mayflower 400’ team that included project managers, a volunteer co-ordinator and a bank of volunteers, as well as other employees to set up PGNS. It has interfaced with a wide range of groups – from Caring for Plymouth, which provides support for people who are extremely vulnerable, to the Devon and Cornwall Chinese Association (DCCA), who donated 34,000 face masks to the Council to be distributed to those in need.

An online volunteer response form was created to gather information from those interested in volunteering, with over 700 people registering. Community partners were involved from the start; key voluntary and community sector partners attended a twice-weekly planning and response meeting which focused on coordinating the volunteer response.

The projects were a success, helped by the co-operative values of collaboration and partnership working which were embedded into the projects from the outset. Successes were very many and very wide-ranging; from supporting more than 80 households in ending digital exclusion with the Plymouth Hope WiFi project, to the Biker 19 Group of motorcyclists delivering medication to vulnerable people shielded through the Council’s Caring for Plymouth hub.

## THE PLYMOUTH GOOD NEIGHBOURS SCHEME

Coordinating our voluntary response to coronavirus



The Council, working with our partners across the city, has continued to build on the lessons learned during this stage of the pandemic and to harness the collective power of so many volunteers across the city using the goodwill and infrastructure developed through PGNS to continue to support the most vulnerable residents.

## 4.2 Young People's concern for others

The events described in this section took place in the summer of 2020. As the lockdown measures were relaxed, we saw rates of infection start to increase in Plymouth and across the country. As expected there were different rates of increase among different groups of people, depending on their relative risk of exposure to transmission. Rates climbed highest among young adults (16-30) across the country and in Plymouth in late July and early August 2020. Our challenge was to work to reverse this increase by applying principles of social marketing to create active, purposeful and engaging messages.

We know that messages rooted in a rich understanding of their audience tend to chime and engage them better. We also, through previous insight work, knew that Plymouthians tend to love their city. We set out to build on this and started by talking to young people about their perceptions of COVID-19 and, in particular, to explore their views surrounding compliance with the key COVID 19-secure behaviours. We were looking for insights into what young people think and feel about COVID to inform our messaging.

Through our conversations, the young people we spoke to told us that their central concerns of them infecting other people they know.

They also told us that people know what the key COVID-19 behaviours are but;

- find official advice, confusing and some do not trust it.
- also want life to return to normal – for their wellbeing and the economy yet,
- they believe non-compliance is widespread among all ages.

We knew if we responded to these insights our communications would be more engaging and therefore have more impact.

This set us a creative challenge; to find a phrase that responded and reflected young people's central strong feelings of altruism. A phrase emerged from our team: "A good Janner looks out for their nanna"

We went on to use this phrase in our messaging and found that it did chime with people and helped to positively reframe a developing narrative about young people and COVID-19. The phrase was picked up both by local press and nationally as an example of effective communications.

## 4.3 Reducing social isolation in care homes during the pandemic; a care home manager's story

With thanks to Merafield Care home for sharing this story.

*"From an activity perspective, one of the really momentous times for us through COVID, was our activity coordinator, we've done some work with the National Marine Aquarium and ...the girl who was our link at the aquarium, she actually, arranged an interactive private tour of the aquarium, so we had the iPads, we had laptops, and obviously for different people throughout the home, for those residents, they got an interactive tour of the aquarium, so they were able to ask questions, you know about what the turtle was called, all those types of things. And it was just. ....Being a nursing home where we got a lot of our clients who are bed bound, who aren't physically able to go out, it brings a whole new meaning to actually like bringing activities to us. So to be able to actually have a tour of the aquarium via this type of platform was just amazing. ...."*

*We increased our infrastructure of IT, so we have more laptops, we have iPads, there's more things available to go forward. ... Another example of that is also, linking in the community with the schools, so we, through our activity coordinator, we had a primary school who again via the use of laptops and iPads, the children sang, you know, a different song that they put together for the residents, during Covid times. So you know 'cause it takes a lot for a whole school to, the logistics of getting them to leave the school to come here to all those kind of risks that are associated as well, so it just meant that they were able to do that via a laptop platform. So yeah, that was another really good example”*

What impact did that have in the care home?

*“Massive, massive. Yeah, well, it's well-being of the residents, to have that, to sit with somebody even a particular resident I sat with who was just in awe of looking when we got to the big deep dive, tank type thing and just to have that was..... you know, there's some amazing feedback from that, wasn't there?*

*It was really good, really uplifting. And for the staff, it brings a level of excitement with the staff, which they're part of it as well. So you feel you are bringing something into the home which is, yeah, well it's just an all-round winner, isn't it?”*

#### **4.4 Lived experiences of Long COVID**

Long COVID, or post-COVID-19 syndrome, describes a wide range of symptoms that persist for at least 3 months following a diagnosis of COVID-19. Some of these symptoms might be continued from the infection itself, while others seem to develop symptoms after even a mild case of COVID-19.

Evidence is still emerging on this, and many things are not currently understood. However, it is very clear that this is a significant problem for many people, with estimates as high as 10% of people who have been diagnosed with COVID-19 suffering from longer-term problems.

Long COVID is a significant concern for many of us. We wanted to highlight these risks to the population of Plymouth and we were very grateful that members of the public were willing to share their stories with us. Some of these can be found here;

[Hear Charlie's story and why we all should worry about 'long-Covid'](#)

[Impact of long COVID – hear from Melanie](#)

[Impact of long COVID - hear from Tracey](#)

[Impact of long COVID - hear from Tracey's girls](#)

#### **4.5 Pandemic Poetry**

There is considerable evidence that writing or reading poetry can be beneficial for health and wellbeing, for a variety of reasons from simply the distraction of the process itself, to a way to release emotion. The University of Plymouth, in conjunction with Nottingham Trent University, were awarded funding by the UK Arts and Humanities Research Council to develop a project to encouraging the writing, sharing, publication and discussion of poetry, to benefit the wellbeing of people across the world.

There are many poems on the site, and I have browsed them regularly. I have reproduced just one example below.

[Poetry and COVID, A Project funded by the UK Arts and Humanities Research Council, University of Plymouth, and Nottingham Trent University.](#)

**Love Letter**

*By Paula Moore*

This is a love letter to everyone who did not remodel the bathroom, learn a new language, or write a book during the pandemic.

To everyone who wants to hold on to the lessons learned but is just trying to hold it together.

To everyone who met the loneliness and loss sometimes with grace and sometimes by binge-watching Tiger King.

Reproduced from [Poetry and COVID](#)

#### **4.6 The corona files; a journal of the pandemic year**

The word 'unprecedented' has become a by-word for the coronavirus pandemic of 2020. Fast-evolving, it has up-ended lives around the world.

To capture this experience in words, images, and all manner of expressions for future researchers, as well as generate discussion now on how to process this event, University of Plymouth History students are collecting a diverse range of stories from their own communities: care homes, the NHS, mobile hair-dressers, family members, tattoo artists, to mention a few.

Once processed, we will add these to the innovative international digital archive, the 'Journal of the Pandemic Year: An Archive of COVID-19', where together, we can help to narrate our shared global experience of the Pandemic.

[Share Your Story · A Journal of the Plague Year · COVID-19 Archive](#)



## 5 NEXT STEPS FOR THRIVE PLYMOUTH

Looking forward to 2022, we are still facing uncertainty around COVID-19. We know that there has been a considerable impact on the health and the wellbeing of our population caused by the interventions required to manage the pandemic, as well as by the disease itself. We are now facing a time of considerable economic uncertainty, and this is likely to exacerbate inequalities.

Recovery from COVID-19, as well as ongoing response, requires our focus now, and therefore we will continue working on this.

In Spring 2022, we will launch Year 7 of Thrive Plymouth; a year to regroup, and to redouble our efforts to tackle health inequalities in the city. To take the best of what we have seen over the pandemic so far, and apply it to the wider challenges of inequality. The form that the launch takes will depend on COVID-19 to some extent and we will communicate this closer to the time.

- We will seek to understand the impacts of the pandemic on our city and our population; as a Compassionate City, we believe there is a need to reflect on our experiences, and acknowledge what we have been through. Though there has been much trauma, we believe that there have also been some positives which we want to help the city to build on. Working with partners across culture, arts and heritage (our Year 6 focus), we want to capture some of this to create a legacy.
- We will be looking at the previous foci of Thrive Plymouth, and assessing progress and where further action could be taken.
- We will be getting back to basics around our four lifestyle factors; helping people to consider any changes over the pandemic, and how they might want to tackle any negative ones, and embed and celebrate any positive changes.

**For Thrive Plymouth 2022, please join us to focus on Plymouth as a kind city; a city seeking to listen, connect and heal.**

Find more at our Thrive Plymouth Website; <https://www.plymouth.gov.uk/publichealth/thriveplymouth>  
Join our Thrive Plymouth Network by emailing us at [Thrive@plymouth.gov.uk](mailto:Thrive@plymouth.gov.uk)

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# Cabinet



Date of meeting:	09 June 2022
Title of Report:	<b>Provisional Capital and Revenue Outturn Report 2021/22</b>
Lead Member:	Councillor Mark Shayer (Deputy leader and Cabinet Member for Finance and Economy)
Lead Strategic Director:	Brendan Arnold (Service Director for Finance)
Authors:	David Northey - Head of Integrated Finance
Contact Email:	<a href="mailto:David.Northey@plymouth.gov.uk">David.Northey@plymouth.gov.uk</a>
Your Reference:	DJN/Fin2022
Key Decision:	No
Confidentiality:	Part I - Official

## Purpose of Report

This report outlines the Provisional Outturn position of the Council for the year ending 31st March 2022.

Full details of the Provisional Outturn position for each directorate is set out in the body of the report.

An Executive Summary setting out the key areas is included in Section A.

## Recommendations and Reasons

Cabinet is recommended to:

1. Note the Provisional Revenue Outturn position for the year to 31 March 2022 and
2. Note the Provisional Capital Outturn position for that year including the Capital Financing Requirement of £75.275m

*It is a statutory requirement to provide an outturn report and is provisional as it is subject to external audit.*

3. Agree that the Provisional Revenue Outturn position includes the setting aside of monies in the sum of £0.349m into a Change Contingency To be carried forward to financial year 2022/23

*To fund Invest to Save initiatives in 2022/23 to assist in balancing future budget requirements.*

4. Note that the Provisional Revenue Outturn position includes the setting aside of monies to support the 2022/23 Revenue Budget as agreed by Council on 28 February 2022 to agree the
  - a. Carry forward of general resources in the sum of £2.845m to financial year 2022/23
  - b. Carry forward of Covid grants in the sum of £4.890 m to 2022/23.
  - c. Carry forward of the remaining balance of £1.708m set aside at closure of the accounts for 2020/21 to assist in preparing for budget settlements in later years.

These arrangements were approved by Full Council at the meeting on 28 February 2022 to balance the 2022/23 Revenue Budget.

5. Recommend the Report to City Council 20 June 2022

### **Alternative options considered and rejected**

None – our Financial Regulations require us to produce regular monitoring of our finance resources including a revenue and capital outturn position which culminates in the production of the 2021/22 annual statement of accounts.

### **Relevance to the Corporate Plan and/or the Plymouth Plan**

The financial outturn report is fundamentally linked to delivering the priorities within the Council's Corporate Plan. Allocating limited resources to key priorities will maximise the benefits to the residents of Plymouth.

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

Robust and accurate financial monitoring underpins the Council's Medium Term Financial Plan (MTFP). The Council's MTFP is updated regularly based on on-going monitoring information, both on a local and national context. Any adverse variations from the annual budget will place pressure on the MTFP going forward and require additional savings to be generated in future years.

### **Carbon Footprint (Environmental) Implications:**

No impacts directly arising from this report.

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

*\* When considering these proposals members have a responsibility to ensure they give due regard to the Council's duty to promote equality of opportunity, eliminate unlawful discrimination and promote good relations between people who share protected characteristics under the Equalities Act and those who do not.*

The reducing revenue and capital resources across the public sector has been identified as a key risk within our Strategic Risk register. The ability to deliver spending plans is paramount to ensuring the Council can achieve its objectives to be a Pioneering, Growing, Caring and Confident City.

### **Financial Risks**

The financial risks are described in the report.

**Appendices**

\*Add rows as required to box below

Ref.	Title of Appendix	Exemption Paragraph Number (if applicable) <i>If some/all of the information is confidential, you must indicate why it is not for publication by virtue of Part 1 of Schedule 12A of the Local Government Act 1972 by ticking the relevant box.</i>						
		1	2	3	4	5	6	7
I.	Covid-19 Grant & Expenditure 2021/22							

**Background papers:**

\*Add rows as required to box below

Please list all unpublished, background papers relevant to the decision in the table below. Background papers are unpublished works, relied on to a material extent in preparing the report, which disclose facts or matters on which the report or an important part of the work is based.

Title of any background paper(s)	Exemption Paragraph Number (if applicable) <i>If some/all of the information is confidential, you must indicate why it is not for publication by virtue of Part 1 of Schedule 12A of the Local Government Act 1972 by ticking the relevant box.</i>						
	1	2	3	4	5	6	7
The Budget Report 2022/23 – Council 28 February 2022							

**Sign off:**

Fin	pl.22. 23.18	Leg	EJ/38 673	Mon Off		HR		Asset s		Strat Proc	
Originating Senior Leadership Team member: Brendan Arnold (Service Director for Finance)											
Please confirm the Strategic Director(s) has agreed the report? Yes											
Date agreed: 25/05/2022											
Cabinet Member approval: Councillor Mark Shayer (Deputy Leader and Cabinet Member for Finance and Economy)											
Date approved: 25/05/2022											

**Plymouth City Council**  
**Finance Monitoring – 2021/22**  
**Provisional Outturn for year to 31 March 2022**

**SECTION A: EXECUTIVE SUMMARY PROVISIONAL REVENUE FINANCE OUTTURN**

The primary purpose of this report is to detail how the Council has delivered against its financial measures using its capital and revenue resources, to approve relevant budget variations and virements, and report new schemes approved in the capital programme.

**Table I: End of year revenue forecast**

	Net Budget £m	Outturn £m	Variance £m
Total General Fund Budget	195.568	195.568	0.000

As shown in Table I, the Council has balanced its budget reporting a breakeven position. The overall net spend matches the net budget of £195.568m.

Within this overall balanced position the following headline financial issues are reported:

- A nil variance on a gross expenditure budget of £516m for business as usual activities. Given the character of the financial year in question and the continued impact of covid, this is a notable achievement.
- The setting aside of resources, as approved by Full Council at the meeting dated 28 February 2022 to assist in balancing the 2022/23 Revenue Budget.
  - a. General resources from 2021/22 in the sum of £2.845m
  - b. Covid grants carried forward from 2021/22 in the sum of £4.890m.
  - c. The balance of the sum set outside in the 2020/21 Outturn to assist in preparing for budget settlements in 2022/23 £1.708m.
- The setting aside of £0.349m into a Change Contingency to fund Invest to Save initiatives in 2022/23 or to assist in offsetting the budget shortfall in 2023/24..

The Provisional Capital Outturn for 2021/22 is £75.275m. This is within the approved Capital Budget of £402.356m for 2021-2026 reported to Full Council on 28 February 2022. Please see Table 3 in Section C of this report.

The Outturn position remains 'Provisional' pending audit review.

**SECTION B: PROVISIONAL REVENUE FINANCE OUTTURN****1. Introduction**

- 1.1 This Outturn Report is the final report in the monitoring cycle for the financial year 2021/22 and reviews the Council's financial performance for the year ended 31 March 2022. The year was again affected by the ongoing consequences of COVID-19. There was a need for the Council to continue its response to and mitigate the effects of the pandemic in terms of additional costs of service delivery and the lost income. The Government has been generous in providing resources through grant to offset the additional net costs incurred. Grants amounting to £17.078m have been applied to balance the accounts.
- 1.2 In addition to the costs arising from the Pandemic the Council has also been delivering a savings target of £13.845m in 2021/22. .
- 1.3 The Provisional Revenue Outturn figures will now feed into the Council's formal Statement of Accounts, which will include the Balance Sheet position. The Service Director for Finance, as the Council's Section 151 Officer, must publish the draft Statement of Accounts by 31 July 2022 at the latest. Under the national scheme, the publication date for audited accounts will move from the 31 July to 30 September 2022 for all local authority bodies.

**2. Revenue Finance Outturn 2021/22**

- 2.1 Council approved a gross revenue budget of £516.097m with a net revenue budget of £195.568m for 2021/22 at its meeting in February 2021. Table 2 below provides a summary of the Council's overall revenue expenditure and compares the Provisional Outturn with the approved net budget.

**Table 2** End of Year Business as Usual (BAU) Revenue Outturn by Directorate.

Directorate	Net Budget	Business as Usual Outturn	BAU Over / (Under) Spend
	£m	£m	£m
Executive Office	5.538	5.538	0.000
Customer and Corporate Services *	43.970	43.925	(0.045)
Children's Directorate	53.454	53.750	0.296
People Directorate	89.698	89.663	(0.035)
Office for the Director of Public Health	(0.475)	(0.890)	(0.415)
Place Directorate	25.812	25.700	(0.112)
Corporate Items	(22.429)	(22.118)	0.311
<b>TOTAL</b>	<b>195.568</b>	<b>195.568</b>	<b>0.000</b>

\*The Customer and Corporate Services Directorate includes the Councils Treasury Management activities which are subject to a separate outturn report considered by Audit and Governance Committee.

- 2.2 All Directorates, except Children's, recorded an under spend for their BAU activity. The majority of savings have arisen due to the deferral of every day service provision, as the Council continued to lead the city's response to the pandemic.
- 2.3 Expenditure on Corporate Items was higher than budget because this includes the setting aside of the £0.349m to the Change Reserve for future Invest to Save initiatives described earlier.

### **3. Business as Usual Position by Directorate**

#### **Executive Office**

- 3.1 This service area has a balanced outturn for the year.

#### **Customer and Corporate Services**

- 3.2 The Directorate has a near-balanced position of £0.045m under budget. This reflects a mix of variations across the various departments.
- 3.3 The Finance Department recorded an overall underspend of £0.683 reflecting staff vacancies and treasury activity. The Customer Service Department recorded an adverse outturn position of £0.815m mainly related to the balance of the brought forward legacy savings. Human Resources (HR) & Organisational Development (OD) are reporting an under spend of £0.549m due to staff and training savings. Facilities Management (FM) budgets in aggregate show an overall pressure of £0.989m. This is a mixture of savings not achieved; additional maintenance costs and higher gas and electricity costs, offset by additional income. The Transformation department has a £0.409m underspend, due in total to staff vacancy savings.

#### **Children's Directorate**

- 3.4 The Children's Directorate reported an adverse outturn position of £0.296m. This relates to the shortfall against the £4.001m savings target for the year. The saving related to school transport and saw additional demand in year; work continues to deliver the original saving in full.

#### **People Directorate**

- 3.5 The People Directorate is reporting an under spend of £0.035m as a result of management savings within the Community Connections Department.

#### **Office of the Director of Public Health (ODPH)**

- 3.6 The Public Health Directorate is reporting an under spend of £0.415m; this is because a large proportion of salaries have been offset by grants this year.

#### **Place Directorate**

- 3.7 The Place Directorate's outturn position is an under spend of £0.112m. The principal variations within this sum are; Strategic Planning and Infrastructure underspent by £0.226m, Economic Development by £0.113m and Street Services are reporting an variation of £0.194m due to reduced income.



**Corporate Items**

- 3.8 Corporate Items is showing an adverse position of £0.311m due to the setting aside of £0.349m to the Change Reserve for future Invest to Save initiatives.

## **SECTION C: CAPITAL FINANCE REPORT FOR THE CAPITAL PROGRAMME OUTTURN 2021/22**

### **4.0 Capital Programme outturn 2021/22**

- 4.1 The capital programme expenditure for 2021/22 is £75.275m. This is shown by Directorate in Table 3 below. This is within the approved Capital Budget of £402.356m for 2022-2026 reported to Full Council on 28 February 2022.

**Table 3 – Capital Expenditure - Outturn 2021/22**

Directorate	Forecast December 2021	Approvals post Dec	Total Capital 2021/22	Re-profiling	Variations & virements	2021/22 Capital Spend	Movement in quarter %
	£m	£m	£m	£m	£m	£m	
Place	110.087	1.398	111.485	(51.761)	(0.179)	<b>59.545</b>	53
People	8.930	0.815	9.745	(1.041)	0.029	<b>8.733</b>	90
Customer & Corporate Services	8.768	2.524	11.292	(6.613)	(0.229)	<b>4.450</b>	39
Office for Director of Public Health	12.370	0	12.370	(9.823)		<b>2.547</b>	21
<b>TOTAL CAPITAL PROGRAMME</b>	<b>140.155</b>	<b>4.737</b>	<b>144.892</b>	<b>(69.238)</b>	<b>(0.379)</b>	<b>75.275</b>	52

- 4.2 The 2021/22 programme outturn is expenditure £75.275m which equates to 52% of total capital programme being spent by year end (2020/21 £105.471m - 67%).
- 4.3 Despite ongoing challenges linked to the Covid 19 pandemic, an ambitious programme of investment within the City has been progressing. Challenges seen nationally in the building and construction industry are in part reflected by £69m of the programme being re-profiled across future years.
- 4.4 During 2021/22 there have been notable challenges faced through supply chain disruptions in terms of both the availability of supplies as well as the ability and willingness of suppliers to take part in Council procurement activity, significant pressure on procuring goods, services and works within project financial limits and a continuing impact on the workforce adhering to the extra safety requirement of social distancing and measures to reduce the spread of infection
- 4.5 Three major projects totalling £26.6m of the £69m above were the new crematorium, Forder Valley Link Road and the railway station required programme re-profiling to reflect the impact

of challenges referred to above. Ongoing monitoring between Strategic Directors, project officers and finance will be reported through quarterly reporting cycle.

4.6 Capital investment in the City in 2021/22 was £75.275m and this includes some notable schemes and areas of investment listed below:

- Forder Valley Link Road and Interchange £18.045m
- Highway maintenance and essential engineering £5.307m
- Decarbonisation projects and home energy efficiency £5.207m
- Strategic Transport Schemes £4.739m
- Property and regeneration £4.288m
- Environmental service vehicles/containers £3.185m
- Disabled Facilities £3.108m
- Corporate Property improvements £2.719m
- Development of a new crematorium £2.547m
- Life Centre Improvements £2.439m
- Education and Community neighbourhoods £1.835m
- Oceansgate Phase 2/3 £1.768m
- Information Systems £1.512m
- Plymouth Railway Station £1.458m
- City Centre Public Realm £1.305m
- National Marine Park £0.453m

## 5.0 Capital Financing 2021/22

**Table 4 – Financing of 2021/22 Capital Programme**

<b>Method of financing</b>	<b>Total £m</b>	<b>Funding %</b>
- Capital receipts	1.502	2%
- Grants (e.g. gov't, HLF, LEP, Environment Agency)	34.153	45%
- Contributions, S106 & CIL (neighbourhood element)	1.231	2%
- Borrowing:		
- Corporately funded	27.235	36%
- Service borrowing (revenue budget funded)	11.154	15%
<b>Capital programme Financing 2021/22</b>	<b>75.275</b>	<b>100%</b>

**Appendix I. Covid-19 Grants & Expenditure 2021/22****Covid Grants**

	<b>Grant £m</b>
COVID-19 Un-ringfenced Grant brought forward from 2020/21	7.714
COVID-19 Un-ringfenced Grant 2021/22	7.854
Total Income Compensation claim #4 April – June 2021	0.901
Contain Outbreak Management Fund - COMF (part)	2.371
Test & Trace (part) / Clinically Extremely Vulnerable (part)	0.566
Hospital Discharge	1.700
Additional Burdens / other	0.862
Total un-ringfenced grant available	21.968
Allocated: 2021/22 COVID-19 (see Table 4)	<b>(17.078)</b>
<b>Carry fwd. 2022/23</b>	<b>4.890</b>

**Covid Expenditure**

<b>Directorate</b>	<b>Covid Spend / Lost income</b>	<b>Main Spend Areas</b>
	<b>£m</b>	
Executive Office	0.233	communications
Customer and Corporate Services	0.673	Additional resources within the Housing Benefits team; Additional Court fees were incurred to clear the backlog; Library Service recorded a shortfall in income. In addition, the Business Support redesign missed the savings target as a result of delays to implementation as staff were supporting the Covid response.
Children's Directorate	9.444	Additional Placement costs; additional social workers; increased legal costs associated with the extra demand and increased specialist assessments. There were also additional Adoption Transition Costs and some lost income within the schools service.
People Directorate	3.553	Leisure, homelessness and care packages.
Office for the Director of Public Health	0.054	Additional fees
Place Directorate	3.121	Lost car parking income; waste costs and lost commercial income.
<b>TOTAL Covid Cost / Lost Income</b>	17.078	
<b>Corporate Items – Un-ringfenced grant drawn down (see Table 3)</b>	<b>(17.078)</b>	

# Cabinet



Date of meeting:	09 June 2022
Title of Report:	<b>Corporate Plan Performance Report, Q4 2021-22</b>
Lead Member:	Councillor Mark Shayer (Deputy Leader and Cabinet Member for Finance and Economy)
Lead Strategic Director:	Giles Perritt (Assistant Chief Executive)
Author:	Rob Sowden (Performance Advisor)
Contact Email:	Robert.sowden@Plymouth.gov.uk
Your Reference:	RSCPQ4
Key Decision:	No
Confidentiality:	Part I - Official

## Purpose of Report

This is the Corporate Plan Performance report that details how the Council is performing against its priority performance indicators that were agreed at the inception of the Corporate Plan.

It provides an analysis of performance as at the end of March 2022 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 Delivery and Performance Framework and is a key part of our aim to achieve a 'golden thread' from the Corporate Plan and its KPIs and delivery plans, through to service and team level business plans, and ultimately to individual objectives.

Areas of good performance in this report include:

- Streets graded as at an acceptable standard has improved and is achieving target
- Net additional homes, which is a cumulative measure is achieving target
- Repeat referrals into Children's Social Care is reducing and achieving target
- 96.8% of Council Tax collected by the end of March, which is achieving target and 98.7% of Business rates collected.
- Continued successful outcomes for people who are receiving support from the stop smoking service. In quarter four 47% of people successfully quit smoking.

Performance Challenges are:

- The rate of children on multiple child protection plans is continuing to miss its target
- Sickness rates have crept up in quarter four, and is another indicator where the target is not being achieved.

There are a small number of indicators that are presented as narrative, this is due to indicators still being subject to due diligence prior to reporting, or it is not possible to report data due to COVID-19.

## Recommendations and Reasons

That Cabinet:

- I. Notes the Corporate Plan Quarter Four Performance Report

Reason: To update Cabinet on the performance of the Council in terms of progress in delivering against the Corporate Plan and to inform future items of scrutiny.

### Alternative options considered and rejected

The Corporate Plan performance report is a key reporting document that provides transparency on the Council's performance and as such reporting this performance is considered best practice.

### Relevance to the Corporate Plan and/or the Plymouth Plan

This report is fundamentally linked to delivering the priorities within the Council's Corporate Plan.

### Implications for the Medium Term Financial Plan and Resource Implications:

The Medium Term Financial Strategy 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 2021-25.

### Financial Risks

Associated risk regarding performance are managed within the strategic and operational risk registers.

### Carbon Footprint (Environmental) Implications:

Environmental sustainability is a key priority of the administration, and the waste management, recycling and traffic management commitments are specifically aimed at reducing the city's carbon footprint.

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

*\* When considering these proposals members have a responsibility to ensure they give due regard to the Council's duty to promote equality of opportunity, eliminate unlawful discrimination and promote good relations between people who share protected characteristics under the Equalities Act and those who do not.*

## Appendices

*\*Add rows as required to box below*

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 1 of Schedule 12A of the Local Government Act 1972 by ticking the relevant box.						
		1	2	3	4	5	6	7
A	Corporate Plan Performance Report, Quarter Four 2021/22							

## Background papers:

*\*Add rows as required to box below*

Please list all unpublished, background papers relevant to the decision in the table below. Background papers are unpublished works, relied on to a material extent in preparing the report, which disclose facts or matters on which the report or an important part of the work is based.

Title of any 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 1 of Schedule 12A of the Local Government Act 1972 by ticking the relevant box.						
	1	2	3	4	5	6	7

**Sign off:**

Fin	djn.22 .23.35	Leg	EJ/38 662/2 5.5.22	Mon Off		HR		Asset s		Strat Proc	
Originating Senior Leadership Team member: Giles Perritt (Assistant Chief Executive)											
Please confirm the Strategic Director(s) has agreed the report? Yes											
Date agreed: 24/05/2022											
Cabinet Member approval: Councillor Mark Shayer (Deputy Leader and Cabinet Member for Finance and Economy)											
Date approved: 25/05/2022											

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# CORPORATE PLAN PERFORMANCE REPORT

## Quarter four 2021/22



### PLYMOUTH CITY COUNCIL CORPORATE PLAN 2021-2025

The Plymouth City Council Corporate Plan 2021-2025 sets out our mission of Plymouth being *one of Europe's most vibrant waterfront cities, where an outstanding quality of life is enjoyed by everyone*. It was approved by Full Council in June 2021.

The Corporate Plan priorities are delivered through specific programmes and projects, which are coordinated and resourced through cross-cutting strategic delivery plans, capital investment and departmental business plans.

The key performance indicators (KPIs) and their associated targets detailed in this report for the fourth quarter of 2021/22 (January to March 2022) tell us how we are doing in delivering what we have set out to achieve in the Corporate Plan.

## OUR PLAN

### YOUR CITY, YOUR COUNCIL



### CITY VISION

#### Britain's Ocean City

One of Europe's most vibrant waterfront cities, where an outstanding quality of life is enjoyed by everyone.

**OUR MISSION** To build back better and make Plymouth a great place to live, work and visit.

### OUR VALUES we are:

#### DEMOCRATIC

Plymouth is a place where people can have their say about what is important to them and where they are empowered to make change happen.

#### RESPONSIBLE

We take responsibility for our actions, we are accountable for their impact on others and the environment and expect others to do the same.

#### FAIR

We will be honest and open in how we act. We will treat everyone with respect, champion fairness and create opportunities.

#### COLLABORATIVE

We will provide strong community leadership, working with residents, communities and businesses to deliver our common ambition.

### OUR PRIORITIES

#### UNLOCKING THE CITY'S POTENTIAL

- A clean and tidy city
- A green, sustainable city that cares about the environment
- Offer a wide range of homes
- A vibrant economy, developing quality jobs and skills
- An exciting, cultural and creative place
- Create a varied, efficient, sustainable transport network

#### CARING FOR PEOPLE AND COMMUNITIES

- A friendly welcoming city
- Reduced health inequalities
- People feel safe in Plymouth
- Focus on prevention and early intervention
- Keep children, young people and adults protected
- Improved schools where pupils achieve better outcomes

### DELIVERING ON OUR COMMITMENTS BY:

Empowering our people to deliver

Providing a quality service to get the basics right first time

Engaging with and listening to our residents, businesses and communities

Providing value for money

Championing Plymouth regionally and nationally

The purpose of this report is to provide a risk-informed analysis of performance against the priorities of the Corporate Plan 2021-2025. The priorities are grouped under 'unlocking the city's potential' and 'caring for people and communities', and the outcomes for 'delivering on our commitments' – the enablers of the Corporate Plan – are also reported on.

## Direction of travel (RAG) colour scheme

A red-amber-green (RAG) direction of travel rating is provided to give an indication of whether performance is improving or declining based on the two latest comparable periods for which information is available. For example, repeat referrals to Children's Social Care is compared to the previous quarter; 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 public satisfaction with traffic flow, are compared to the previous year.

- Indicators with arrows highlighted **green**: improved on the previous value or on an expected trend
- Indicators with arrows highlighted **amber**: within 15% of the previous value (slight decline)
- Indicators with arrows highlighted **red**: declined by more than 15% on the previous value
- Indicators with arrows that are not highlighted have no direction of travel or the most recent value is not comparable with previous values.

## Target (RAG) colour scheme

A RAG target rating is applied for indicators that have a target. For these indicators, the bar for the latest reporting period is coloured either red, amber or green in the chart and in the table to visually display how we are performing compared with the target.

- 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 page

A performance summary section is presented at the start of this report to visually display how we have performed against our Corporate Plan 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 boxes). Some indicators do not have a target (for example, due to being a new indicator) and will therefore have no target RAG rating. Similarly, some of our indicators are new and we do not have any previous data to compare our performance to or it is not appropriate to compare to previous data; these will have no direction of travel RAG rating in the summary pages.

## Description of key performance indicators

Tables containing the names and descriptions of all of the key performance indicators featured within this report are presented at the end of the document.

## Impact of COVID-19 on performance

The COVID-19 pandemic has had far reaching impacts across all services. Impacts that the COVID-19 pandemic has had on performance is referenced throughout the report. The pandemic has also impacted upon the ability to report on performance against some indicators as we would have done so previously. Where performance against an indicator has not been able to be quantified, a narrative update has been provided in its place. The narrative outlines activity that has been undertaken or the challenges faced.

UNLOCKING THE CITY'S POTENTIAL					
Priority	Key performance indicators	2020/21 outturn	Previous performance*	Latest performance	Page
A clean and tidy city	1. Streets graded at an acceptable standard for overall street cleanliness and grounds maintenance	82.4%	88.8% <sup>Q</sup>	89.0%	▲ 6
A green sustainable city that cares about the environment	2. Household waste sent for recycling, reuse or composting	31.1%	29.6% <sup>C</sup>	36.1%	▲ 6
	3. Average number of cycle trips taken on DfT count day	183	134 <sup>A</sup>	183	▲ 6
	4. Carbon emissions emitted by the council		Narrative update		7
Offer a wide range of homes	5. Net additional homes delivered in the city (cumulative from 2014/15)	5,836	5,301 <sup>A</sup>	5,836	▲ 8
A vibrant economy, developing quality jobs and skills	6. Spend on small and medium enterprises	22.3%	23.4% <sup>Q</sup>	23.8%	▲ 8
	7. Spend within the PL postcode	56.8%	55.5% <sup>Q</sup>	54.5%	▼ 8
	8. 16-18 year olds in education, employment or training	90.0%	90.3% <sup>C</sup>	91.4%	▲ 8
	9. Employment rate	76.7%	77.2% <sup>Q</sup>	75.4%	▼ 8
	10. Number of businesses supported through COVID-19 business grants	7,494	17 <sup>Q</sup>	787	▲ 8
	11. Inward investment	£194.339m	£334.408m <sup>A</sup>	£194.339m	▼ 8
	12. Inclusive growth (earnings gap)	£338.20	£364.70 <sup>A</sup>	£338.20	▼ 8
An exciting, cultural and creative place	13. Number of visitors to Plymouth	2,436,000	5,279,000 <sup>A</sup>	2,436,000	▼ 11
Create a varied, efficient, sustainable transport network	14. Principal roads (A) in good or acceptable condition	97.8%	97.5% <sup>A</sup>	97.8%	▲ 12
	15. Public satisfaction with traffic flow	44%	44% <sup>A</sup>	38%	▼ 12
	16. Carriageway defects completed on time	96.8%	97.8% <sup>Q</sup>	96.9%	▼ 12

CARING FOR PEOPLE AND COMMUNITIES					
Priority	Key performance indicators	2020/21 outturn	Previous performance*	Latest performance	Page
A friendly welcoming city	1. Residents who think people from different backgrounds get on well together	39%	39% <sup>A</sup>	55%	▲ 15
	2. Residents who regularly do voluntary work	42%	43% <sup>A</sup>	42%	▼ 15
Reduced health inequalities	3. Stop smoking service successful quit attempts	46.7%	39.0% <sup>Q</sup>	47.0%	▲ 16
	4. Excess weight in 10-11 year olds	Not yet available	31.9% <sup>A</sup>	33.5%	▲ 16
	5. Eligible pupils taking benefit based Free School Meals (FSM) as a percentage of whole pupil population	18.6%	14.8%	18.6%	▲ 16
	6. School readiness		Narrative update		17
People feel safe in Plymouth	7. Number of anti-social behaviour incidents reported to the council	738	101 <sup>Q</sup>	106	▲ 18
	8. Number of early interventions to anti-social behaviour	-	10 <sup>Q</sup>	47	▲ 18
	9. Residents who feel safe (during the day)	90%	91% <sup>A</sup>	90%	▼ 18

Focus on prevention and early intervention	<b>10.</b> Repeat referrals to Children's Social Care	24.1%	22.9% <sup>Q</sup>	22.6%	▼	19
	<b>11.</b> Households prevented from becoming homeless or relieved of homelessness	988	207 <sup>Q</sup>	233	▲	19
	<b>12.</b> Number of people rough sleeping	6	8 <sup>Q</sup>	9	▲	19
	<b>13.</b> Long-term support needs met by admission to residential and nursing care homes (65+)	239	67 <sup>Q</sup>	52	▼	19
Keep children, young people and adults protected	<b>14.</b> Children in care (rate per 10,000)	92.6	93.8 <sup>Q</sup>	91.9	▼	21
	<b>15.</b> Children with multiple child protection plans	27.4%	27.0% <sup>Q</sup>	27.5%	▲	21
	<b>16.</b> Closed adult safeguarding enquiries with desired outcomes fully/partially achieved	95.6%	98.6% <sup>Q</sup>	92.5%	▼	21
Improved schools where pupils achieve better outcomes	<b>17.</b> Adult social care service users who feel safe and secure	No survey	89.8% <sup>A</sup>	90.0%	▲	21
	<b>18.</b> Percentage of early years settings judged by Ofsted as good or outstanding	-	97.0% <sup>Q</sup>	97.0%	-	22
	<b>19.</b> Percentage of pupils attending schools judged by Ofsted as good or outstanding	-	71.1% <sup>Q</sup>	77.1%	▲	22
	<b>20.</b> Percentage of Key Stage 4 pupils achieving the Basics (5+ in English and Maths)	51.9%	47.1% <sup>A</sup>	51.9%	▲	22

DELIVERING ON OUR COMMITMENTS						
Priority	Key performance indicators	2020/21 outturn	Previous performance*	Latest performance		Page
Empowering our people to deliver	<b>1.</b> FTE days lost due to staff sickness	6.83	8.50 <sup>Q</sup>	8.74	▲	25
	<b>2.</b> Staff engagement		Narrative update			26
Providing a quality service to get the basics right first time	<b>3.</b> Customer experience score	77.1%	66.7% <sup>Q</sup>	83.3%	▲	26
Engaging with and listening to our residents, businesses and communities	<b>4.</b> Residents who know how to get involved in local decisions	33.7%	30.8% <sup>A</sup>	33.7%	▲	27
Providing value for money	<b>5.</b> Spend against budget (£million)	£0.000m	£0.526m <sup>Q</sup>	-£0.349m	▼	28
	<b>6.</b> Council tax collected	96.4%	96.4% <sup>C</sup>	96.8%	▲	28
Championing Plymouth regionally and nationally	<b>7.</b> Business rates collected	98.5%	98.5% <sup>C</sup>	98.7%	▲	28
	<b>8.</b> Offers and Asks		Narrative update			29
	<b>9.</b> Regional influence		Narrative update			30

\*The previous performance reported in the tables presents the latest *comparable* performance:

**A:** Annual or bi-annual measures – performance from the latest reported year is compared to the previously reported year, for example 2020/21 compared with 2019/20.

**Q:** Quarterly measures – performance from the latest reported quarter is compared to the previously reported quarter, for example quarter four 2021/22 compared with quarter three 2021/22.

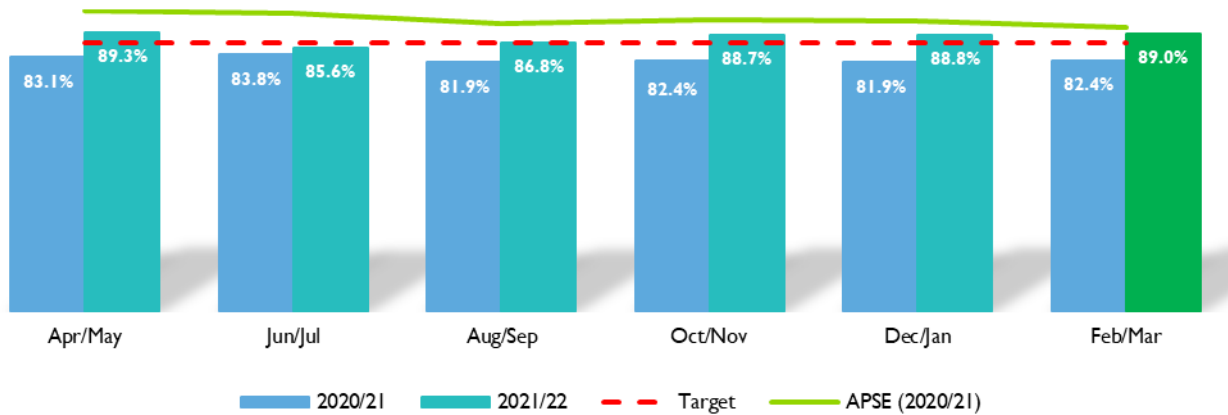
**C:** Comparable period – performance from the latest reported period is compared to the same period in the previous year, either due to seasonality (recycling rate and young people in education, employment or training) or because they are cumulative measures (council tax and business rates).

## ***Unlocking the city's potential***

- ***A clean and tidy city***
- ***A green, sustainable city that cares about the environment***
- ***Offer a wide range of homes***
- ***A vibrant economy, developing quality jobs and skills***
- ***An exciting, cultural and creative place***
- ***Create a varied, efficient, sustainable transport network***

1. Streets graded at an acceptable standard for overall street cleanliness and grounds maintenance (cumulative)								
Financial year	Apr/May	Jun/Jul	Aug/Sep	Oct/Nov	Dec/Jan	Feb/Mar	Direction of travel	Target
2020/21	83.1%	83.8%	81.9%	82.4%	81.9%	82.4%		
2021/22	89.3%	85.6%	86.8%	88.7%	88.8%	<b>89.0%</b>	▲	86.7%

Street cleanliness, grounds maintenance and hard surface weeds acceptable standard score



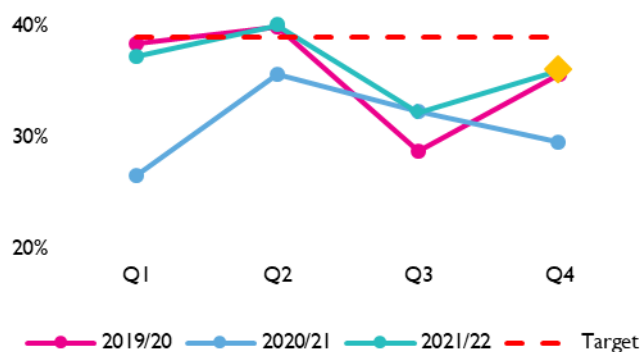
The overall acceptable standard score for combined street cleanliness and grounds maintenance increased following the addition of February and March's audits to 89.0%. This is above our target but remains below the APSE (92.8%) and family group (91.9%) averages, with the gaps standing at 3.8 and 2.9 percentage points, respectively. The high score at the beginning of the year was influenced by an improvement in the score for hard surface weeds (86.7% acceptable in Apr/May; previous high was 76.9% in Feb/Mar 2018/19). While performance has since declined, with 82.7% of the total inspected streets this year being acceptable for hard surface weeds, this remains very high in comparison to previous years. Despite operating within the challenges posed by COVID-19, for the second consecutive year we conducted audits and submitted results to APSE for all six measurement periods in 2021/22, highlighting the importance placed on keeping our city clean and tidy.

## A green sustainable city that cares about the environment

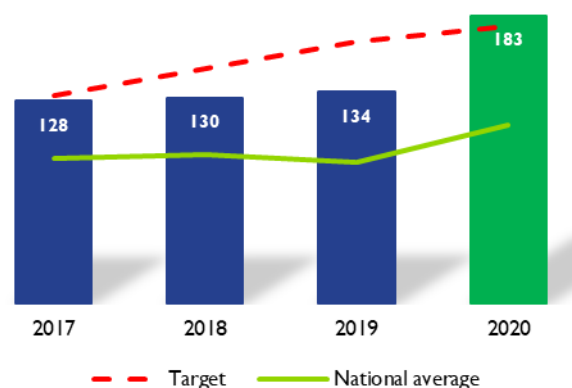
Quarterly KPI	Q1 2021/22	Q2 2021/22	Q3 2021/22	Q4 2021/22	Direction of travel	Target
<b>2. Household waste sent for recycling, reuse or composting</b>	37.3%	40.1%	32.3%	<b>36.1%</b>	▲	39%
Annual KPI	2017	2018	2019	2020	Direction of travel	Target
<b>3. Average number of cycle trips taken on DfT count day</b>	128	130	134	<b>183</b>	▲	176



Percentage of household waste sent for recycling, reuse or composting



Average number of cycle trips taken on Department for Transport count day



The recycling rate for quarter four increased to 36.1% but remains below the target of 39%. However, this is the second highest quarter four recycling rate that we have seen over the past five years (the highest being 37.5% in quarter four 2018/19). The overall recycling rate for 2021/22 as a whole was 37.0%, which is above the comparable rate in previous years (31.1% in 2020/21; 35.8% in 2019/20). We exceeded the 39% target on five months of the year, while only three months (November, December and January) were below 36%. This is significantly improved on 2020/21, in which we only managed to exceed 36% on three months.

The Department for Transport (DfT) undertakes one day cycle counts on approximately 40 roads across the city, once a year, every year. This dataset provides a reasonably consistent annual snapshot of levels of on road cycling in the city that can be used as an indicator of the extent of growth in the use of sustainable transport. The Government's 2017 Cycling and Walking Strategy target is to double cycling by 2025. To support reaching the 2025 target of 256 cyclist counts in Plymouth, the 2020 target was 176. In 2020, Plymouth exceeded its target and the levels of cycling across the country is following similar trends. There has been increased investment through the Transforming Cities Fund and Active Travel Fund, and we are hopeful that significant additional funding will be forthcoming in the years ahead to support the Government's 2017 Cycling and Walking Strategy. The substantial increase from 2019 to 2020 can be attributed to travel choice changes brought about by COVID-19, but also partially attributed to cycling infrastructure and the complimentary Plymotion programme delivered by the council. Data for 2021 will be available later in 2022.

#### 4. Carbon emissions emitted by the council

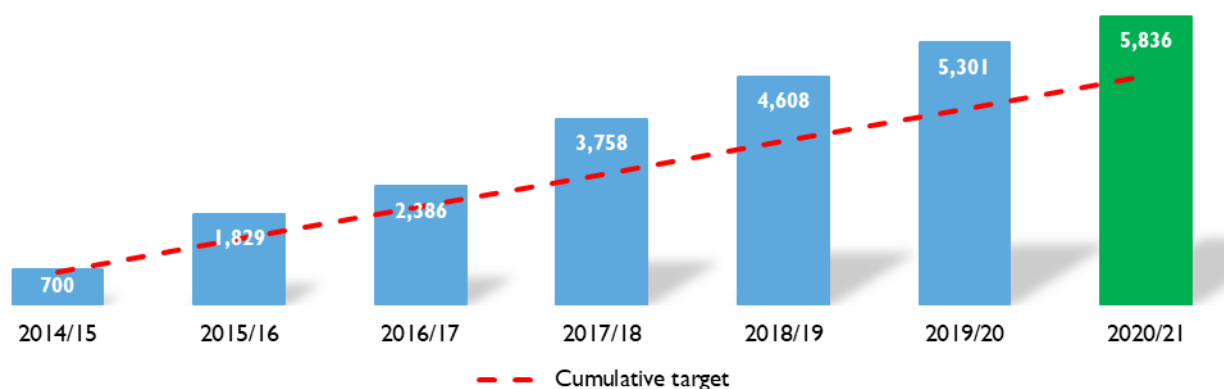
At year end, 64% of all actions in the Corporate Carbon Reduction Plan (CCRP2) have been achieved and 36% have been achieved in part. The actions reported as achieved in part do so because the majority of their activities were realised but, because of COVID-19 and its knock on effects, some slippages were experienced. All of these actions have an 'achieve by' date, which all are anticipated to meet. There are no actions that have not been achieved.

Some highlights from the CCRP2 actions achieved include:

- The district heating project successfully secured £5 million of funding from two applications to the Public Sector Decarbonisation Fund, and a further £36,500 was secured from Heat Networks Delivery Unit (HNDU) Round 10 towards district energy.
- Every new commercial tenant was provided with a Sustainable Occupancy Pack to encourage them to take action on carbon reduction initiatives.
- Seven electric bin lifts were purchased, installed and are now operating in the Fleet.
- A new approach was introduced to managing the city's green infrastructure, reducing the need for machinery and increasing carbon capture.
- A new tracker system that captures and reports the carbon dioxide emissions from all fleet vehicles has been implemented.
- A pedestrian electric sweeper was purchased for the city centre and waterfront environment.
- More than 50% of road junctions have had LED traffic light replacement units fitted.
- Carbon emissions from road and street furniture have been reduced as more than 70 road islands in the city have been upgraded to incorporate the very latest bollard and lighting technology.
- An e-learning climate change training programme was developed, signed off and rolled out across the council in early 2021.
- The Procurement Service introduced an organisational social value target of 20% and also updated procedures with an expectation to consider Climate Emergency implications for procurement activity.
- The Devon Pension Fund (DPF) has pledged its portfolio of investments will be net-zero by 2050 at the latest.

Annual KPI	2017/18	2018/19	2019/20	2020/21	Direction of travel	Target
<b>5. Net additional homes delivered in the city (cumulative from 2014/15)</b>	3,758	4,608	5,301	<b>5,836</b>	▲	4,620

Net additional homes delivered in the city (cumulative)



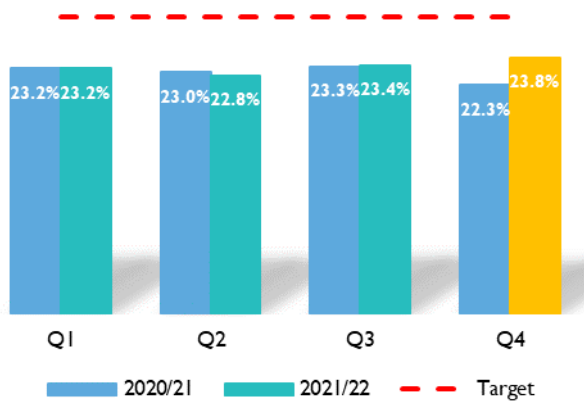
Delivery is on track to meet the Plymouth Local Planning Authority (LPA) area target set out in the Joint Local Plan of 13,200 net additional dwellings to be delivered over the period 2014 to 2034 (annualised to 660 dwellings per annum). We have delivered 5,836 net additional dwellings over the period 2014 to 2021 and are currently significantly ahead (by 1,216 dwellings) of the Plymouth LPA cumulative target (4,620 net additional dwellings over the period 2014 to 2021). Of the 5,836 homes, 984 were affordable homes, which is an annualised average of 141 (17% of net housing delivery). However, this hides the significant amount of new affordable housing that has been delivered over the period (1,674 dwellings), accounting for 25% of gross housing delivery (6,682 dwellings). The major regeneration areas of Devonport, North Prospect and Barne Barton have seen the demolition of 690 poor quality affordable homes being replaced by the provision of new high quality affordable homes. The next update will be in summer 2022.

## A vibrant economy, developing quality jobs and skills

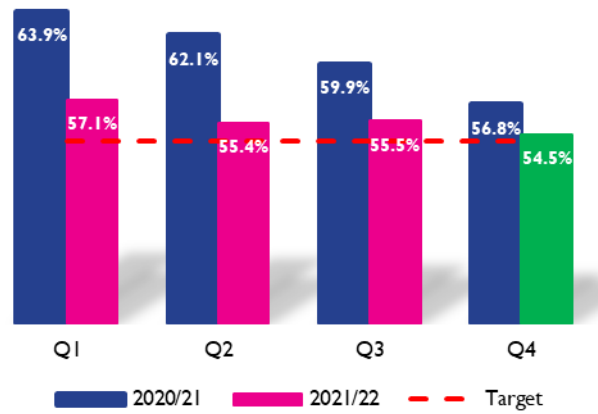
Quarterly KPIs	Q1 2021/22	Q2 2021/22	Q3 2021/22	Q4 2021/22	Direction of travel	Target
<b>6. Spend on small and medium enterprises (SME)</b>	23.2%	22.8%	23.4%	<b>23.8%</b>	▲	26%
<b>7. Spend within the PL postcode</b>	57.1%	55.4%	55.5%	<b>54.5%</b>	▼	54%
<b>8. 16-18 year olds in education, employment or training</b>	90.5%	Not reported	90.7%	<b>91.4%</b>	▲	92%
<b>9. Employment rate (16-64 population, rolling 12 months)</b>	75.2%	77.2%	<b>75.4%</b>	Not yet available	▼	Trend increase
<b>10. Number of businesses supported through COVID-19 business grants</b>	1,776	82	17	<b>787</b>	▲	Monitor
Annual KPIs	2017/18	2018/19	2019/20	2020/21	Direction of travel	Target
<b>11. Inward investment</b>	£162.952m	£265.807m	£334.408m	<b>£194.339m</b>	▼	Monitor
<b>12. Inclusive growth (earnings gap)</b>	£355.10	£350.30	£364.70	<b>£338.20</b>	▼	Trend decrease



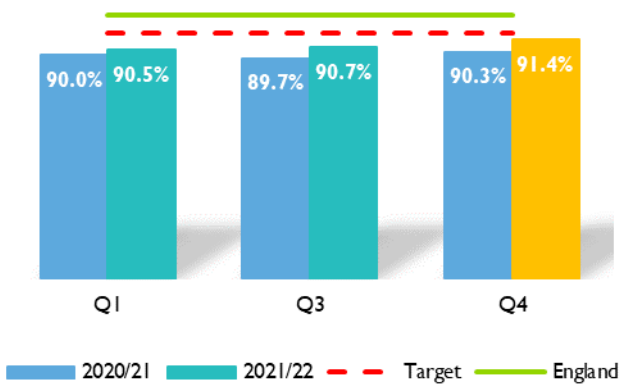
Percentage of spend on small and medium enterprises (YTD)



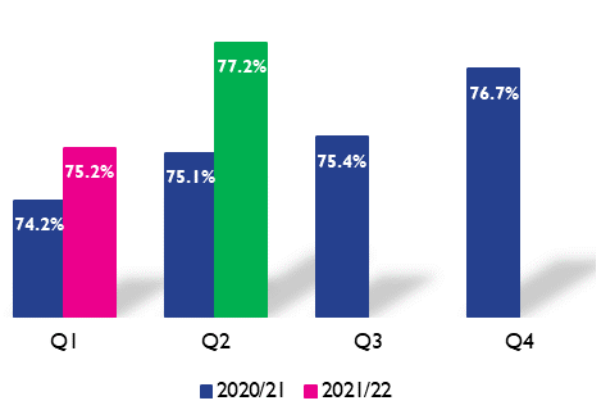
Percentage of spend in the PL postcode (YTD)



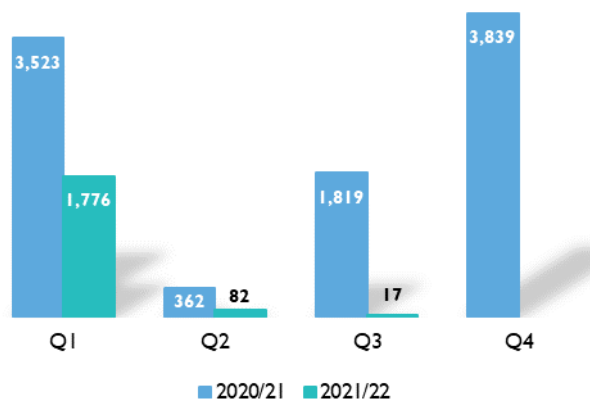
Percentage of young people in education, employment or training



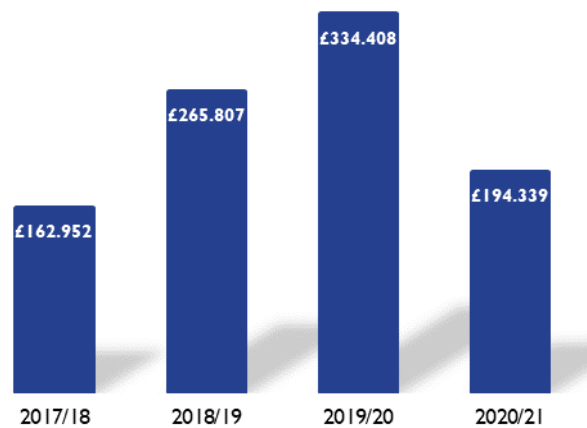
Percentage of 16-64 year olds in employment (rolling 12 months)



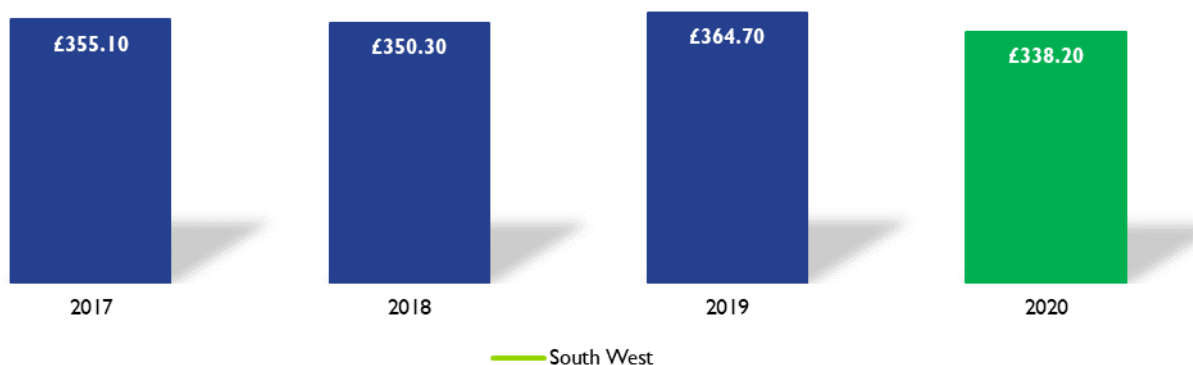
Number of businesses supported through COVID-19 business grants



Value of inward investment (£million)



Gap in wages between the 20th and 80th percentile



In 2021/22, 23.8% of our total procurement spend was spent on small and medium sized enterprise (SME) suppliers, which is an increase of 0.4 of a percentage point from the end of quarter three. This equates to approximately £70.503 million out of a total spend of £296.162 million and is above our percentage spend at the end of 2020/21 (22.3%) but remains below our target of 26%. The actual SME spend for 2021/22 is approximately £13.6 million more than in 2020/21. Throughout this year we used 1,291 different SME suppliers, which translates to 39.7% of all of the suppliers that we have used being a SME (up on 37.9% at the end of quarter three).

Approximately £161.317 million was spent on PL postcode suppliers in 2021/22 out of a total spend of £296.162 million, equating to 54.5%. This is slightly below the percentage spend up to the end of quarter three (55.5%) but remains above our 54% target. The actual spend with PL postcode suppliers has increased by around £16.4 million when compared with 2020/21. During 2021/22, we procured goods and services through 1,760 suppliers based within the PL postcode, which is 54.1% of the total number of suppliers used within the year.

At the end of quarter four, the proportion of 16 and 17 year olds in education, employment, and/or training (EET) is 91.4%; this is better than the EET figures at the same time last year (90.3%). At the end of quarter four, 82.9% of young people with Special Educational Needs and/or Disabilities (SEND) are in education, training and/or employment, which is slightly above EET figures at the end of quarter four 2020/21 (82.0%). Careers South West (CSW) advisers are focused on supporting all young people who still have not specified their intended destination or who have confirmed that they are not in education, employment or training (NEET). The local authority and CSW are developing a data sharing protocol to support young people who are electively home educated. This group of young people is identified as at risk of not engaging in post-16 provision as they may not receive high quality advice and guidance on career options or skills before the end of their statutory education.

The employment rate of the working age population of Plymouth saw a steady increase from quarter one 2020/21 through to quarter four 2020/21. The beginning of 2021/22 saw a dip in the employment rate; this recovered strongly in quarter two but has settled in quarter three at the same level as quarter three of 2020/21. Comparing this to the data for England, Plymouth had a higher employment rate than nationally for both quarters two and three of 2021/22; in quarter three 2021/22, Plymouth's employment rate was 75.4% compared with 75.1% for England.

In quarter four we supported 787 unique businesses with COVID-19 business grants. The COVID-19 pandemic has fundamentally altered the way in which Economic Development is currently supporting businesses. The latest estimate of the total number of unique businesses supported by the COVID-19 grants in Plymouth is 6,030. There was a significant increase from quarter three to quarter four in terms of the number of unique businesses supported due to the offer of a new Omicron Hospitality and Leisure Grant of £2.6 million and a £256,000 top up of the Additional Restrictions Grant, both of which finished on 31 March 2022. The department continues to collaborate and work with businesses to understand their pressures and offer as much support as possible.

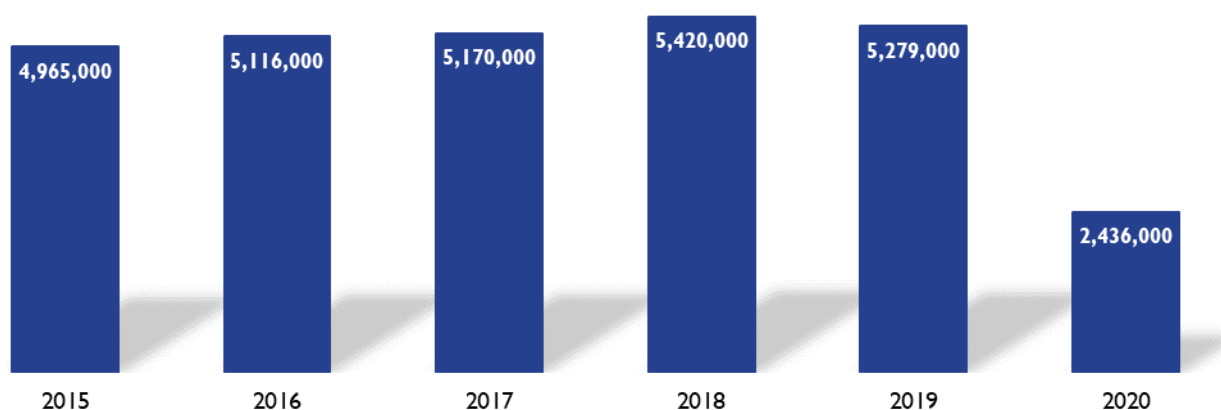
Despite the considerable negative impact of the COVID-19 pandemic and the level of Foreign Direct Investment (FDI) flows falling globally, seven FDI projects successfully landed in Plymouth in the 2020/21 financial year, with a total value of £133,342,000 (this does not include the value of two of the project landings, which relate to the acquisition of two Plymouth companies). This accounts for the large majority of the total £194.339 million of inward investment in 2020/21. The ongoing pandemic has stifled investment projects locally and the number of landings is projected to drop again for the 2021/22 financial year. That being said, the pipeline for 2022/23 is strong with at least three projects in train, which are expected to complete within that financial year. We see this drop as a short term blip caused by uncertainty within the economy on the back of the pandemic. Our view is that growing consumer confidence will drive a growth in investments.

The health and wellbeing of a number of communities has been disproportionately impacted by the COVID-19 pandemic and those with existing barriers to the labour market have been further displaced. The Resurgam Charter and COVID-19 Channel Area Response Exchange (C-CARE) projects aim to address some of these negative impacts for communities across Plymouth. Since its launch in March 2021, the Resurgam Charter has engaged hundreds of businesses and secured over 220 signatories, including engagement from local businesses as well as some of the city's biggest employers; currently, 83 are regularly engaged with the project. Through the project and its themes there are regular co-design groups, which roll out to well attended workshops, with attendance growing. C-CARE launched in April 2021 and has been driving individual and collective action to amplify activities that are addressing the challenges identified across all five themes of the Resurgam Charter. C-CARE will provide support to at least 200 businesses and use community organisations to engage 500 individuals with skills action plans. Activity will also include concentrating on providing opportunities to upskill employees of Plymouth businesses and the development of an Employer Hub to support businesses in Plymouth.

## An exciting, cultural and creative place

Annual KPI	2017	2018	2019	2020	Direction of travel	Target
<b>13. Number of visitors to Plymouth</b>	5,170,000	5,420,000	5,279,000	<b>2,436,000</b>	▼	Monitor

Number of visitors to Plymouth



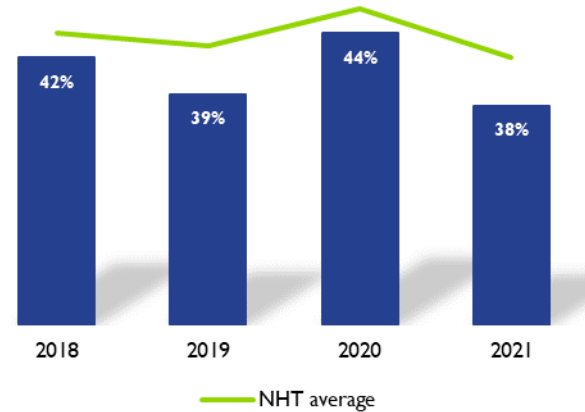
COVID-19 hit the tourism, hospitality, leisure and retail sectors very hard during 2020; overall there was a 54% loss of visitors from 2019 and a 56% loss of spend - from £334 million down to £148.4 million. This was due to lockdowns from March to July and then again in the back end of the year. International travel was hit particularly hard, losing 74% of visitors. The COVID-19 impacts continue to be felt by the visitor sector in the city and nationally. Our modelling shows that although there was an average uplift of 10% visitor spend over June to August due to 'staycations' in the region, it was not significant enough to offset the losses in the early part of the year. Currently we are forecasting a loss of over £270 million in spend for 2021 but we do not yet have December's data. Targets for 2021 onwards are being revised as we now have a new long term target forecast of 6.2 million visitors by 2030.

Annual KPIs	2018	2019	2020	2021	Direction of travel	Target
<b>14. Principal roads (A) in good or acceptable condition</b>	97.6%	97.5%	<b>97.8%</b>	Not yet available	▲	97%
<b>15. Public satisfaction with traffic flow</b>	42%	39%	44%	<b>38%</b>	▼	Monitor
Quarterly KPI	Q1 2021/22	Q2 2021/22	Q3 2021/22	Q4 2021/22	Direction of travel	Target
<b>16. Carriageway defects completed on time (cumulative)</b>	98.7%	99.0%	97.8%	<b>96.9%</b>	▼	97%

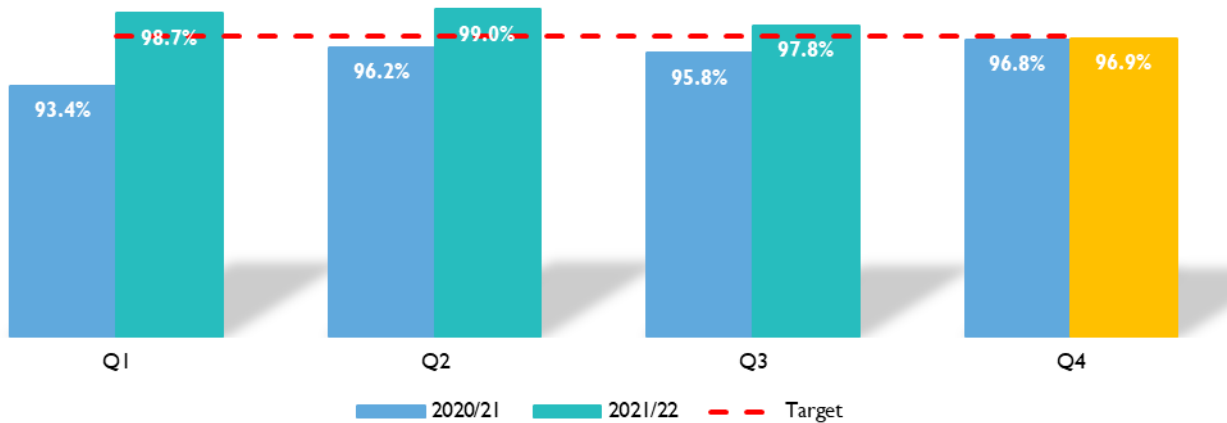
Percentage of principal roads (A) in good or acceptable condition



Public satisfaction with traffic levels and congestion



Percentage of carriageway defects completed on time (cumulative year to date)



2020 saw an improvement to 97.8% in the proportion of principal (A) roads that were in a good or acceptable condition. By continuing our regime of monitoring, we have managed to make informed and targeted decisions about where we need to invest in our resilient highway network to ensure that optimal condition is maintained.

The 2021 National Highways and Transport (NHT) survey showed a fall in public satisfaction with traffic levels and congestion, with 38% of respondents being satisfied compared with 44% in 2020. A similar decline was evident across the country, with the NHT average satisfaction falling by four percentage points to 42% in 2021, meaning that our gap with the NHT average currently stands at four percentage points. Due to the nationwide pattern of a fall in satisfaction with traffic flow and congestion, it is likely that the COVID-19 pandemic had a notable impact on people's responses to the survey; due to the government restrictions and stay at home advice, there were fewer vehicles using the network in 2020, whereas 2021 saw many of these restrictions relax and a subsequent increase in road use. Moreover, a backlog on statutory utility maintenance will have further exacerbated the situation, which is unlikely to improve in the next six months. We have also seen the continuation of several network improvement programmes in Plymouth and remain focused on maintaining the quality and functionality of the resilient network in line with our Asset Management Framework.

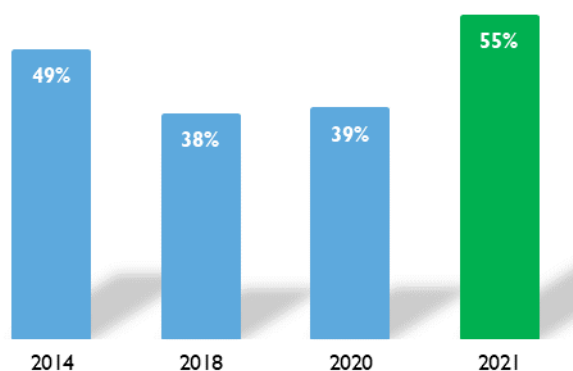
In 2021/22, 2,231 of the total 2,303 carriageway defects were completed within the required timescales, equating to 96.9% and falling just short of the target of 97%. However, it is a small improvement on the 96.8% achieved in 2020/21. This measure includes carriageway defects carried out over three differing priorities with different timescales for completion. There was an increase in resourcing and supply chain issues in quarter four, which led to a decline in the end of year timeliness when compared with the 97.8% at the end of quarter three. Please note, the figures for previous quarters in 2021/22 have been updated following data checking at the end of the year.

## ***Caring for people and communities***

- ***A friendly welcoming city***
  - ***Reduced health inequalities***
  - ***People feel safe in Plymouth***
- ***Focus on prevention and early intervention***
- ***Keep children, young people and adults protected***
- ***Improved schools where pupils achieve better outcomes***

Plymouth City Survey (2020 collected pre-pandemic)	2014	2018	2020	2021	Direction of travel	Target
1. Residents who think their local area is a place where people from different backgrounds get on well together	49%	38%	39%	55%	▲	Trend increase
2. Residents who regularly do voluntary work	-	43%	42%	-	▼	Trend increase

Percentage of Plymouth City Survey respondents who think their local area is a place where people from different backgrounds get on well together



Percentage of Plymouth City Survey respondents who volunteer or help out

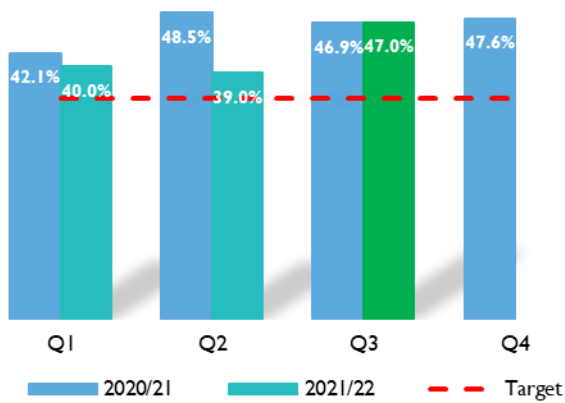


The question regarding residents who think that their local area is a place where people from different backgrounds get on well together was asked in the 2021 Resident Survey (same methodology as the Plymouth City Survey). Results show that 55% of respondents agreed that Plymouth is a place where people from different backgrounds get on well together, while 35% answered 'neither agree nor disagree' or 'don't know'. Plymouth's cohesion score is currently 86%; this excludes the neutral options and is a significant increase from 74% in 2020. Unify Plymouth, a partnership between the council and seven voluntary organisations, has been working to improve the coming together of diverse communities. Quarter four saw the delivery of three key events in the target areas of St Budeaux, Devonport and Efford.

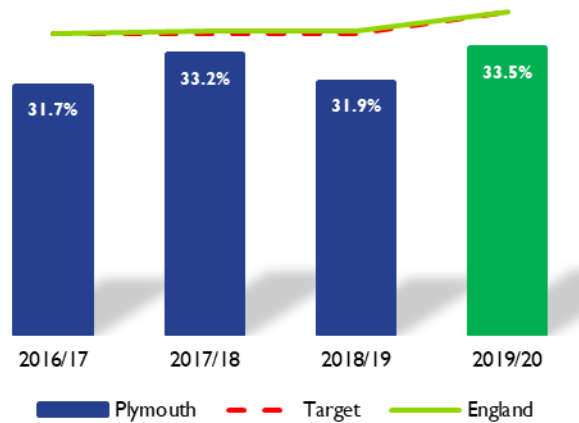
Volunteer numbers at the Home Park vaccination centre are pretty static, with 1,177 active volunteers on the rota. There was quite a reduction in the number of people getting their jabs during quarter four. The total number of vaccines is about to break the 500,000 barrier, with volunteers contributing over 84,000 hours. Current Plymouth City Council volunteering numbers exceed 200 across a number of sites, including library services, Poole Farm, Youth Justice, Plymouth Information Advice and Support, and The Box. Volunteers' Week on the 1 to the 7 June will be used to recognise the contribution of Plymouth's volunteers.

Quarterly KPI	Q4 2020/21	Q1 2021/22	Q2 2021/22	Q3 2021/22	Direction of travel	Target
<b>3. Stop smoking service successful quit attempts</b>	47.6%	40.0%	39.0%	<b>47.0%</b>	▲	35.0%
Annual KPIs (academic year)	2017/18	2018/19	2019/20	2020/21	Direction of travel	Target
<b>4. Excess weight in 10-11 year olds</b>	33.2%	31.9%	<b>33.5%</b>	Not available	▲	35.2%
<b>5. Eligible pupils taking benefit based Free School Meals (FSM) as a percentage of whole pupil population</b>	11.2%	13.4%	14.8%	<b>18.6%</b>	▲	Monitor

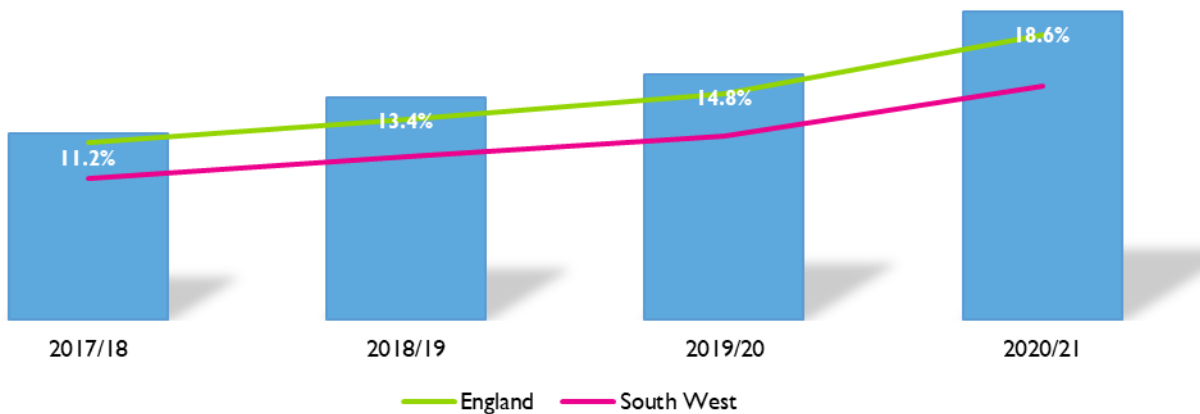
Percentage of people accessing the Stop Smoking Service who have quit



Excess weight in 10-11 year olds



Eligible pupils taking benefit based FSM as a percentage of the whole pupil population





Plymouth's Stop Smoking support service is now offering a range of options, including face to face engagement as well as telephone based support. The majority of clients continue to opt for telephone support. Smoking cessation remains a priority through delivery of our specialist services due to the importance of respiratory health but the number of people supported has dropped, principally due to a drop in GP provision. The local Specialist Stop Smoking team continues to encourage referrals in to their service and we are continuing our strategy of focusing the range of resources towards those with the greatest and most complex needs by targeting a range of support options for vulnerable groups.

There was no National Child Measurement Programme (NCMP) undertaken across all primary schools nationally in the academic year 2020/2021 due to COVID-19. However, eight Plymouth schools contributed to a national representative sample of schools and statistical weighting was applied to the data to produce an estimate of obesity prevalence and key findings at a national level. In Year Reception, obesity prevalence has increased nationally from 9.9% in 2019/20 to 14.4% in 2020/21. In Year 6, obesity prevalence has increased from 21.0% in 2019/20 to 25.5% in 2020/21. The data also illustrates that clear health inequalities exist. With regards to gender, boys have a higher obesity prevalence than girls at both Year Reception and Year 6. Additionally, 20.3% of Year Reception children living in the most deprived areas were obese compared to 7.8% of those living in the least deprived areas, while 33.8% of Year 6 children living in the most deprived areas were obese compared to 14.3% of those living in the least deprived areas.

COVID-19 and lockdowns associated with school closures has had an impact on the school food service and how it is provided in schools, dependent on specific risk assessments and the layout of dining spaces. Free school meal (FSM) take-up appears to have dropped from before the pandemic and is yet to recover. Anecdotally, we believe that this is partly linked to parental choice and the considered safety of pupils being in school and/or taking a FSM lunch. We know from data reported that the number of pupils eligible for benefit-based free school meals has increased significantly across the city to 18.6% of Plymouth's total pupil population. Absences, and concerns about the transmission of COVID-19 and the Omicron variant, continued to impact services in quarter four 2021/22. It is apparent that the number of pupils who are taking up FSM has yet to return to normal and it is hoped that, now that all restrictions have lifted, we will be able to increase the take-up and return to pre-pandemic levels.

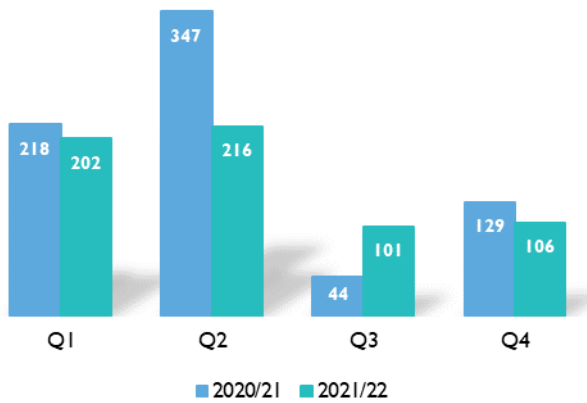
## 6. School readiness

There remains no requirement for schools and settings to submit data to the local authority or to confirm completion to the Department for Education. The decision has, therefore, been made to cancel the data collection and its subsequent statistical releases in autumn 2020 and 2021. The revised Early Years Foundation Stage became statutory in September 2021. 2021/22 will be a year of transition for the sector and schools and settings will also need to adjust to changes in the Early Years Foundation Stage Profile assessment.

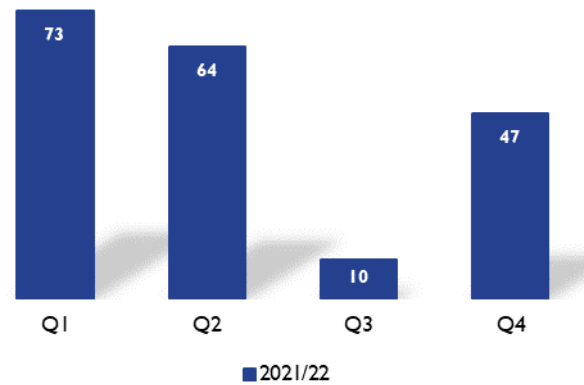
There is evidence that the pandemic has had a significant impact on the communication and language development of children birth to five, which may affect long term learning and development. In recognition of this, additional funding has been made available from the COVID-19 Outbreak Management Fund to increase speech and language support. Plymouth City Council, Livewell and children's centres are working together to roll out the new early language identification measure (ELIM) to all two year old children. This assessment tool identifies difficulties early and enables early years staff to work with parents to implement strategies that improve speech and language development. This compliments the Professional Development Project, which trains early years practitioners to improve speech and language for the children in their care.

Quarterly KPI	Q1 2021/22	Q2 2021/22	Q3 2021/22	Q4 2021/22	Direction of travel	Target
<b>7. Anti-social behaviour incidents reported to the council</b>	202	216	101	<b>106</b>	▲	Monitor
<b>8. Number of early interventions to anti-social behaviour</b>	73	64	10	<b>47</b>	▲	Monitor
Plymouth City Survey (2020 collected pre-pandemic)	2012	2014	2018	2020	Direction of travel	Target
<b>9. Residents who feel safe (during the day)</b>	89%	88%	91%	<b>90%</b>	▼	Trend increase

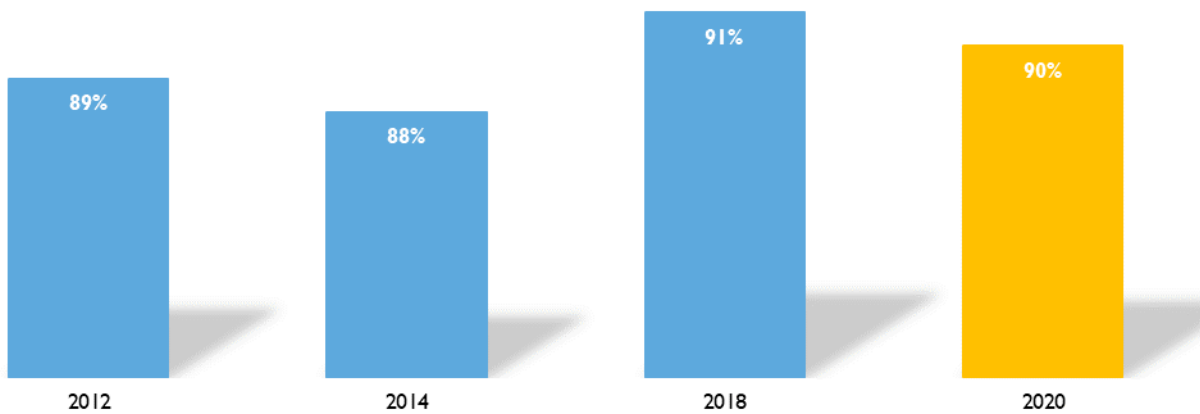
Number of anti-social behaviour incidents reported to the council



Number of early interventions to anti-social behaviour



Percentage of Plymouth City Survey respondents who feel safe outside in their local area



In quarter four, we received 106 anti-social behaviour (ASB) reports directly into our online reporting form, which is used by the public and our Community Connections Advisors when taking telephone queries. In addition to this, we received a number of reports and requests for service from our police and housing partners. The number of ASB reports received is consistent with the number received in quarter three, with only a very slight increase. We continue to work in close partnership with Devon and Cornwall Police and other partner agencies to resolve anti-social behaviour across the city, including a specific focus on reducing youth ASB at Sherford and gathering evidence for a number of formal interventions for individuals of concern.

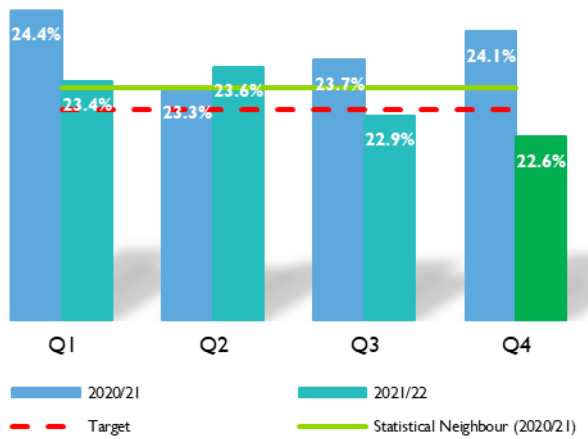
Community Connections works collaboratively alongside partner agencies, including Devon and Cornwall Police, to maximise opportunities for early intervention of anti-social behaviour. It is universally recognised that by intervening at an earlier stage, anti-social behaviour can often be prevented from escalating and therefore can be resolved more effectively. In quarter four, 19 ASBI warnings were issued to young people, under the age of 18, involved in group related ASB, including within the Devonport area. 24 ASBI warnings were issued to adults over the age of 18 years, with the predominant amount issued by PARC officers to individuals begging within the city centre. Four Community Protection Notice warnings were issued for neighbour-related ASB where earlier attempts at intervention had not been successful.

In 2020, 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. Safer Plymouth has developed to become a trauma informed community safety partnership. A proposal was developed in conjunction with the Trauma Informed Plymouth Network to refresh the identity of the partnership and to improve efficiency and flexibility in how we operate through new governance arrangements. This has proved to be effective, in particular in the readiness to deliver against the new duties on the local authority brought about by the new Domestic Abuse Act and in readiness for the future delivery of the Serious Violence Bill.

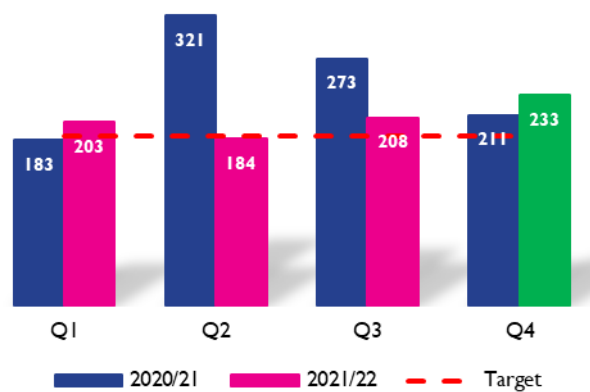
## Focus on prevention and early intervention

Quarterly KPIs	Q1 2021/22	Q2 2021/22	Q3 2021/22	Q4 2021/22	Direction of travel	Target
<b>10. Repeat referrals to Children's Social Care</b>	23.4%	23.6%	22.9%	<b>22.6%</b>	▼	23.0%
<b>11. Households prevented from becoming homeless or relieved of homelessness</b>	206	184	208	<b>233</b>	▲	188
<b>12. Number of people rough sleeping</b>	8	12	8	<b>9</b>	▲	Monitor
<b>13. Long-term support needs met by admission to residential and nursing care homes (65+)</b>	64	56	67	<b>52</b>	▼	Monitor

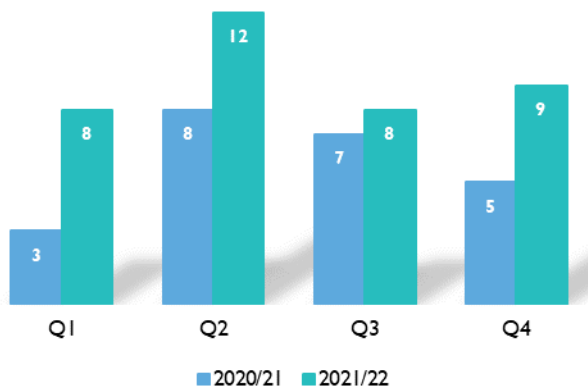
Repeat referrals to Children's Social Care



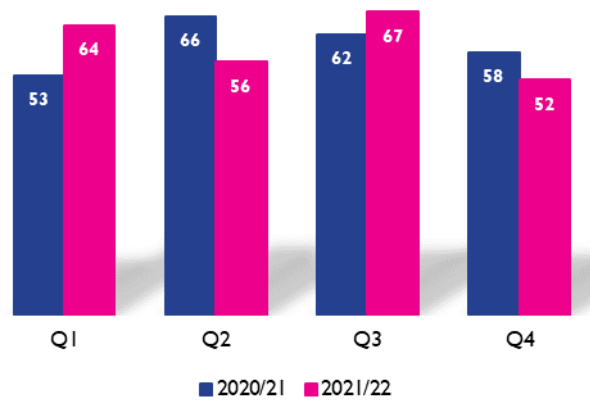
Number of households prevented from becoming homeless or relieved of homelessness



Number of people rough sleeping



Long-term support needs met by admission to residential and nursing care homes (65+)



At the end of quarter four, the percentage of re-referrals over a rolling 12 month period was 22.6%, equating to 743 of the 3,285 referrals received in the last 12 months being for children and young people who we had already received a referral for during the 12 months prior. Within quarter four, 147 (25.4%) of the 578 referrals received were repeat referrals. We ended the financial year at a better level than our statistical neighbours (23.3% for 2020/21) and comparable with the England average (22.7%).

During quarter four, 233 households were prevented from becoming homeless or relieved of their homelessness, which is an increase of 25 on the previous quarter. However, there were some applications received late in the quarter that might progress to a prevention. The service has achieved the annual target of 750 in 2021/22. Pressures around homelessness and numbers in temporary accommodation remain. The Homelessness Prevention Partnership Executive continues to oversee the delivery of a single, structured and integrated multi-agency programme of work, with the aim of reducing and preventing homelessness in Plymouth.

The value for rough sleeping is based on the average of a one day snapshot reported each week during the period. On average during quarter four, nine people were seen rough sleeping each week. The number of rough sleepers was consistently a little higher during the majority of quarter two but has been managed down in quarters three and four.

Last year there were 242 long term admissions, compared to 253 in the previous year. The provisional outturn for 2021/22 is 239 long term admissions to a nursing or care home for those aged over 65. This is just three fewer than in 2020/21 and will likely be slightly higher by the time retrospective admissions are input on the system. With such small differences in numbers, the overall trend is relatively static.

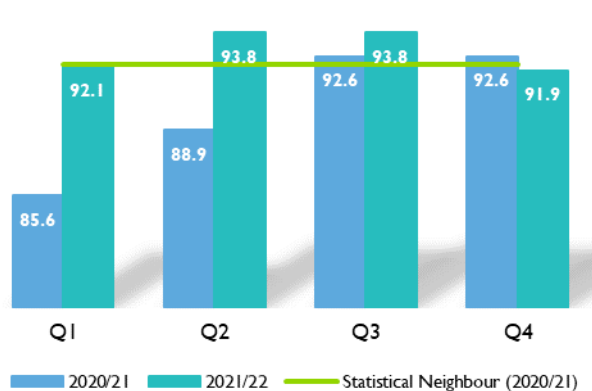
# Keep children, young people and adults protected

Quarterly KPIs	Q1 2021/22	Q2 2021/22	Q3 2021/22	Q4 2021/22	Direction of travel	Target
14. Children in care (rate per 10,000)	92.1	93.8	93.8	<b>91.9</b>	▼	Monitor
15. Children with multiple child protection plans (rolling 12 months)	25.6%	27.2%	27.0%	<b>27.5%</b>	▲	23.0%
16. Closed adult safeguarding enquiries with desired outcomes fully/partially achieved	95.3%	94.4%	98.6%	<b>92.5%</b>	▼	94.5%

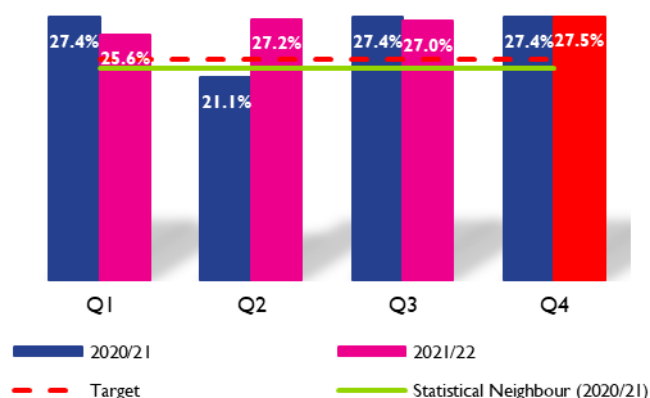
  

Annual KPI	2016/17	2017/18	2018/19	2019/20	Direction of travel	Target
17. Adult social care service users who feel safe and secure	92.8%	90.1%	89.8%	<b>90.0%</b>	▲	89.8%

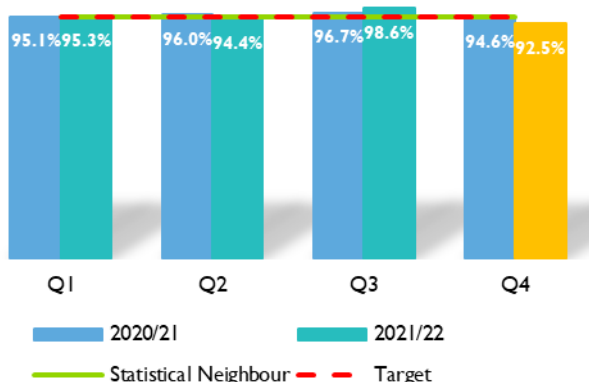
Number of children in care (rate per 10,000 children)



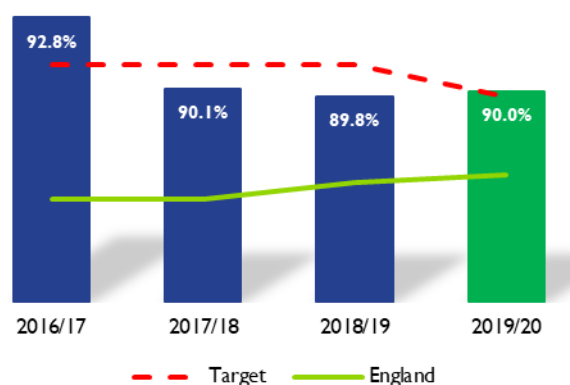
Percentage of children subject to multiple child protection plans (rolling 12 months)



Percentage of closed adult safeguarding enquiries where the desired outcomes have been fully or partially achieved



Percentage of ASC service users who say that those services make them feel safe and secure



The number of looked after children saw a net reduction of 10 children/young people on quarter three to 490 children. This is a net increase of 58 children since the first national lockdown started on 23 March 2020. Our rate per 10,000 children is currently 91.9, which is slightly lower than our statistical neighbour average (published at 92.2r for 2020/21) but 24.9 children per 10,000 more than the England average.

In the 12 months up to the end of the 2021/22 financial year, 110 (27.5%) of 400 new Child Protection Plans were for children who had already been on a Child Protection Plan at some point in their lifetime (up three children or 0.5 of a percentage point on quarter three). This is 0.1 of a percentage point higher than in 2020/21. Within quarter four, 29 (29.6%) of the 98 new Child Protection Plans were repeat Plans. During February and March, the service carried out sampling of repeated Child Protection Plans. This highlighted potential actions required to address the challenge, which included establishing consultation meetings to oversee decisions about progressing to Initial Child Protection Conferences and reasserting the best practice of the right service at the right time.

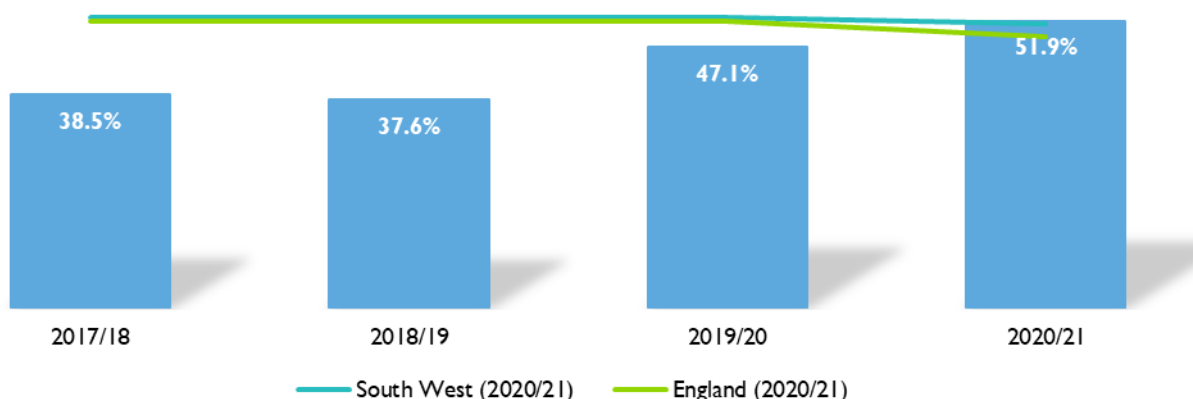
Between 1 January and 31 March 2022, 162 individuals were the subject of a completed safeguarding enquiry, 107 of whom expressed a desired outcome at the start of the enquiry (66.0% compared to 65.9% in quarter three). The percentage of people who were not asked about their preferred outcome decreased to 22.2% (36), following increases in the last two quarters. The percentage of enquiries with outcomes that have been either fully or partially achieved decreased from 98.6% in quarter three to 92.5% (99) in quarter four, while the percentage that were fully achieved increased to 69.2% (92), compared with 66.2% in quarter three.

No annual Statutory Adult Social Care (ASC) Survey was carried out in 2020/21 due to COVID-19. The 2022 survey has now been undertaken and results are currently being analysed. Early indications are that performance against this indicator is similar to in 2019/20; this will be confirmed in the 2022/23 quarter one report. An ASC performance action plan remains in place, which is aimed at improving outcomes for people in receipt of social care services.

## Improved schools where pupils achieve better outcomes

Quarterly KPIs	Q1 2021/22	Q2 2021/22	Q3 2021/22	Q4 2021/22	Direction of travel	Target
<b>18. Percentage of early years settings judged by Ofsted as good or outstanding</b>	No data	No data	97.0%	<b>97.0%</b>	▲ ▼	Monitor
<b>19. Percentage of pupils attending schools judged by Ofsted as good or outstanding</b>	No data	No data	71.1%	<b>77.1%</b>	▲	Monitor
Annual KPI	2017/18	2018/19	2019/20	2020/21	Direction of travel	Target
<b>20. Percentage of Key Stage 4 pupils achieving the Basics (5+ in English and Maths)</b>	38.5%	37.6%	47.1%	<b>51.9%</b>	▲	Monitor

Percentage of Key Stage 4 pupils achieving the Basics



Since September, Ofsted has resumed its pre-pandemic inspection regime and this data reflects the return to a normal status quo. The figures presented in the last quarter remain the same up to the end of quarter four. The Early Years Team is currently working with two settings that were judged as 'requires improvement', with the work involving agreeing and monitoring an action plan, and supporting them to improve. To date, this method of working has resulted in a 100% success rate as all settings that have chosen to engage with the local authority have improved their Ofsted judgement upon re-inspection. Work is also in progress to address some of the emerging themes affecting the childcare sector, such as strategies to improve the quality, accessibility and prevalence of childcare. Some of this work includes (but is not limited to) holding workshops with stakeholders to address the recruitment and retention problems faced by the sector. This is not just a Plymouth issue; therefore, we are working alongside other local authorities and the Department for Education. The Early Years Strategic Board is also addressing issues relating to school readiness, special educational needs and disabilities (SEND), early help, and quality of provision. This work requires a system wide response.

Graded inspections resumed at the start of the 2021/22 academic year. There are 98 state-funded schools in the city and, at the end of quarter four, 77.1% of pupils are attending a school judged as good or outstanding. At the end of quarter four, 79.7% of primary schools are rated as good or better, which is up from 78.0% in quarter three. It is a similar picture for secondary schools; at the end of quarter four, 61.1% are rated as good or better, which is up from 50.0% in quarter three. The phase improvement partnerships, including Early Years, Primary/Special, and Plymouth Strategic (Secondary) Education Group, continue to provide momentum for the place based approach for secondary school improvements, reporting directly to the Plymouth Education Board and the Regional Schools Commissioner.

Due to the COVID-19 pandemic, all summer 2021 exams were cancelled. This attainment data reflects the GCSE grades awarded to pupils in August 2021 through centre (school based) assessed grades. As a result, the 2019/20 and 2020/21 data should not be directly compared to attainment data from previous years for the purposes of measuring changes in student performance. The percentage of pupils achieving the 'basics' (5+ in English and Maths) is 51.9% and now sits above the recently validated and published national and statistical neighbour averages, although slightly below the regional average. The strengthened education improvement partnerships continue to provide momentum for the place based approach for secondary school improvements, reporting directly to the Plymouth Education Board and the Regional Schools Commissioner.

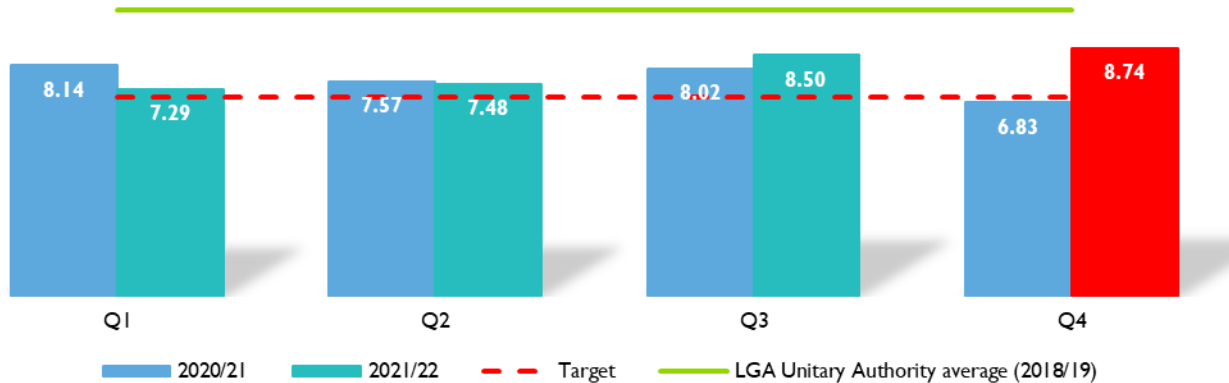
## ***Delivering on our commitments***

- ***Empowering our people to deliver***
- ***Providing a quality service to get the basics right first time***
- ***Engaging with and listening to our residents, businesses and communities***
- ***Providing value for money***
- ***Championing Plymouth regionally and nationally***



I. FTE days lost due to staff sickness (rolling 12 months)						
Financial year	Q1	Q2	Q3	Q4	Direction of travel	Target
2020/21	8.14	7.57	8.02	6.83		
2021/22	7.29	7.48	8.50	8.74	▲	7.00

Number of FTE working days lost due to staff sickness (rolling 12 months)



The number of days lost per full time equivalent (FTE) for the council as a whole increased to 8.74 days at the end of quarter four (up 0.24 days on quarter three), and is almost a day and a three quarters above the target of 7.0 days or less. When compared against the same quarter of 2020/21, the number of days lost is currently 1.91 days higher. These figures are inclusive of COVID-19 sickness, which was at its highest level since the start of the pandemic both nationally and locally during this quarter and was one of the main reasons for short term sickness in March. Musculoskeletal (excluding back/neck) was the top reason for long term (more than four weeks) sickness in the rolling year up to the end of March 2022, whilst cold/flu was the top reason for short term sickness. In total, 1,193 employees had a short term absence and 253 had a long term absence in 2021/22.

A deep dive analysis commissioned by the Corporate Management Team ensured visibility of individual services' levels of sickness. At the end of 2021/22, three areas were identified as having an average sickness absence of more than 10 days per FTE employee: Children, Young People and Families Service; Strategic Co-operative Commissioning; and Street Services. Each of the three service areas employ large numbers of staff, therefore exacerbating days lost due to sickness absence. An action plan has been put together, including:

- Understanding and verification of data - reasons for sickness and understanding of work related stress
- Review of the Managing Attendance Policy and procedures
- Proactive management of all cases, ensuring that manager training needs are met, inclusive of refresher training
- All employees receive refresher training relevant to the role, e.g. manual handling
- Review and promotion of the use of Occupational Health and the Employee Assistance Programme.

2. Staff engagement

The Council is always keen to engage with, and motivate, employees to contribute to the continuous improvement of the organisation. It is equally important that employees know that their ideas and thoughts are valued. Our People Strategy demonstrates that we are committed to doing the best for our residents, and the four threads very much contribute to the positive engagement of our workforce:

- Everyone feels welcome
- Aspire to be the best
- Attract and keep the right people
- Be well led.

Employee engagement occurs daily on both a formal and informal basis across the council. It encompasses the employee life cycle, starting with on boarding (introduction to the organisation and role) and induction, and concluding with exit interviews. Employees will experience:

- Informal and formal consultation - when any changes are proposed during service reviews or restructures, engagement/consultation will take place
- Employee forums - focus groups/forums are used and made up of a diagonally-sliced cross section of the workforce in order to gather thoughts, ideas and concerns from a broad spectrum of employees about potential changes
- Surveys - pulse surveys and employee engagement survey
- Question and answer sessions chaired by the Chief Executive
- Tea with Tracey/Talk with Tracey (Chief Executive) - these have focused on employees from the protected characteristics, including age (apprenticeship week), gender, ethnicity, faith, LGBTQ, and disability. The most recent one has been open to all women in the council
- Tracey's Team Talk - monthly update is made available to all employees and is also shared with non-PC users via team meetings or huddles
- Huddles/team meetings/toolbox talks
- Employee representative Champions – Green and Wellbeing
- Engagement with senior managers – ‘back to the floor’ and site visits.

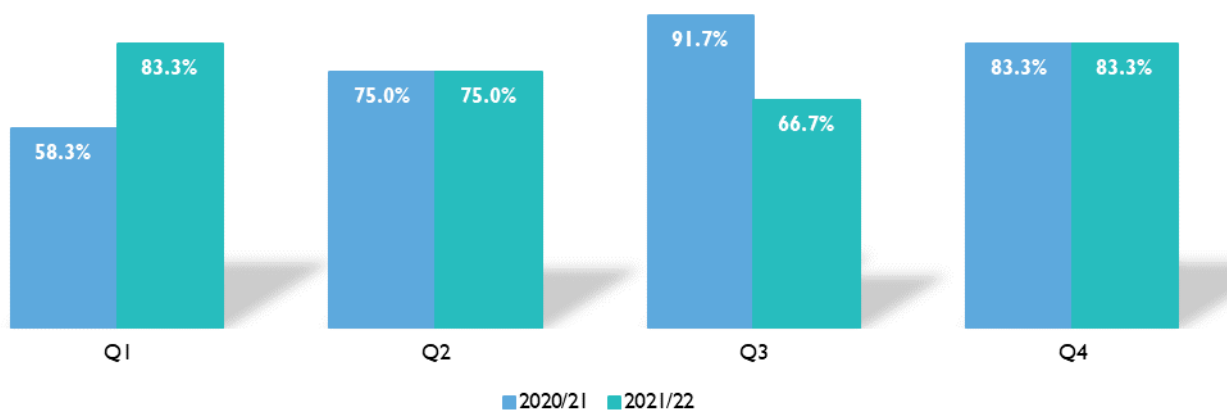
In 2022 we have plans for employee networks, budget consultation and engagement, alongside a calendar of events.

# Providing a quality service to get the basics right first time

3. Customer experience score

Financial year	Q1	Q2	Q3	Q4	Direction of travel	Target
2020/21	58.3%	75.0%	91.7%	83.3%		
2021/22	83.3%	75.0%	66.7%	<b>83.3%</b>	▲	Monitor

Customer experience score



The customer experience score is an index KPI that takes into account performance against a number of indicators that are focused on the customer. Currently, this indicator considers customer complaints resolved in expected timescales; Freedom of Information (FOI) requests completed within 20 working days; the time taken to process new claims for Housing Benefit and Council Tax Support; percentage of bins reported as missed by customers; and the number of households prevented from or relieved of homelessness. Two points are allocated when an indicator is achieving target, one for a KPI that is amber against target (within 15%) and none for a KPI that is red against target (more than 15% away). The score is then represented as a percentage of the maximum score possible.

81.0% of stage one complaints resolved in quarter four were resolved within the timeframe of 10 working days. This is an improvement on quarter three, in which we achieved 78.3%, but remains below the 90% target due to a focus on resolving older out of time complaints within the quarter. For 2021/22 as a whole, we resolved 85.0% of our complaints within 10 working days, which is slightly below 2020/21 (88.8%). We will continue to work on improving our response time to customer feedback. Of the complaints resolved within quarter four, 30.5% were upheld, which remains lower than the upheld rate that we saw last year (32.1%) but slightly above the total upheld rate for 2021/22 (29.6%). The number of complaints received in quarter four 2021/22 (1,374) decreased when compared with quarter three (1,853), while we also received fewer compliments in quarter four (106) than in quarter three (112).

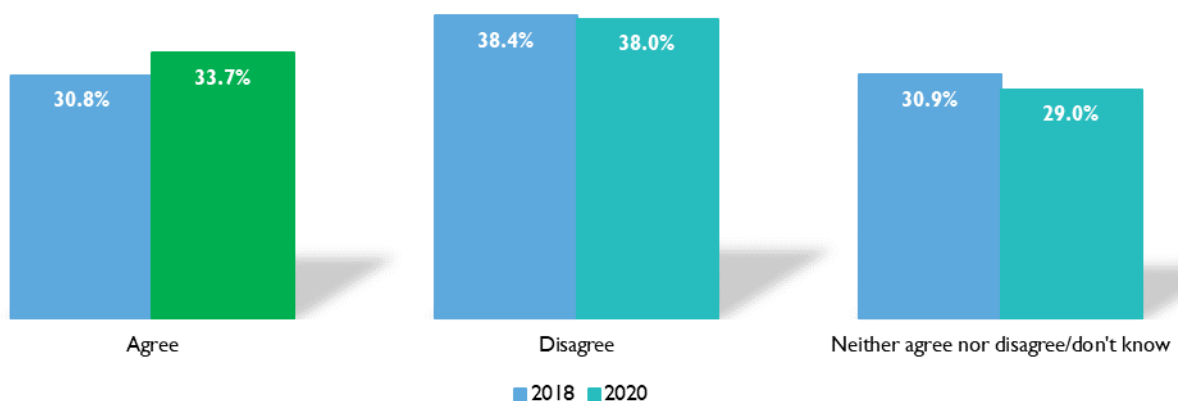
We were due to complete 253 Freedom of Information (FOI) requests in quarter four 2021/22, 230 of which were completed within the timeframe of 20 working days, equating to 90.9% and exceeding the target (90%). This is a small increase in both the number of requests due and timeliness from quarter three (250 FOIs due in quarter three; 90.0% completed on time). Throughout 2021/22, we completed 883 of the 976 FOI requests that were due within 20 working days, equating to 90.5% and achieving our target for the year.

The average time taken to process new Housing Benefit claims improved in quarter four 2021/22 to 17.5 days, against a target of 18 days. The average time taken to process new Council Tax Support claims also improved in quarter four to 19.3 days, although remains above the target of 18 days. The improvement in processing times was the result of an operational decision to prioritise Housing Benefit and Council Tax Support new claims prior to the end of year process to recalculate awards for the new financial year. Additionally, resource that was previously allocated to administering the Test and Trace Support Payment scheme, which ended on 28 February, has now returned to processing claims and has helped to reduce the processing times for Housing Benefit and Council Tax Support.

## Engaging with and listening to our residents, businesses and communities

Plymouth City Survey	2018	2020	Direction of travel	Target
<b>4. Residents who know how to get involved in local decisions</b>	30.8%	<b>33.7%</b>	▲	Trend increase

Percentage of Plymouth City Survey respondents who know how to get involved in decisions affecting their local area

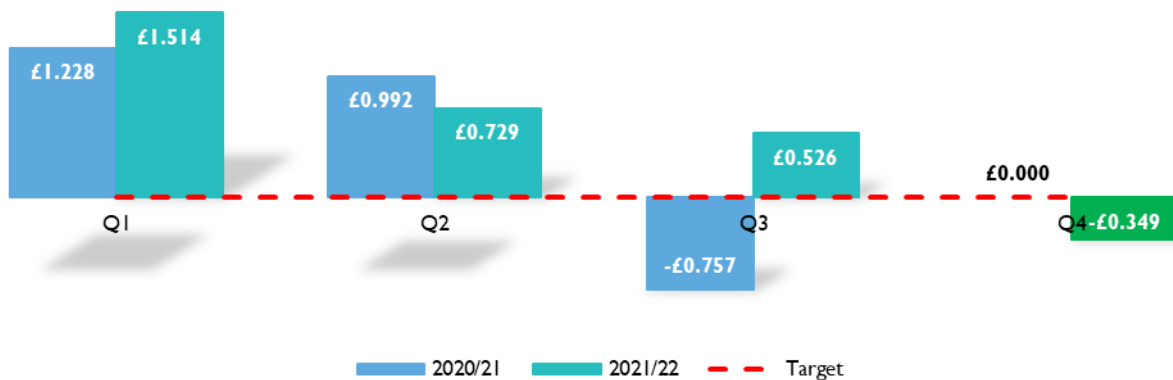


These results tell us that a third (33.7%) of respondents are aware of how they can get involved in decisions in their local area. For the second successive survey, the youngest age group was significantly less likely to agree that they know how to get involved, with 7.5% of respondents aged 16 to 24 years agreeing compared with 34.9% of those aged 25 years and older. Councillors have different ways of engaging with residents in their wards, meaning that residents have direct access to their elected representatives and the council has an established mechanism for consulting on proposals, such as planning applications. A public engagement exercise to support the 2022/23 budget setting process took place in November 2021, where 1,200 residents were able to tell us about which public services were important to them and give their views on proposals for achieving a balanced budget.

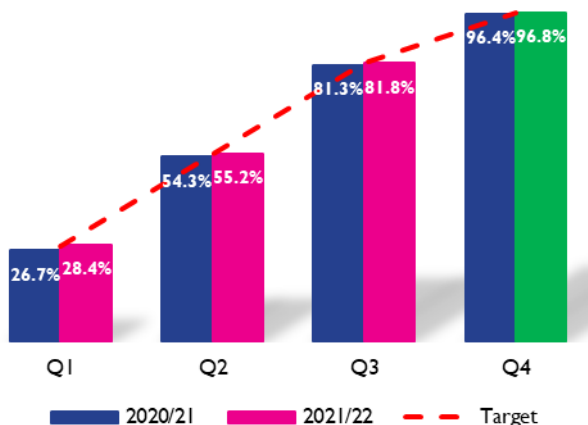
## Providing value for money

Quarterly KPIs	Q1 2021/22	Q2 2021/22	Q3 2021/22	Q4 2021/22	Direction of travel	Target
5. Spend against budget	£1.514m	£0.729m	£0.526m	<b>-£0.349m</b>	▼	£0.000m
6. Council tax collected (YTD)	28.4%	55.2%	81.8%	<b>96.8%</b>	▲	96.5%
7. Business rates collected (YTD)	37.5%	51.6%	77.2%	<b>98.7%</b>	▲	99.0%

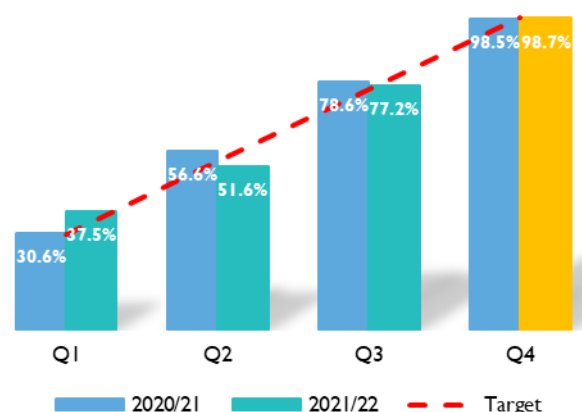
Forecast year end variation spend against budget (£million)



Percentage of council tax collected (YTD)



Percentage of National Non-Domestic Rates (NNDR) collected (YTD)



The forecast revenue outturn after the application of COVID-19 grants and council mitigating actions is currently estimated at £0.349 million under budget, which is a variance of -0.07% against the council's overall budget forecast (£514 million) and a reduction of £0.875 million from the forecast at the end of quarter three. This is the provisional end of year position for 2021/22. Officers and Members have worked closely to manage the finances towards a balanced position by the end of the year.

96.75% of council tax had been collected by the end of 2021/22, which is above the target of 96.5% and the first time that we have exceeded this level with our in-year collection since 2018/19. Following the impacts of the COVID-19 pandemic over the last couple of years, 2021/22 has seen a return to more normal levels of council tax collection. In total, £141.062 million was collected in 2021/22, which again is more than the amount collected by the end of both 2020/21 and 2019/20.

98.74% of business rates had been collected by the end of 2021/22, equating to £72.923 million. This is marginally below the end of year target of 99.0% but above the total collected in 2020/21 (98.53%). The collection rate for both years was affected by impacts of the COVID-19 pandemic on businesses and the changing level of support available to them as restrictions across the country eased. For example, in July 2021, all retail and leisure properties were required to start paying 34% rates. Ending the year only 0.26 of a percentage point below the target is therefore a notable achievement.

## Championing Plymouth regionally and nationally

### 8. Offers and Asks

Our public affairs activity remains focused on the priority areas for the council and city, and we continue to engage with ministers and senior civil servants on a range of issues that are important to Plymouth. Over the last quarter there has been a particular focus on educational improvement and the need for continued intensive support to ensure that improvements are sustained in the longer term. We have written to and had discussions with the Parliamentary Under Secretary of State at the Department for Education and the Secretary of State for Education to make the case for continued targeted investment in Plymouth. To date, despite Plymouth having been announced as one of 55 'Education Investment Areas', the city has not been included in the highest need categories for additional support. We are therefore continuing to make the case to become one of the 26 'Education Investment Area +' areas, in order to further improve and maintain the city's educational attainment levels.

There were some key announcements for Plymouth in the Levelling Up White Paper that was published on 2 February 2022:

- Plymouth was selected as one of the 55 areas to become an Education Investment Area to drive improvements through funding to intervene in underperforming schools, support growth of strong trusts and retain high quality teachers. This builds on the work being undertaken in Plymouth since May 2020 as one of four areas selected to take part in a £10 million initiative to become a place-based pilot that sees local schools collaborating with each other, working together to share priorities, expertise and experience.
- Devon, Plymouth and Torbay combined were one of nine areas that have been invited to start formal negotiations to agree new County Deals (see below on regional influence).
- Plymouth has been included as a pilot to participate in a joint project launched between the Department for Education and the Food Standards Agency to design and test a new approach for local authorities in assuring and supporting compliance with school food standards.
- The Government also announced that it will invest over £750 million in this Parliament in tree planting and peatland restoration in England, as well as support the creation of new community forests, including in Plymouth and South Devon, to improve access to woodlands (previously announced as part of the Spending Review 2021).

## 9. Regional influence

The Government published its Levelling Up White Paper in February, and simultaneously announced that nine areas were being invited to enter into negotiations for a new style of Devolution Deal. Plymouth City Council, together with Devon County Council and Torbay Council, was amongst the nine areas chosen. Work has been ongoing with the Government since then to kick-start the process. Plymouth City Council's Chief Executive is the lead Chief Executive, and the Leader of Devon County Council is the lead Member for the whole Deal area. They are the key contacts for the Government.

The Devolution Deal is aimed at drawing down powers and funding that currently sit with central government departments. It will enable councils to have greater influence and flexibility in delivering a range of services, including education, skills and employment, transport, housing and social inclusion, and in tackling climate change. An outline prospectus in the form of a standard template was submitted to the Government at the end of March, setting out a list of the 'asks' that the area would like to negotiate as part of the Devolution Deal. There is no clear timeline for the process at this stage, however it is hoped that negotiations with government departments will start soon in order to agree a draft Deal before the end of 2022. The Deal requires a particular form of governance to oversee it; therefore, discussions are underway to establish a Combined Authority between Devon, Plymouth and Torbay. This will not affect the sovereignty of the councils involved, but is a form of statutory partnership that enables collective decisions to be made at a strategic level.

In addition to the creation of a new Combined Authority for Devon, Plymouth and Torbay councils, Somerset councils are moving towards a single unitary structure. The Heart of the South West Joint Committee, which includes representation from the Local Enterprise Partnership (LEP), will therefore continue in a 'light touch' state, at least until April 2023, to provide a forum for councils across the whole area during the transition phase to the new arrangements and to manage the integration of LEP functions into the new structures over time.

# Description of key performance indicators

UNLOCKING THE CITY'S POTENTIAL		
Priority	Key performance indicators	Description
A clean and tidy city	1. Streets graded at an acceptable level for overall street cleanliness and grounds maintenance	The cleanliness and condition of streets is measured using the Land Audit Management System (LAMS), so that we can compare ourselves to other members of the Association for Public Service Excellence (APSE) performance network. It comprises three main elements: street cleanliness, grounds maintenance, and the presence of hard surface weeds. Results are cumulative and include all audits that have been completed in the financial year to date.
	2. Household waste sent for recycling, reuse or composting	The amount of household waste that is recycled, reused or composted, including IBA metals.
A green, sustainable city that cares about the environment	3. Average cycle trips taken on DfT count day	The Department for Transport (DfT) undertakes one day cycle counts on approximately 40 roads across the city, once a year, every year. The data is collected and published annually. This dataset provides a reasonably consistent annual snap shot of levels of on road cycling in the city that can be used as an indicator of the extent of growth in the use of sustainable transport. The Government's 2017 Cycling and Walking Strategy target is to double cycling by 2025.
	4. Carbon emissions emitted by the council	The amount of carbon dioxide (CO <sub>2</sub> ) emissions emitted by the council (narrative update on the Corporate Carbon Reduction Plan).
Offer a wide range of homes	5. Net additional homes delivered in the city (cumulative from 2014/15)	The annual net additional homes in the Plymouth Local Planning Authority Area, for example through new house building completions and conversions (e.g. of a house into flats), but after the removal of dwellings lost by change of use or demolition.
A vibrant economy, developing quality jobs and skills	6. Spend on small and medium enterprises	The council's spend on supplies, services and works from small and medium-size enterprises/businesses (SMEs) as a percentage of the total amount spent. This is the council's spend through the Procurement Service including spend for other commissioned providers, such as care services. This indicator shows the year to date position at the end of each quarter, aligning with the annual target.
	7. Spend within the PL postcode	The council's spend on supplies, services and works from businesses with a PL postcode as a percentage of the total amount spent. This is the council's spend through the Procurement Service including spend for other commissioned providers, such as care services. This indicator shows the year to date position at the end of each quarter, aligning with the annual target.
	8. 16-18 year olds in education, employment or training	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).
	9. Employment rate (16-64 population, rolling 12 months)	This includes anyone aged 16 to 64 years who did some paid work in the reference period, whether as an employee or self-employed; had a job that they were temporarily away from; on government-supported training and employment programmes; or were doing some unpaid family work.
	10. Number of businesses supported through COVID-19 business grants	The way that businesses have been supported has been directly impacted by COVID-19. This indicator will now focus on the businesses supported through the COVID-19 business grants and will likely be reviewed each year.

	11. Inward investment	The total value of strategic projects, third party investments and notable Foreign Direct Investments (FDIs) brought into the city or facilitated by the council.
	12. Inclusive growth (earnings gap)	The gap in gross weekly pay between the top 20% and the bottom 20% of earners within Plymouth.
An exciting, cultural and creative place	13. Number of visitors to Plymouth	A visitor is defined as someone who lives more than an hour from a destination or who stays overnight. Data is supplied by the South West Tourism Research Company and is based on the Cambridge Economic Impact Model, which is an industry respected tool for measuring the economic impact of tourism in a given area.
Create a varied, efficient, sustainable transport network	14. Principal roads (A) in good or acceptable condition	The condition of principal roads (A roads) in the city, collected via a mechanical condition survey.
	15. Public satisfaction with traffic flow	Public satisfaction with traffic levels and congestion on Plymouth's roads, collected via the National Highways and Transport (NHT) Network annual survey.
	16. Carriageway defects completed on time	A combined score for the timeliness of completing priority one (24 hours), priority two (seven days) and priority three (21 days) carriageway defects. This includes works related to the surface of the carriageway (i.e. not footpaths, gullies, etc.) and excludes any defects that have had an issue on site or have a valid reason for missing the deadline.

### UNLOCKING THE CITY'S POTENTIAL

Priority	Key performance indicators	Description
A friendly, welcoming city	1. Residents who think people from different backgrounds get on well together	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'. This is a measure of community cohesion.
	2. Residents who regularly do voluntary work	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).
Reduced health inequalities	3. Stop smoking service successful quit attempts	The number of people who engage with the Stop Smoking Service and set a quit date, with successful quit attempts measured at four weeks.
	4. Excess weight in 10-11 year olds	The prevalence of excess weight (including obesity) among children in Year 6 (aged 10 to 11 years old).
	5. Eligible pupils taking benefit based Free School Meals (FSM) as a percentage of whole population	Families who are entitled to one of the following benefits are eligible to access Free School Meals: Income Support; income-based Jobseeker's Allowance; income-related Employment and Support Allowance; support under Part VI of the Immigration and Asylum Act 1999; guaranteed element of Pension Credit; Working Tax Credit; or Universal Credit. This indicator measures the number of pupils who are taking up their eligibility.
	6. School readiness	The percentage of Early Years Foundation Stage Profile (EYFSP) pupils in the city who achieve a Good Level of Development (GLD) at the end of each academic year. Due to the suspension of the publication of attainment data as a result of COVID-19, this is a narrative update on progress.
People feel safe in Plymouth	7. Number of anti-social behaviour incidents reported to the council	A demand measure that reports on the number of anti-social behaviour reports to the council via our online reporting form, which is used by the public and our Community Connections advisors who take telephone queries.



	8. Number of anti-social behaviour interventions	The number of early interventions issued by the Anti-Social Behaviour Team to help prevent an escalation in offending. Early interventions include ASB1 letters; ASB2 letters; Acceptable Behaviour Contracts; referrals to IMPACT (youth diversionary programme); and Community Protection Notice Warnings.
	9. Residents who feel safe (during the day)	The percentage of Plymouth City Survey respondents who feel fairly safe or very safe when outside in their local area during the day.
Focus on prevention and early intervention	10. Repeat referrals to Children's Social Care	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.
	11. Households prevented from becoming homeless or relieved of homelessness	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.
	12. Number of people rough sleeping	The number of rough sleepers are identified via weekly estimates provided by PATH (Plymouth Access to Housing), who undertake regular tours of the city.
	13. Long-term support needs met by admission to residential and nursing care homes (65+)	The number of people aged 65 years and over whose long-term social care needs following an assessment are met by admission to a residential or nursing care home.
Keep children, young people and adults protected	14. Children in care (rate per 10,000)	If a child/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 period of more than 24 hours, are subject to a care order, are accommodated under section 20 of the 1989 Children's Act or are subject to a placement order (adoption). To enable comparison against other authorities, we report the number as a rate per 10,000 children within our authority's population.
	15. Children with multiple child protection plans	The percentage of children starting a Child Protection Plan who have previously been on a Child Protection Plan. The current Plan may be for the same or different reasons and there might be a significant time lapse between Child Protection Plans.
	16. Closed adult safeguarding enquiries with desired outcomes fully/partially achieved	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 or partially achieved.
	17. Adult Social Care users who feel safe and secure	The proportion of people who use Adult Social Care (ASC) services who say that those services make them feel safe and secure, as measured using the annual Statutory ASC Survey.
Improved schools where pupils achieve better outcomes	18. Percentage of early years settings judged by Ofsted as good or outstanding	The Office for Standards in Education, Children's Services and Skills (Ofsted) inspect services providing education and skills for learners of all ages. Ofsted's role is to make sure that organisations providing education, training and care services in England do so to a high standard for children and students. There are four overall judgements: 'outstanding', 'good', 'requires improvement' and 'inadequate'. The aspiration in Plymouth is that all Early Years settings are judged as at least 'good' in their overall effectiveness. Please note that due to the COVID-19 outbreak, Ofsted inspections from March 2020 were suspended. Graded inspections resumed at the start of the 2021/22 academic year.
	19. Percentage of pupils attending a school judged by Ofsted as good or outstanding	The Office for Standards in Education, Children's Services and Skills (Ofsted) inspect services providing education and skills for learners of all ages. Ofsted's role is to make sure that organisations providing education, training and care services

20. Percentage of Key Stage 4 pupils achieving the Basics (5+ in English and Maths)

in England do so to a high standard for children and students. There are four overall judgements: 'outstanding', 'good', 'requires improvement' and 'inadequate'. The aspiration in Plymouth is that all pupils attend a school that receives a minimum judgement of 'good' in their overall effectiveness. Please note that due to the COVID-19 outbreak, Ofsted inspections from March 2020 were suspended. Graded inspections resumed at the start of the 2021/22 academic year.

Key Stage 4 is the phase of education attended by 14 to 16 year olds and leads to GCSE examinations. GCSEs are awarded a grade level between 1 and 9, with a strong pass (C+) being graded at a 5+ and the previous 'A' grade being graded at a level 7. Obtaining a 5+ in English and Maths is considered 'achieving the Basics'.

## DELIVERING ON OUR COMMITMENTS

Priority	Key performance indicators	Description
Empowering our people to deliver	1. FTE days lost due to staff sickness	The average number of working days lost due to sickness per full-time equivalent (FTE) employee, calculated as a rolling 12 month average, excluding schools. Sickness data includes days lost due to physical and mental ill health, as well as injuries.
	2. Staff engagement	A narrative overview of what we are doing to improve staff engagement.
Providing a quality service to get the basics right	3. Customer experience score	The customer experience score is an index KPI that takes into account performance against a number of indicators focused on the customer. Currently, this indicator considers customer complaints resolved in expected timescales; Freedom of Information (FOI) requests completed within 20 working days; the time taken to process new claims for Housing Benefit and Council Tax Support; percentage of bins reported as missed by customers; and the number of households prevented from or relieved of homelessness. Two points are allocated when an indicator is achieving target, one for a KPI that is amber against target (within 15%) and none for a KPI that is red against target (more than 15% away). The score is then represented as a percentage of the maximum score possible.
Engaging with and listening to our residents, businesses and communities	4. Residents who know how to get involved in local decisions	The percentage of Plymouth City Survey respondents who agreed with the statement 'I know how to get involved in decisions that affect my local area'.
Providing value for money	5. Spend against budget (£million)	The projected balance remaining against the council's overall budget at the end of the financial year, updated monthly.
	6. Council tax collected	The percentage of council tax collected – this is a cumulative measure and 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 available to spend on services.
	7. Business rates collected	The percentage of National Non-Domestic Rates (NNDR) collected against the amount due to be collected. 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 so it is important that the collection of NNDR is monitored.

Championing Plymouth regionally and nationally	8. Offers and Asks	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). A narrative update on progress is reported.
	9. Regional influence	A narrative update on progress made regarding our work with partners and neighbouring councils, as well as how we promote our regional leadership role.

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

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# Cabinet



Date of meeting:	09 June 2022
Title of Report:	<b>Facilities Management (Hard Services) Term Services Contracts</b>
Lead Member:	Councillor Mark Shayer (Deputy Leader and Cabinet Member for Finance and Economy)
Lead Strategic Director:	Andy Ralphs (Strategic Director of Customer and Corporate Services)
Author:	Ross Johnston, Programme Manager
Contact Email:	ross.johnston@plymouth.gov.uk
Your Reference:	
Key Decision:	No
Confidentiality:	Part I - Official

## Purpose of Report

The current Facilities Management (Hard Services) term services contracts expire in February 2023. Plymouth City Council outsources repairs, maintenance and compliance of its property assets to specialist maintenance term contractors.

In order to safeguard continuity and protect 'business as usual' it is required that Plymouth City Council undertake a new procurement and tender process for Facilities Management (Hard Services) term services contracts.

This report will ultimately seek approval for the following:

- To procure repairs, maintenance and compliance of Plymouth City Council property assets through term services contracts beginning in February 2023;
- To undertake a new procurement and tender process with 15 specialist 'Lots' split by discipline.

## Recommendations and Reasons

The report recommends three decisions:

- To approve the business case, which includes the Options Appraisal for Facilities Management and its conclusion that Option 2: Outsource delivery to multiple term contractors is the best option.
- To authorise the undertaking of a new procurement and tender process for Facilities Management (Hard Services) contracts. This will be achieved through term service contracts delivered by outsourced multiple term contractors.
- To delegate authority for the award of contracts to the Strategic Director for Customer and Corporate Services where they would otherwise not have the authority to do so.

## Costs

Indicative total value of these term services contracts is estimated to be £31 million over 4 years initial contract term with the ability to extend by further 2 years + 1 year. Increasing total potential contract value to £55 million. These figures include the capital funded backlog maintenance programme, an uplift for the inclusion of Plymouth Active Leisure Ltd. and allowances for the Net Zero Carbon programme which has yet to be approved.

	<b>1 YEAR SPEND</b> £m	<b>4 YEAR SPEND</b> £m	<b>7 YEAR SPEND</b> £m
PCC Revenue	£2.945	£11.680	£20.615
Backlog Maintenance Capital	£3.286	£13.144	£23.000
Plymouth Active Leisure Ltd.	£0.815	£3.260	£5.705
Net Zero Carbon Capital	£0.830	£3.320	£5.810
<b>Totals</b>	<b>£7.876</b>	<b>£31.504</b>	<b>£55.130</b>

## Alternative options considered and rejected

A strategic options appraisal was undertaken to identify alternative options for delivery of the repairs, maintenance and compliance works. The options considered and rejected were:

**Option 1:** Insource

**Option 3:** Outsource to one supplier (Total FM)

**Option 4:** Establish a Joint Venture (JV) with an FM expert

4A: Publically owned partner

4B: Privately owned partner

**Option 5:** Establish a Shared Service

## Relevance to the Corporate Plan and/or the Plymouth Plan

Corporate Plan, Our Priorities:

- Unlocking the City's Potential, A vibrant economy, developing quality jobs and skills – through providing jobs, apprenticeships and training opportunities through terms service providers.

Corporate Plan, Delivering on Our Commitments

- Providing Value for Money – through cost effective delivery of services evidenced through the procurement process.

## Implications for the Medium Term Financial Plan and Resource Implications:

Mostly this is existing revenue. However, there is the £24 million backlog maintenance which has already been approved in the Capital Programme.

## Financial Risks

The Construction/Maintenance Market has seen costs increase significantly due to the pandemic and Brexit supply chains. Labour and material prices may increase significantly on procurement. Price indices are not yet accurately reflecting the long term projection.

**Carbon Footprint (Environmental) Implications:**

Contracts will allow instruction of carbon reduction initiatives easily without a lengthy procurement process. Environmental implications are being assessed in the procurement process. Environmental Policy/statement/management system will be assessed.

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

\* When considering these proposals members have a responsibility to ensure they give due regard to the Council's duty to promote equality of opportunity, eliminate unlawful discrimination and promote good relations between people who share protected characteristics under the Equalities Act and those who do not.

The proposal will:

- Support the delivery of statutory compliance and will ensure the required levels of Health and Safety.
- Support the effective implementation of our future Asset Management Plans objectives of further reducing backlog maintenance.
- Support the mitigation of risk associated with high levels of expenditure through strong supplier management

**Appendices**

\*Add rows as required to box below

Ref.	Title of Appendix	Exemption Paragraph Number (if applicable) <i>If some/all of the information is confidential, you must indicate why it is not for publication by virtue of Part 1 of Schedule 12A of the Local Government Act 1972 by ticking the relevant box.</i>						
		1	2	3	4	5	6	7
A	Business Case							
B	Equalities Impact Assessment							

**Background papers:**

\*Add rows as required to box below

Please list all unpublished, background papers relevant to the decision in the table below. Background papers are unpublished works, relied on to a material extent in preparing the report, which disclose facts or matters on which the report or an important part of the work is based.

Title of any background paper(s)	Exemption Paragraph Number (if applicable) <i>If some/all of the information is confidential, you must indicate why it is not for publication by virtue of Part 1 of Schedule 12A of the Local Government Act 1972 by ticking the relevant box.</i>						
	1	2	3	4	5	6	7
Facilities Management Options Appraisal			X				

**Sign off:**

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Originating Senior Leadership Team member: Kim Brown, Head of HROD

Please confirm the Strategic Director(s) has agreed the report? Yes

Date agreed: 20/05/2022

Cabinet Member approval: *Councillor Mark Shayer (Deputy Leader and Cabinet Member for Finance and Economy)*

Date approved: 30/05/2022



## 1.0 INTRODUCTION

1.1 This report was mandated in response to the current Facilities Management (Hard Services) maintenance contracts ending (without the ability to extend) in February 2023. Plymouth City Council outsources repairs, maintenance and compliance of its property assets to specialist maintenance term contractors. This outsourcing is achieved via term services contracts.

In order to safeguard continuity and protect 'business as usual' it is of paramount importance that Plymouth City Council undertake a new procurement and tender process for Facilities Management (Hard Services) Maintenance Contracts.

- 1.2 This report will ultimately seek approval for the following:
- To outsource repairs, maintenance and compliance of Plymouth City Council assets through a new contract;
  - To undertake a new procurement and tender process with 'Lots' split by discipline into 15 separate Lots;
  - To delegate authority to the Strategic Director for Customer and Corporate Services to award contracts following the procurement exercise for the Facilities Management (Hard Services) maintenance services.

## 2.0 CURRENT POSITION

- 2.1. The Facilities Management (Hard Services) Team is responsible for the maintenance of 2961 assets. This maintenance includes reactive repairs and maintenance; and compliance with Health and Safety legislation to Plymouth City Council's property assets.
- 2.2. Plymouth City Council needs to retain its current arrangement for Facilities Management (Hard Services) service delivery. This service delivery is achieved via term service contract agreement of outsourced maintenance term contractors.
- 2.3. A further review is proposed in 2024/25 to re-examine strategic options for the Facilities Management service as part of a wider Asset Management Plan.
- 2.4 The technical delivery aspects of the Facilities Management (Hard Services) service is outsourced to eleven specialist term contractors (Table 1) across twelve term contract disciplines.

**Table 1:** Current Term Contracts

Contractor	Lot Description
JNE Construction	General Building Repairs
Dodd Group	Mechanical Reactive
KK Controls	Electrical Reactive
Gilpin Demolition	Asbestos Sampling, Surveying & Removals
Abacus Drainage	Drainage – Repairs & Maintenance
Clegg & Shortman	Roofing – Repairs & Maintenance
Doorcare South West	Specialist Doors – Repairs & Maintenance
I J Cannings	Electrical Compliance
I J Cannings	Mechanical Compliance
Securi-Guard	Security & Fire Systems / Equipment Maintenance
Churchill Services	Water Hygiene Compliance
Euro-Lifts	Lifts – Repairs & Maintenance

## 3.0 OPTIONS AND DELIVERY OPTION

- 3.1 Five strategic options of future operating models were assessed and evaluated for the delivery of Facilities Management (Hard FM) Services. These options are as follows:
- **Option 1:** Insource
  - **Option 2:** Outsource delivery to multiple term contractors
  - **Option 3:** Outsource to one supplier (Total FM)
  - **Option 4:** Establish a Joint Venture (JV) with an FM expert
    - 4A: Publically owned partner
    - 4B: Privately owned partner
  - **Option 5:** Establish a Shared Service

The entirety of these options are explored and outlined further in the Options Appraisal document, with the business case presenting a summary. This Options Appraisal document has been completed by a Third Party to absolutely ensure an impartial evaluation of all of the options on behalf of Plymouth City Council.

- 3.2 The Options Appraisal report/review indicated that **Option 2:** Outsource delivery to multiple term contracts remains the best option and we are confident that Facilities Management (Hard Services) can be delivered via this option, to best meet Plymouth City Council's corporate plan objectives.

## 5.0 PROCUREMENT ROUTE

- 5.1 In line with the Council Contracts Standing Orders and Public Contracts Regulations 2015 the following procurement route to the market options have been considered:

- 5.1.1 Restricted Procedure – Public Contracts Regulations 2015  
Advertising the opportunity to the open market. The subject matter and value of the proposed contract/-s would make this procurement subject to the full force of the Public Contracts Regulations 2015. This is the most expensive and time-consuming option.

Restricted Procedure is a two-stage process. The opportunity will be openly advertised within the UK marketplace. Any interested party can express an interest and submit a pre-selection documentation: PAS91 or a Selection Questionnaire.

- Stage 1 - is a pre-selection stage which is used to assess the suitability of suppliers. This enables a detailed selection assessment. We can choose to limit the amount of suppliers that can be shortlisted to the second stage. Only those suppliers selected may be invited to Stage 2.
- Stage 2 - is the tender stage and is used to determine a successful supplier to whom a contract will be award. The contract will be awarded to the most economically advantageous tender (MEAT).

- 5.1.2 Request for Quotation (RFQ)  
In line with the Council's Contract Standing Orders the Procurement will seek at least 3 written quotations, from local suppliers, where possible. The suppliers invited to quote will be selected by the Council. By undertaking a Request for Quotation the Council can select any supplier it thinks may be capable of completing the contract in its entirety. This is a one-stage process, which comprises suitability assessment criteria and contract award criteria. The contract will be awarded to the most economically advantageous tender (MEAT).

- 5.2 It is recommended that in order to achieve value for money, support Small and Medium Enterprises and local economy, the following purchasing strategy is applied:
- Single procurement subject to the full force of the Public Contracts Regulations 2015 for nine (9) contract requirements, which have been classified as high value Works type contracts:
    - General Building Repairs,
    - Marine Works, Asbestos Analysis,
    - Sampling and Surveying,
    - Electrical Compliance,
    - Electrical Reactive,
    - Mechanical Compliance
    - Mechanical Reactive,
    - Fire and Security Systems, and
    - Water Quality
  - Six (6) separate procurements, subject to competitive Request for Quotation (RFQ) process for six (6) remaining contract requirements, which have been classified as low value:
    - Asbestos Removal,
    - Roofing Repairs and Maintenance
    - Drainage Repairs and Maintenance
    - Specialist Door Repair and Maintenance
    - BMS and Controls
    - Lifts and Lifting Equipment
- 5.3 This proposed procurement approach for the Term Services Contracts builds on lessons learned from the current model which expires on 1 February 2023. This compliant procurement proposal maximises the opportunities for Plymouth SME's through reducing subcontracting by using specialist lots by discipline. Local businesses and suppliers will also be supported through supplier engagement and tender training in the early phases of the procurement. Prompt payment to local suppliers and SME's will also be within the contract documentation. Suppliers will be given the security of a contract for the term so incentivised to invest in the service. Creation of local jobs, apprenticeships, training opportunities, delivery of social value and developing a local supply chain; will all form part of the evaluation process. The tender and contracting process will take around 9 months with new contracts commencing on the 2 February 2023.

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# **FACILITIES MANAGEMENT (HARD SERVICES) TERM SERVICES CONTRACTS**

BUSINESS CASE



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## 1.0 EXECUTIVE SUMMARY

The current Facilities Management (Hard Services) term services contracts expire February 2023.

This business case supports the procurement of the term services contracts which provide Plymouth City Council with specialist contractors who provide repairs, maintenance and compliance works to PCC's corporate property estate.

In order to safeguard continuity and protect 'business as usual' it is of paramount importance that Plymouth City Council undertake a new procurement and tender process for Facilities Management (Hard Services) term services contracts.

This business case provides the evidence to support the re-procurement of the term services contracts:

- To procure repairs, maintenance and compliance of Plymouth City Council property assets through term services contracts beginning in February 2023.
- To undertake a new procurement and tender process with 15 specialist 'Lots' split by discipline.
- To delegate authority to the Strategic Director for Customer and Corporate Services to award contracts following the procurement exercise for the Facilities Management (Hard Services).

## 2.0 INTRODUCTION

The Facilities Management (Hard Services) Team is responsible for the upkeep of 2961 assets. This maintenance includes reactive repairs, maintenance and compliance with Health and Safety legislation to Plymouth City Council's property assets.

It is recommended in accordance with the commissioned Options Appraisal (externally commissioned) that Plymouth City Council needs to retain its current term services contracts arrangement.

## 3.0 CURRENT POSITION

3.1 Facilities Management (Hard Services) currently manage eleven term contractors (twelve term services contracts) as detailed in Table 1:

**Table 1: Current Term Contracts**

CONTRACTOR	'LOT' DESCRIPTION
JNE Construction	General Building Repairs
Dodd Group	Mechanical Reactive
KK Controls	Electrical Reactive
Gilpin Demolition	Asbestos Sampling, Surveying & Removals
Abacus Drainage	Drainage – Repairs & Maintenance
Clegg & Shortman	Roofing – Repairs & Maintenance
Doorcare South West	Specialist Doors – Repairs & Maintenance
I J Cannings	Electrical Compliance
I J Cannings	Mechanical Compliance
Securi-Guard	Security & Fire Systems / Equipment Maintenance
Churchill Services	Water Hygiene Compliance
Euro-Lifts	Lifts – Repairs & Maintenance

- 3.2 The current Facilities Management (Hard Services) term services contracts was procured in 2019. There has been positive outcomes from the current management of these contracts which include:
- Supporting local economy – term contracts have attracted local SMEs, many have recruited apprenticeships to support the contracts.
  - PCC have strong control over repairs, maintenance and compliance works that have been outsourced, with decision making retained by the Council.
  - Plymouth City Council are able to communicate directly with the outsourced specialist term contractors. This enables accurate instructions and contributes to services being delivered in a timely manner.
  - Instructing emergency repairs has been streamlined through digital Firmstep platform.
  - Invoice processing has been reduced through appointing term service contractors, supporting the delivery of back office savings.
  - Support the mitigation of risk associated with high levels of expenditure through strong supplier management.

#### 4.0 OPTIONS

- 4.1 Five strategic options of future operating models were assessed and evaluated for the delivery of Facilities Management (Hard Services) Services. These options are as follows:

- Option 1:** Insource
- Option 2:** Outsource delivery to multiple term contractors
- Option 3:** Outsource to one supplier (Total FM)
- Option 4:** Establish a Joint Venture (JV) with an FM expert
- Option 4A:** Publically owned partner
- Option 4B:** Privately owned partner
- Option 5:** Establish a Shared Service

These options have been the subject of an external options appraisal. The next section of this business case presents a summary of this external options appraisal. The Options Appraisal document has been completed by a Third Party to ensure an impartial evaluation of all the options on behalf of Plymouth City Council and is available as Appendix A to this business case.

The summary of these options is as follows:

#### 4.2 **Option 1:** Insource

Insourcing means the Council retains full control and flexibility but it also means it takes all the risk in terms of direct delivery. PCC would have no third-party recourse under this Option if work is found to be defective. Considerable upfront investment and planning is required and we do not have the timeframe available for this. We also do not have the skills to deliver an efficient or effective insourced service for Facilities Management (Hard Services) and this option was rejected.

#### 4.3 **Option 2:** Outsource delivery to multiple term contractors

This option performs well for delivery of our Facilities Management (Hard Services) services with expertise from the private sector delivering repairs, maintenance and compliance services alongside a specialist in house technical contract management, compliance and property team.

Appointment of experienced contractors through a thorough Procurement process transfers/shares risk and also ensures expertise and knowledge. Multiple contracts spreads risks



across a number of different contractors – reduces the impact of possible insolvency. Appointment of contractors eliminates PCC upfront capital expenditure in relation to plant, machinery and materials. PCC can define reaction times and key performance indicators within/as part of the Agreement. Underperformance by one Contractor only affects that specific 'Lot'/Contract. Contractors will insure the works (subject to agreement) and will be responsible for Health and Safety and Statutory Compliance. Contractors will warranty the work they undertake – recourse for PCC if the work is found to be defective.

This model is proposed for Facilities Management (Hard Services) with the procurement of new term service contracts.

#### 4.4 **Option 3:** Outsource to one supplier (Total Facilities Management)

This could bring the expertise of a market leader who has extensive experience and track record in running efficient services, delivering service quality improvements, can provide cost certainty and deliver savings. A Total FM provider could also bring a significant supply chain buying power. This delivery model involves many aspects of control handed directly to the contractor which is a risk. It is also unlikely that an FM provider will be able to self-deliver all Lots. Therefore, the FM provider will appoint specialist contractors. This will result in multiple layers of overheads and management costs. The potential FM provider will incur a significant management cost which will be passed on to PCC in the form of a 'fixed management fee'. Also, most contracts of this nature are for a 10 year period which does not give flexibility in times of uncertainty. This option was therefore rejected.

#### 4.5 **Option 4a:** Establish a Joint Venture (JV) with a publically owned partner

A partner could bring additional expertise, scale and supply chain buying power, commercial skill and track record of success to add to our operations. A public sector partner would align better with our values and business ethics. This option could be delivered using a 'Teckal' exemption which permits public bodies to collaborate to deliver services without an open market competition subject to the 'Teckal Test'. Whilst this option showed some modest financial benefits, there were two areas of reservation. Firstly the market leading partner who was interested would take their benefit out of the Plymouth region. And secondly, they would require a 10 year partnership contract which could rule out the opportunity for a local public sector joint venture, collaboration or shared service opportunity in the medium term, which might have bigger local benefit. Setting up a Joint Venture is complex and cannot be completed quickly. The length of time to form a robust and workable Joint Venture is outside the timescale available.

#### 4.6 **Option 4b:** Establish a Joint Venture (JV) with a privately owned partner

This would be a similar to option 3 but would give the Council greater control and flexibility. Whilst some assumptions had to be made as no specific provider could be evaluated and this model is rare within Facilities Management (Hard Services) service delivery as the private sector prefers direct contracting. It is currently not known how much interest, if any, there might be from the private sector as no market engagement has been undertaken. It is understood that a direct award could not be made to a private sector joint venture as 'Teckal' would not apply therefore a new company would have to compete for work from Plymouth City Council with the open market. Setting up a Joint Venture is complex and cannot be completed quickly. The length of time to form a robust and workable Joint Venture is outside the timescale available. This option has therefore been rejected

#### 4.7 **Option 5:** Establish a shared service

The benefits of sharing a wider Facilities Management service are around bringing economies of scale and driving efficiencies through joint operation and management. To set up a shared service would take considerable investment from PCC in terms of time and money. This is a complicated process that requires significant due diligence and review to ensure PCC's required outputs are achieved, and within the available budgets. The time required to achieve this is in excess of the period available to PCC. It is also unlikely an Authority would have the resources to facilitate the specialist Lots, therefore a sub-contractor would have to be appointed, either as a sub-contractor under the agreement, or directly by PCC outside of the agreement. There is a risk if services are provided by another Authority – whose work would take priority? Would the other Authority prioritise their local work over the agreement with PCC? This option has therefore been rejected.

## **5.0 PROPOSED DELIVERY OPTION**

- 5.1. The Options Appraisal report indicated that **Option 2: Outsource delivery to multiple term services contracts** remains the best option and we are confident that Facilities Management (Hard Services) can be delivered via this option, to best meet Plymouth City Council's corporate plan objectives.
- 5.2 This report therefore proposes that Plymouth City Council's Facilities Management (Hard Services) procure term service contractors to provide repairs, maintenance and compliance works via an outsourcing to multiple specialist term contractors. This report also proposes that in order to do this successfully, the FM Maintenance Contracts Project must undertake a new procurement and tender process with 'Lots' split by disciplines.

## **6.0 PROPOSAL**

- 6.1 This business case proposes that Plymouth City Council's Facilities Management (Hard Services) outsource the repairs, maintenance and compliance works to multiple specialist term contractors.
- 6.2 That PCC undertake a new procurement and tender process with term service contract 'Lots' split by discipline.
- 6.3 There will be 15 term services contracts – this is an increase from the previous 12 term services contracts. The additional term services contracts are due to splitting the works required around Asbestos and also adding two further contracts: 'Building Management Systems and Controls' and 'Marine Works'. This will all also maximise the opportunity to engage with the local supply chains.
- 6.5 This business case also proposes that authority is delegated to Strategic Director for Corporate and Customer Services to award contracts following the procurement exercise for the Hard Facilities Management Term Services Contracts.

## **7.0 PROCUREMENT**

- 7.1 In line with the Council Contracts Standing Orders and Public Contracts Regulations 2015 the following procurement route to the market options have been considered:

### **7.1.1 Restricted Procedure – Public Contracts Regulations 2015**

Advertising the opportunity to the open market. The subject matter and value of the proposed contract/s would make this procurement subject to the full force of the Public Contracts Regulations 2015. This is the most expensive and time-consuming option.

Restricted Procedure is a two-stage process. The opportunity will be openly advertised within the UK marketplace. Any interested party can express an interest and submit a pre-selection documentation: PAS91 or a Selection Questionnaire.

- Stage 1 - is a pre-selection stage which is used to assess the suitability of suppliers. This enables a detailed selection assessment. We can choose to limit the amount of suppliers that can be shortlisted to the second stage. Only those suppliers selected may be invited to Stage 2.
- Stage 2 - is the tender stage and is used to determine a successful supplier to whom a contract will be awarded. The contract will be awarded to the most economically advantageous tender (MEAT).

### 7.1.2 Request for Quotation (RFQ)

In line with the Council's Contract Standing Orders the Procurement will seek at least 3 written quotations, from local suppliers, where possible. The suppliers invited to quote will be selected by the Council. By undertaking a Request for Quotation the Council can select any supplier it thinks may be capable of completing the contract in its entirety. This is a one-stage process, which comprises suitability assessment criteria and contract award criteria. The contract will be awarded to the most economically advantageous tender (MEAT).

## 7.2 Procurement Route Recommendation

Hard Facilities Management requirements include the following mixture of Works and Services types of contracts.

- High value Works and Services contracts.  
These are above the GPA (used to be OJEU) threshold procurements, which are subject to the full Public Contracts Regulations 2015
- Low value Works type contracts  
These are below the GPA (used to be called OJEU) threshold procurements and as such are subject to the Council's Contracts Standing Orders and not to the Public Contracts Regulations 2015

Procurement recommends that in order to achieve value for money, support Small and Medium Enterprises and local economy, the following purchasing strategy is applied:

- Single procurement subject to the full force of the Public Contracts Regulations 2015 for nine (9) contract requirements, which have been classified as high value Works type contracts:
  - General Building Repairs,
  - Marine Works,
  - Asbestos Analysis, Sampling and Surveying,
  - Electrical Compliance,
  - Electrical Reactive,
  - Mechanical Compliance
  - Mechanical Reactive,
  - Fire and Security Systems – Equipment Maintenance
  - Water Hygiene Compliance
- Six (6) separate procurements, subject to competitive Request for Quotation (RFQ) process for six (6) remaining contract requirements, which have been classified as low value:
  - Asbestos Removal,
  - Roofing Repairs and Maintenance
  - Drainage Repairs and Maintenance
  - Specialist Door Repair and Maintenance
  - BMS and Controls
  - Lifts – Repair and Maintenance

Both types of procurements shall be carried out at the same time. Contracts deriving from these procurements shall have co-terminus commencement date.

Should a change in circumstances occur and the recommended procurement route cannot be undertaken or no longer represents best value for the Council any subsequent procurement route undertaken will be in accordance with the Council's Contract Standing Orders and Procurement Law.

## **8.0 SCOPE**

8.1 The Facilities Management teams provide a range of services to manage Plymouth City Council's property assets. The service is arranged into two functional areas for operational management – Hard Facilities Management and Soft Facilities Management.

It is important to clarify what is 'in scope' and 'out of scope' in relation to this business case.

### **8.1.1 In Scope**

The new term services contracts will provide a service for:

- Plymouth City Council
- Plymouth Active Leisure (PAL)
- Delt Shared Services Ltd
- Schools (Maintained)
- CaterED
- Commercial tenants of Plymouth City Council buildings (subject to detail of Lease)
- Partnership tenants of Plymouth City Council buildings (subject to detail of Lease)

Facilities Management (Hard Services) Term Services Contracts:

- General Building Repairs
- Marine Works
- Asbestos Removals
- Asbestos Analysis, Sampling & Surveying
- Roofing Repairs & Maintenance
- Drainage Repairs & Maintenance
- Specialist Doors Repairs & Maintenance
- Electrical Compliance
- Electrical Reactive
- BMS & Controls
- Mechanical Compliance
- Mechanical Reactive
- Security & Fire Systems - Equipment Maintenance
- Lifts – Repair & Maintenance
- Water Hygiene Compliance

### **8.1.2 Out of Scope**

- Soft Facilities Management
- Demolitions works (Capital / Strategic projects)
- Schools (Not maintained by PCC)
- Listed buildings specialist work

## 9.0 COSTS

### 9.1 Current Costs

The table below shows the awarded contract values from 2018 and a comparison to current costs.

**Table 2: 2018 Awarded Contract Values / Current Actual Costs**

CONTRACTOR	'LOT' DESCRIPTION	AWARDED VALUE £m	OCTOBER 2021 £m
JNE Construction	General Building Repairs	£3.000	£4.521
Dodd Group	Mechanical Reactive	£1.000	£0.750
KK Controls	Electrical Reactive	£1.000	£1.501
Gilpin Demolition	Asbestos Sampling, Surveying & Removals	£0.120	£2.030
Abacus Drainage	Drainage – Repairs & Maintenance	£0.200	£0.596
Clegg & Shortman	Roofing – Repairs & Maintenance	£0.800	£0.353
Doorcare South West	Specialist Doors – Repairs & Maintenance	£0.400	£0.437
I J Cannings	Electrical Compliance	£0.120	n/a
I J Cannings	Mechanical Compliance	£0.200	n/a
Scutum SW (Formerly Securi-Guard)	Security & Fire Systems / Equipment Maintenance	£0.240	£0.906
Churchill Services	Water Hygiene Compliance	£0.200	£0.286
Euro-Lifts	Lifts – Repairs & Maintenance	£0.120	£0.299
		<b>£7.400</b>	<b>£11.680</b>

### 9.2 Estimated Contact Value

Plymouth City Council new procurement and tender process for Facilities Management (Hard Services) contracts will be achieved through a suite of individual term services contracts. Indicative total value of all tenders is estimated to be £31 million (see table below) over the 4 years initial contract term with the ability to extend by a further 2 years + 1 year. Increasing total potential contract value to £55 million.

In addition, the capital funded backlog maintenance programme, an uplift of Plymouth Active Leisure Ltd. and allowances for the 'Net Zero Carbon' programme (latter programme is pending approval) have been included in the cost estimate. These figures are contextualised further in Table 3.

The capital funded backlog maintenance programme is estimated to be £24.000m (of which £23.000m will be future capital work) based on survey work carried out in 2018. Work is currently underway to update this but the total value is not available for this business case.

The values in the table below will be included in the procurement tender as indicative and are not in any way contractual.

**Table 3: Outline of included figures in the indicative total value of this proposed arrangement.**

	1 YEAR SPEND £m	4 YEAR SPEND £m	7 YEAR SPEND £m
PCC Revenue	£2.945	£11.680	£20.615
Backlog Maintenance Capital	£3.286	£13.144	£23.000
Plymouth Active Leisure Ltd.	£0.815	£3.260	£5.705
Net Zero Carbon Capital	£0.830	£3.320	£5.810
<b>Totals</b>	<b>£7.876</b>	<b>£31.504</b>	<b>£55.130</b>

**9.3 Financial Management**

As per the current contract the Hard Facilities Management team will manage and process ordering and invoicing for Plymouth City Council assets. All other services will manage this themselves (i.e Plymouth Active Leisure Ltd, Maintained Schools).

All costs must be allocated to the correct assets as is currently the case. This will form part of the procurement process. In addition, suppliers will be asked to provide data/invoices in a format suitable for interfacing with our systems to maximise efficiencies. Further work is to be undertaken by the Project Team to explore using existing software (TechForge Cloud) to process/ check these invoices and interface with Civica Financials.

Review of spend against contract will be completed periodically to ensure we are receiving best value for money and are managing spend against budgets. This will also be included in the Scope of the contract for contractors to provide quarterly performance reports.

**10.0 RISKS**

10.1 Facilities Management (Hard Services) Project Team manages, maintains and monitors Risk, Assumptions, Issues and Dependencies (RAID) Logs, attached as Appendix B.

**10.2 Key Risks**

The following tables present the key risks in respect of the Facilities Management Term Services Contract Procurement.

<b>Risk 1</b>			<b>H</b>
<b>Risk Type: Engagement</b>	<b>RAID Score Rating: 20</b>		
<b>Supplier Engagement</b>			
Lack of supplier engagement due to reduced engagement period and limited methods of communications.			
<b>Likelihood/Probability Score:</b>	4	<b>Impact/Severity Score:</b>	5
<b>Impact Description:</b> The local market may not be ‘warmed up’ to the upcoming opportunity resulting in fewer compliant tenders.			
<b>Potential Mitigation:</b>			
Supplier engagement is priority in ‘Comms and Engagement’ planning and discussions. Working with DELT to ensure capability to facilitate an Online Supplier Engagement Event. Procurement work with/around PIN Notice. Facilities Management work with direct supplier engagement. Building in outreach plans into effective Comms & Engagement Plan.			

<b>Risk 2</b>			<b>H</b>
<b>Risk Type: Financial</b>	<b>RAID Score Rating: 15</b>		
<b>Budget Control and Monitoring</b>			
Contracts are corporately held with spend across multiple service areas not just Corporate FM Budget.			
<b>Likelihood/Probability Score:</b>	3	<b>Impact/Severity Score:</b>	5
<b>Impact Description:</b> Lack of control and visibility of spend may lead to inaccurate contract value estimates.			
<b>Potential Mitigation:</b>			
Ensure Finance Lead/representation included at Project Board. Ensure collaboration with FM/Finance to understand budget management system FM currently operating. Develop understanding around current position			

and lessons learned from previous Project. Scoping and ensuring approval/agreement achieved in terms of what this Project 'covers' in relation to budget/costs.

Risk 3			M
<b>Risk Type: Quality</b>	<b>RAID Score Rating: 9</b>		
<b>Non-compliant Tenders</b>			
Bidders don't understand/comply with procurement process requirements.			
<b>Likelihood/Probability Score:</b>	3	<b>Impact/Severity Score:</b>	3
<b>Impact Description:</b> Not complying with the PCC Procurement process will mean failure to submit correct/any documents and so unable to successfully bid for any Lots.			
<b>Potential Mitigation:</b>			
ITT and Evaluation documents to include safeguarding mechanisms, e.g. relevant Quality criteria and weightings. Bidders will be given a period to clarify any uncertainties they may have regarding tender documents. Sufficient clarification period for bidders.			

Risk 4			H
<b>Risk Type: Timescale</b>	<b>RAID Score Rating: 16</b>		
<b>Timeline / Schedule</b>			
Not able to hit deadlines and keep to Project schedule / timeline.			
<b>Likelihood/Probability Score:</b>	4	<b>Impact/Severity Score:</b>	4
<b>Impact Description:</b> Not hitting deadlines will have an impact in not achieving key milestones and would ultimately cause an issue in being able to successfully deliver the Project. Failure to deliver the Project in allocated time would potentially lead to not having contracts in place when the current contracts expire. This would threaten Plymouth City Council service delivery and 'business as usual'.			
<b>Potential Mitigation:</b>			
Positive collaboration in Project Team. Ensure communication clear and accessible. Discuss and agree timeline/schedule – the various components that need to be included. Identify where further timeline schedule specifics is required. Ensure that deadlines are realistic and factor in resource availability. Clear and effective method available to raise issues/concerns. Weekly project meetings to ensure all on track. There is also the safety net of having the availability of a legal extension to the current contract/contracts arrangement.			

## 11.0 TIMESCALES

### 11.1 Key Milestones

The project's key milestones are outlined in Table 4 below.

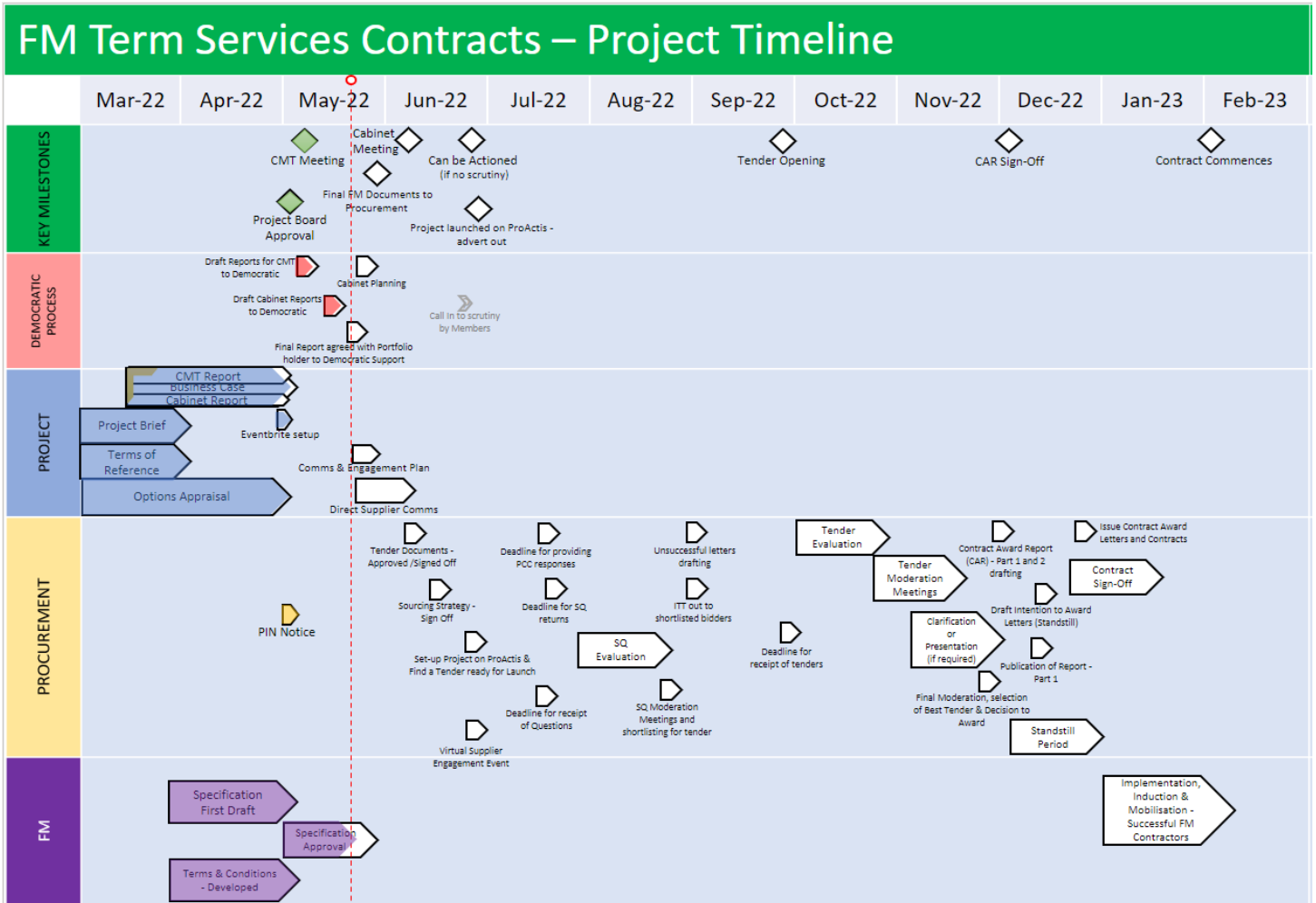
**Table 4:** Project Milestones

MILESTONE	INDICATIVE COMPLETION DATE
Project Board Approval	6 May 2022
CMT Meeting	10 May 2022
Cabinet Meeting	9 June 2022
Cabinet Decision – Can be Actioned	20 June 2022
Project launched on ProActis	21 June 2022
Tender Opening	28 September 2022
Contract Award Report (CAR) Sign-Off	2 December 2022
Contract Commences	1 February 2023

11.2 Project Lifecycle

The Project Team also monitors and maintains a visual timeline (as depicted in Image 1) which provides a helpful overview of the Project. This is something that is built into the Highlight Reports submitted to Project Board.

Image 1: Project Timeline





# EQUALITY IMPACT ASSESSMENT

Hard Facilities Management Term Services Contracts



**PLYMOUTH**  
CITY COUNCIL

## STAGE I: What is being assessed and by whom?

What is being assessed - including a brief description of aims and objectives?

The 'Facilities Management (Hard Services) Term Services Contracts' project will see Plymouth City Council undertake a new procurement and tender process for Hard Facilities Management contracts. This will be achieved through term services contracts which will be delivered by outsourced multiple specialist term contractors. These contracts will commence in February 2023.

### CONTRACTS:

1. General Building Repairs
2. Marine Works
3. Asbestos Removals
4. Asbestos Analysis, Sampling & Surveying
5. Roofing Repairs & Maintenance
6. Drainage Repairs & Maintenance
7. Specialist Doors Repairs & Maintenance
8. Electrical Compliance
9. Electrical Reactive
10. BMS & Controls
11. Mechanical Compliance
12. Mechanical Reactive
13. Security & Fire Systems / Equipment Maintenance
14. Lifts Repair & Maintenance
15. Water Hygiene Compliance

Responsible Officer	Kim Brown - Service Director, HR OD
Department and Service	Facilities Management, HR & OD
Date of Assessment	04/05/2022

<b>STAGE 2: Evidence and Impact</b>				
<b>Protected Characteristics (Equality Act)</b>	<b>Evidence and information (e.g. data and feedback)</b>	<b>Any adverse impact?</b>	<b>Actions</b>	<b>Timescale and who is responsible?</b>
Age	The 2011 Census data % of Population is: - 0-4 years – 6% 5-9 years - 5% 10-14 - 5% 15-19 - 7% 20-24 - 10% 25-29 - 7% 30-34 - 6% 35-39 - 6% 40-44 - 7% 45-49 - 7% 50-54 - 6% 55-59 - 5% 60-64 - 6% 65-69 - 5% 70-74 - 4% 75-79 - 3% 80-84 - 2% 85+ - 3%	No adverse impacts are anticipated.	Monitor and review as necessary and appropriate	Facilities Manager (Hard FM)  For the duration of the Term Contracts from February 2023

<p>Disability</p>	<p>30,000 people in Plymouth will have some form of Mental Health issue.</p> <p>0.8% (2118) of those registered with a GP are listed on the mental health register.</p> <p>A total of 31,164 people declared themselves as having a long-term health problem or disability in the 2011 Census.</p> <p>1,224 adults currently registered with a GP in Plymouth have some form of a Learning Disability.</p>	<p>No adverse impacts are anticipated.</p>	<p>Monitor and review as necessary and appropriate</p>	<p>Facilities Manager (Hard FM)</p> <p>For the duration of the Term Contracts from February 2023</p>
<p>Faith, Religion or Belief</p>	<p>Data shows that 32.9% of the Plymouth population stated they had no religion.</p> <p>Hindu, Buddhist, Jewish and Sikh combined totalled less than 1%.</p> <p>0.5% of the population had a current religion that was not Christian, Islam, Buddhism, Hinduism, Judaism, or Sikh such as Paganism or Spiritualism.</p>	<p>No adverse impacts are anticipated.</p>	<p>Monitor and review as necessary and appropriate</p>	<p>Facilities Manager (Hard FM)</p> <p>For the duration of the Term Contracts from February 2023</p>
<p>Gender - including marriage, pregnancy and maternity</p>	<p>Citywide data shows that overall 50.6% of our population are women; this reflects the national figure of 50.8%.</p>	<p>No adverse impacts are anticipated.</p>	<p>Monitor and review as necessary and appropriate</p>	<p>Facilities Manager (Hard FM)</p> <p>For the duration of the Term Contracts from February 2023</p>

Gender Reassignment	National figures (ONS 2013) indicate that up to 10,000 people have gone through this process, with 23 known cases in Plymouth.	No adverse impacts are anticipated.	Monitor and review as necessary and appropriate	Facilities Manager (Hard FM) For the duration of the Term Contracts from February 2023
Race	<p>92.9% of Plymouth's population is White British</p> <p>7.1% are Black and Minority Ethnic (BME) with White Other (2.7%), Chinese (0.5%) and Other Asian (0.5%) the most common.</p> <p>The Council has 4.1% BME employees across its workforce.</p> <p>We have a rapidly rising BME population which has doubled since the 2001 census</p>	No adverse impacts are anticipated.	Monitor and review as necessary and appropriate	Facilities Manager (Hard FM) For the duration of the Term Contracts from February 2023
Sexual Orientation -including Civil Partnership	There is no precise local data on numbers of Lesbian, Gay and Bisexual (LGB) people in Plymouth, but it is nationally estimated at between 5 – 7%. This would mean that approx. 12,500 people aged over 16 in Plymouth are LGB.	No adverse impacts anticipated.	Monitor and review as necessary and appropriate	Facilities Manager (Hard FM) For the duration of the Term Contracts from February 2023

<b>STAGE 3: Are there any implications for the following? If so, please record 'Actions' to be taken</b>		
<b>Local Priorities</b>	<b>Implications</b>	<b>Timescale and who is responsible?</b>
Reduce the inequality gap, particularly in health between communities.	Not at this stage	N/A
Good relations between different communities (community cohesion).	Not at this stage	N/A
Human Rights	Not at this stage	N/A

<b>STAGE 4: Publication</b>			
Director, Assistant Director/Head of Service approving EIA.	Kim Brown <b>Service Director – HR &amp; OD</b>	Date	20/05/22

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# Cabinet



Date of meeting:	09 June 2022
Title of Report:	<b>Renewal of Armed Forces Covenant</b>
Lead Member:	Councillor Mark Shayer (Deputy Leader and Cabinet Member for Finance and Economy)
Lead Strategic Director:	Giles Perritt (Assistant Chief Executive)
Author:	Alan Knott – Policy and Intelligence Advisor.
Contact Email:	Alan.Knott@Plymouth.gov.uk
Your Reference:	AFC/001
Key Decision:	No
Confidentiality:	Part I - Official

## **Purpose of Report**

The purpose of this report is to request Cabinet approval of the renewal of the Armed Forces Covenant by Plymouth City Council and to delegate to the Leader of the Council authority to effect signing.

## **Recommendations and Reasons**

The Armed Forces Community Covenant no longer exists in its original form. This is because it was an agreement signed by multiple organisations. The new Armed Forces Covenant is an individual organisation's commitment. It is therefore recommended that Cabinet approves the renewal proposal so that the Council can demonstrate its individual commitment, not only to serving members of the armed forces, but to veterans, reservists and their families.

## **Alternative options considered and rejected**

Plymouth City Council originally signed the Armed Forces Community Covenant in 2012. It is not possible to continue registration of Community Covenants like Plymouth's 2012 commitment because they are signed by multiple organisations. Therefore, organisations like Plymouth City Council must now choose to refresh their commitment individually.

## **Relevance to the Corporate Plan and/or the Plymouth Plan**

We provide strong community leadership and the role the Council plays in supporting the Armed Forces Covenant is fundamental to this element of the Corporate Plan.

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

Approval of the Armed Forces Covenant does not constitute a specific resource commitment. Future decisions, particularly in the areas of Housing, Education and Health may have particular implications: these however, will be considered on a case by case basis.

## **Financial Risks**

None

## **Carbon Footprint (Environmental) Implications:**

None specific to the recommendations of this report.

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

\* When considering these proposals members have a responsibility to ensure they give due regard to the Council's duty to promote equality of opportunity, eliminate unlawful discrimination and promote good relations between people who share protected characteristics under the Equalities Act and those who do not.

The Armed Forces Act 2021 received Royal Assent in December 2021 and new guidance will enact this legislation in summer 2022. The new Armed Forces Act 2021 creates a legal obligation on relevant bodies, when exercising relevant statutory functions and to have due regard to the three principles of the Armed Forces Covenant. This is the Armed Forces Covenant Duty. The signing of the Plymouth Armed Forces Covenant helps implement this legislation into Council policy.

**Appendices**

\*Add rows as required to box below

Ref.	Title of Appendix	Exemption Paragraph Number (if applicable) <i>If some/all of the information is confidential, you must indicate why it is not for publication by virtue of Part 1 of Schedule 12A of the Local Government Act 1972 by ticking the relevant box.</i>						
		1	2	3	4	5	6	7
A	Renewal of Armed Forces Covenant report							
B	Plymouth City Council Armed Forces Covenant agreement 2022							

**Background papers:**

\*Add rows as required to box below

Please list all unpublished, background papers relevant to the decision in the table below. Background papers are unpublished works, relied on to a material extent in preparing the report, which disclose facts or matters on which the report or an important part of the work is based.

Title of any background paper(s)	Exemption Paragraph Number (if applicable) <i>If some/all of the information is confidential, you must indicate why it is not for publication by virtue of Part 1 of Schedule 12A of the Local Government Act 1972 by ticking the relevant box.</i>						
	1	2	3	4	5	6	7

**Sign off:**

Fin	pl.22. 23.16	Leg	EJ/38 666/2 5.5.22	Mon Off		HR		Asset s		Strat Proc	
Originating Senior Leadership Team member: Giles Perritt (Assistant Chief Executive)											
Please confirm the Strategic Director(s) has agreed the report? Yes											
Date agreed: 25/05/2022											
Cabinet Member approval: Councillor Mark Shayer (Deputy Leader and Cabinet Member for Finance and Economy)											
Date approved: 24/05/2022											



# RENEWAL OF ARMED FORCES COVENANT

Cabinet – 09 June 2022



## Background

The Armed Forces Covenant is a commitment from the nation to those who serve or have served in the British military, and to their families. It is a pledge that together we acknowledge and understand that those who serve or who have served in the armed forces, and their families, should be treated with fairness and respect in the communities, economy, and society they served with their lives. It recognises the unique and selfless sacrifice associated with service and encourages local communities to support the service community in their area.

Home to the Royal Navy, Royal Marines and Army, Plymouth boasts an inspiring rich maritime heritage and is steeped in military history. With the citadel being built in the 1660s and the first Royal Dockyard opening in 1691, the armed forces has continued to grow and now in the 21<sup>st</sup> century, hosts the largest naval base in Western Europe and most importantly the city retains a special and reciprocal relationship with those who serve and have served.

Plymouth City Council originally signed the Armed Forces Community Covenant in 2012, along with representatives of the Armed Forces, Military Charities, public sector partners, and the business and voluntary sectors. Historically the Armed Forces Covenant Team at the Ministry of Defence (MOD) managed the process for the Community Covenant. This process and the responsibility for management of Covenant signings has been transferred to the Department of Defence Relationship Management (DRM). Within the new system, and to ensure transparency, there is a requirement for signed Covenants to be registered individually. It is not possible to 're-sign' Community Covenants like Plymouth's 2012 commitment because they are signed by multiple organisations. Therefore, Plymouth City Council must now choose to refresh their commitment individually.

## Legal implications

The Armed Forces Bill 2021, which passed Royal Assent on 15 December 2021 places a new statutory duty on local authorities to have due regard to the Armed Forces Covenant. The legislation will not mandate specific public service delivery outcomes or advantageous treatment of the Armed Forces Community. It is designed to ensure that the relevant decision-makers consider the issues facing the Armed Forces Community in the key areas that impact upon their day-to-day lives. Under the new duty, those public bodies in scope will be required to have 'due regard' to the three principles of the Armed Forces Covenant when formulating policy and taking decisions in the specified areas of Housing, Education and Health.

The requirement will be like other duties to have 'due regard' already in operation, such as the Public Sector Equality Duty. As with those existing duties, the legislation will not be defining exactly how the requirement to have due regard can be met. Accompanying statutory guidance, which public bodies will be required to consider will provide advice and examples of best practice to indicate how bodies might comply with the duty. All relevant strategic governance agreements and documents should be updated in line with the 2021 Act as required.

## Conclusion

The Armed Forces Covenant is a commitment from the nation to those who serve or have served in the British military, and to their families. By signing, Plymouth City Council commits that we

acknowledge and understand that those who serve or who have served in the armed forces, and their families, should be treated with fairness and respect in all the services the Council offers, and that we recognise the unique and selfless sacrifice associated with service and will do all we can do to support all those in the Armed Forces Community.



### Plymouth City Council

We, the undersigned, agree to work and act together to honour the Armed Forces Covenant. We recognise the value Serving Personnel (Regular and reserve) Cadets, Veterans, and military families contribute to our business/school/charity and our country.

Date:  
Signed:

Date:  
Signed:

Name:

Name:

Position Held:

Position Held: Leader of the Council

**Signed on behalf of the Armed Forces**

**Signed on behalf of Plymouth City Council**

Date:

Date:

Signed:

Signed:

Name:

Name:

Position Held: Deputy Leader of the Council

Position Held: Chief Executive

**Signed on behalf of Plymouth's  
Armed Forces Champion**

**Signed on behalf of Plymouth City Council  
Chief Executive**

## THE ARMED FORCES COVENANT

An Enduring Covenant Between

The People of the United Kingdom  
Her Majesty's Government

– and –

All those who serve or have served in the Armed Forces of  
the Crown

And their Families

The first duty of Government is the defence of the realm. Our Armed Forces fulfil that responsibility on behalf of the Government, sacrificing some civilian freedoms, facing danger and, sometimes, suffering serious injury or death as a result of their duty. Families also play a vital role in supporting the operational effectiveness of our Armed Forces. In return, the whole nation has a moral obligation to the members of the Naval Service, the Army and the Royal Air Force, together with their families. They deserve our respect and support, and fair treatment.

Those who serve in the Armed Forces, whether Regular or Reserve, those who have served in the past, and their families, should face no disadvantage compared to other citizens in the provision of public and commercial services. Special consideration is appropriate in some cases, especially for those who have given most, such as the injured and the bereaved.

This obligation involves the whole of society: it includes voluntary and charitable bodies, private organisations, and the actions of individuals in supporting the Armed Forces. Recognising those who have performed military duty unites the country and demonstrates the value of their contribution. This has no greater expression than in upholding this Covenant.

## **Section 1: Principles of The Armed Forces Covenant**

- 1.1 We, Plymouth City Council, will endeavour in our business dealings to uphold the key principles of the Armed Forces Covenant, which are:
- No member of the Armed Forces Community should face disadvantage in the provision of public and commercial services compared to any other citizen.
  - In some circumstances special treatment may be appropriate especially for the injured or bereaved.

## **Section 2: Demonstrating our Commitment**

- 2.1 Plymouth City Council recognise and remember the sacrifices made by members of the armed forces community. The Armed Forces Covenant is a promise made by Plymouth City Council to support in-service personnel, ex- service personnel and their families to receive fair and consistent service. We seek to uphold the principles of the Armed Forces Covenant by:
- Removing disadvantage from our Armed Forces Community with regards to accommodation, employment and school provision.
  - Raising awareness through engagement, celebration and commemoration.
  - Encourage business community engagement with the Armed Forces community.
  - Improve Healthcare provision to the Armed Forces Community .

## **Section 3: Plymouth City Council support to the Covenant**

- 3.1 Supporting servicemen/women and ex-servicemen/women to secure suitable accommodation:
- The Council will offer suitable advice to Armed Forces applicants who present in Plymouth so they are able to access affordable housing in the City.
  - Accepting the UK Armed Forces Veteran ID Cards as proof of status.
  - The Council will offer preference for those requiring social housing who are currently in the Armed Forces or leaving the forces.
  - The Council will allocate a proportion of stock through local lettings plans for Armed Forces applicants.
  - Develop appropriate housing schemes to meet veterans needs.
- 3.2 Assisting with requests for adapted homes for wounded soldiers:
- Those living in Plymouth Social Housing can be directly matched to a suitable property where there is a medical need.
  - The Council will offer relevant advice and support to injured veterans to help them access home adaptations.
- 3.3 Seeking to support the employment of veterans young and old:
- Welcoming applications from, and guaranteeing interviews with, veterans who meet the criteria in the job specification.
  - Recognising military skills and qualifications in our recruitment and selection process.

### 3.4 Striving to support the employment of Service spouses and partners:

- Welcoming applications from spouses/partners who meet the criteria in the job specification.
- Endeavoring to offer a degree of flexibility in granting leave for Service spouses and partners before, during and after a partner 's deployment.

### 3.5 Seeking to support our employees who choose to be members of the Reserve forces, including accommodating their training and deployment where possible:

- Up to 2 weeks per year of special paid leave is available to attend annual training camps.
- Fully supporting and accommodating mobilised deployment of Reservist employees if required.

### 3.6 Offering support to our local cadet units, either in our local community or in local schools, where possible:

- Up to 2 weeks per year of special paid leave may be available to attend annual training camps and courses.
- Accommodation of Cadet training commitments where possible.
- Considering sponsorship bids to support worthwhile Cadet projects.

### 3.7 Champion the needs of service and veterans' children and their families in Plymouth

- Provide support and assistance to service families requiring school placements for their children.
- Support Children's Education across the Armed Forces Community.
- Changing perceptions - Educating providers at local level to broaden understanding of the service context.
- Incorporate the 'families strategy' core workstreams, family life, service life, family home and children's education into Plymouth's education policies.

## **4 Actively participate in Armed Forces Day (AFD);**

- By becoming the lead AFD partner:
- In advance; promoting AFD through the web, social media, membership and other networks.
- Encouraging employees to take part in Reserve Forces Day, Uniform to Work Day and any Flag Raising Ceremonies; assisting with case studies and stories and working with the Wessex Reserve Forces' and Cadets' Associations (RFCA) to get them to press.
- Publishing stories of the day on the web, social media, through our own membership and other networks as well as working with the RFCA Communications lead & the press.

## **5 Encourage business community engagement with the Armed Forces Covenant**

- Promote the Armed Forces community in Council dealings with the business community.
- Encourage businesses to sign the Armed Forces Covenant.
- Support businesses in relation to skills and employment.

## **6 Help improve Healthcare provision to the Armed Forces Community**

- We will seek to strengthen our military covenant with the Armed Forces by looking at our veterans' ongoing needs especially around medical support and mental health provision. We want Plymouth to be recognised as a centre of excellence for veteran support.
- Promote the Armed Forces Community in commissioning arrangements with the NHS and CCG.
- Following assessment provide support and assistance to meet Veterans eligible needs; including those needs that relate to their service. Also, providing advice, information and signposting onto other services where eligibility criteria is not met.
- To ensure Veterans and their families with caring responsibilities are able to access timely carer support within the City.
- Public Health will promote the AFC when we are helping to shape new policies or services, both as a commissioner and a health and care system partner.

## **7 Offering a discount to members of the Armed Forces Community**

- Proactively work with the local business community offering bespoke and/or limited time offers to Defence personnel

## **8 Promoting that we are an armed forces-friendly organisation**

- Promoting our work, activities and events through our own digital and social media channels as well as working with the press.
- Publishing our Covenant pledge on a dedicated Covenant section/page on our web site

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