



Oversight and Governance

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

Please ask for Helen Rickman,
Democratic Advisor
T 01752 305155
E

www.plymouth.gov.uk

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PERFORMANCE, FINANCE AND CUSTOMER FOCUS OVERVIEW AND SCRUTINY COMMITTEE

Wednesday 29 June 2022

2.00 pm

Warspite Room, Council House

Members:

Councillor Penberthy, Chair

Councillor Finn, Vice Chair

Councillors Collins, Haydon, Lowry, Salmon, Stevens, Tofan, Vincent, Ms Watkin and Wheeler and two Conservative vacancies.

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

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Tracey Lee

Chief Executive

Performance, Finance and Customer Focus Overview and Scrutiny Committee

1. To Note the Appointment of the Chair and Vice Chair for the Municipal Year 2022/ 2023

For the Committee to note the appointment of Councillor Penberthy as Chair, and Councillor Finn as Vice Chair, for the municipal year 2022 – 2023.

2. Apologies

To receive apologies for non-attendance submitted by Councillors.

3. Declarations of Interest

Councillors will be asked to make any declarations of interest in respect of items on the agenda.

4. Minutes (Pages 1 - 12)

To confirm the minutes of the meeting held on 2 March 2022.

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. Terms of Reference (Pages 13 - 14)

7. Policy Brief (Pages 15 - 18)

8. Capital and Revenue Outturn Report 2021/22 (Pages 19 - 28)

9. Leisure Services Contract - To Follow

10. Bereavement Update - To Follow

11. Member Development Update (Pages 29 - 66)

12. Corporate Plan Performance Report - Q4 2021 - 22 (Pages 67 - 106)

13. Work Programme (Pages 107 - 110)

14. Tracking Decisions (Pages 111 - 112)

Performance, Finance and Customer Focus Overview and Scrutiny Committee

Wednesday 2 March 2022

PRESENT:

Councillor Penberthy, in the Chair.

Councillor Jordan, Vice Chair.

Councillors Coker (Substitute for Councillor Stevens), Dann, Derrick, Harrison (Substitute for Councillor Collins), Laing, Lowry and Stoneman.

Apologies for absence: Councillor Collins and Stevens

The meeting started at 2.00 pm and finished at 5.30 pm.

Note: At a future meeting, the Panel 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.

33. **Declarations of Interest**

The following declarations of interest were made in accordance with the code of conduct:

Member	Subject	Reason	Interest
Councillor Coker	Leisure Services Contract	He was previously a Board Member on DCLL, and DCLT	Personal
Councillor Coker	Leisure Services Contract	Director of Devonport Cafe	Personal
Councillor Lowry	Leisure Services Contract	Member of PEC	Personal
Councillor Penberthy	Leisure Services Contract	Member of PEC renewables	Personal

34. **Minutes**

Members agreed the minutes of 22 September 2021 and 1 December 2021 as an accurate record.

35. **Chair's Urgent Business**

There were no items of Chair's urgent business however under this item the Chair proposed that the agenda items 'Tracking Decisions' and 'Work Programme' are moved up the agenda.

This was agreed by Members.

36. **Policy Brief**

Sophie Tucker (Senior Support and Research Assistant) was in attendance at the meeting in order to answer questions.

Members discussed:

- was the Council going to respond to the Implementation of Mandatory Digital Waste Tracking and waste carrier, broker and dealer system reform consultations which were due to close on 15th April 2022? Confirmation would be provided to Members;
- with regards to the new funding pot of over £4 million to help Local Planning Authorities to prepare for Biodiversity Net Gain, how would this impact on the Council and its plans for biodiversity in the city?
- Plymouth was one of nine areas that had been invited to start formal negotiations to agree new County Deals as part of the Levelling Up White Paper; Members requested a written briefing is provided detailing what that entailed for the city.

37. **Finance and Capital Monitoring Report - December 2021**

Brendan Arnold (Service Director for Finance) advised Members that the Financial and Capital Monitoring Report covering period 10 was due to be discussed at Cabinet on Tuesday 8 March 2022 and it forecasted a balanced position as officers were able to supply resources from the revenue budget in the current year to help balance the shortfall in 2022/23.

Members discussed the following:

- clarification was sought upon the fact that by balancing the position for this budget there would be a forecast additional contribution to next year's budget; it was responded that in period 10 the forecast overspend was £526k however at the start of the financial year there was a forecast overspend of £1.5m; after Christmas it was normally possible to make final adjustments to see the budget through until the end of March, with period 10 resulting in a balanced position;
- clarification was sought as to how in this period there was a forecast overspend of £526k, but somewhere in the region of £4.5m was put aside in a contingency budget to settle the budget for the next financial year? It was responded that in period 9 it was usual to have a searching review of the in-year budget and be able to make strategic decisions about what might be available – the figure of £1.7m was a carry forward to 2022/23 in order to help in balancing the shortfall. Identified resources of £2.8m were carried forward to deal with the budget position for 22/23;
- that the report should have referred to officers undertaking a review in order to balance the budget; it was responded that this would be taken into account moving forward;
- in the tracking decisions document there was an outstanding recommendation from July 2021 which referred to officers including more financial risk, overspend and mitigation in future reports; it was responded that this was still ongoing as a number of improvements including format changes were to be made to the Finance and Capital Monitoring report.

Members noting the current financial position in the Finance and Capital Monitoring Report.

38. **Corporate Plan Performance Report - To Follow**

Rob Sowden (Senior Performance Officer) presented the Corporate Plan Performance Report and highlighted the following key points:

- the Corporate Plan Performance Report provided an analysis of the Council's performance as at December 2021;
- areas of good performance included net additional homes delivered, that referrals into childrens social care were decreasing, streets graded at an acceptable standard, business

rate collection was high and achieving target and the council was on trajectory to achieve its council tax collection;

- current challenges included a decrease in the percentage of household waste sent to recycling, sickness rates having increased in quarter 3, and the rate of children on multiple child protection plans was missing target.

Members discussed:

- why sickness rates were increasing and was it linked to ongoing covid issues, or connected with back to work mental health issues? It was responded that whilst the sickness rate had increased, the Council compared relatively well against its LGA comparator group. Covid had had an impact however work was ongoing to support employees. A breakdown of the numbers and different types of staff sickness would be provided to Members;
- that an explanation be provided as to why there had been a significant decrease in inward investment and what actions were being taken to address this; it was responded that a response would be provided to Members as well as to Members of the Brexit, Infrastructure and Legislative Change Overview and Scrutiny Panel for their information;
- how many families were currently housed in bed and breakfast, including the number of children, and how long had they been there? It was queried if a KPI regarding bed and breakfast use could be included in the register as it was considered an important issue; it was responded that the report had a strategic focus however the numbers of households, including families and children was recorded and tracked in the operational report, however these figures would be provided to Members as well as Members of the Education and Children's Social Care Overview and Scrutiny Committee for their information;
- due to the importance of housing children and families in bed and breakfast accommodation, it was requested that this was recorded and tracked in the strategic register; this was acknowledged by officers;
- was it known why levels of household waste sent to recycling had fallen dramatically from Q2 to Q3? It was responded that levels had fallen because of service pressures as well as it being a seasonal trend as garden waste collection had ceased during this period. It was expected that numbers would increase going into Q4;
- how was the Council monitoring the progress of early years settings and childminders if data was no longer being submitted to the local authority? Plymouth was below average for settings deemed to be good or above, was something in place to monitor this? It was responded that a detailed response specifying what actions were being taken to mitigate the risk would be provided to Members as well as Members of the Education and Children's Social Care Overview and Scrutiny Panel;
- data requested on the number of Afghan interpreters in bed and breakfast; the Chair responded that accommodation was provided as part of a government funded programme to anyone part of the Afghan resettlement scheme so private rented accommodation was likely;
- that reassurance was required as to what measures the authority was putting in place to provide support and accommodation to refugees and unaccompanied children from Ukraine; the Chair advised that a report should be scheduled on the panel's work programme for the next scheduled meeting detailing what support the Council was providing for those seeking resettlement from Syria, Afghanistan and Ukraine;
- there was concern regarding the drop in the Council's customer experience score and if it was known what was contributing to this; it was responded that a number of indicators fed into this score however a response would be provided as to reasons why.

Members agreed:

1. to note the Corporate Plan Quarter Three Performance Report;
2. that a breakdown of the numbers and different types of staff sickness would be provided to Members;
3. that a response would be provided to Members as well as to Members of the Brexit, Infrastructure and Legislative Change Overview and Scrutiny Panel regarding an explanation as to why there had been a significant decrease in inward investment and what actions were being taken to address this;
4. that a response regarding how many families were currently housed in bed and breakfast, including the number of children, and how long had they been there would be provided to Members as well as Members of the Education and Children's Social Care Overview and Scrutiny Committee for their information;
5. that a detailed response specifying what actions were being taken to mitigate the risk of Plymouth being below average for early years settings deemed to be 'good or above', and how the Council was monitoring progress now that data was no longer being provided to the local authority from these settings, would be provided to Members as well as Members of the Education and Childrens Social Care Overview and Scrutiny Panel;
6. that a report should be scheduled on the panel's work programme for the next scheduled meeting detailing what support the Council was providing for those seeking resettlement from Syria, Afghanistan and Ukraine;
7. a response would be provided to Members detailing the drop in the council's customer experience score and reasons as to why this was the case.

(Councillor Laing declared a personal interest during this item as she is a Trustee of PATH)

39. **Returning to Work Safely - Presentation**

Councillor Riley (Cabinet Member for Governance, IT, HR and Community Safety) and Andy Ralphs (Strategic Director for Customer and Corporate Services) presented the Returning to Work Safely presentation and highlighted the following key points:

- from 21 February 2022 the Government had removed legal restrictions in relation to Covid and moved to a new state of alert;
- per 100,00, Plymouth had 391 cases of Covid whereas the England average was 321 – there were currently 80 patients in local hospitals;
- there were subtle changes around council buildings including changes to social distancing to 1 metre which allowed for additional office capacity, the installation of CO2 monitors as well as ventilation around buildings. From 1 April 2022 more staff were expecting to return to council offices on a flexible working basis;
- staff were being moved from Windsor House to Ballard House and Crownhill Court;
- investment had been agreed for the Council's depots and Council House to make improvements, and the business case for Midland House was due to be considered by the Leader shortly;
- financial savings of £900k would be realised from 2024/25 with other venues being

used for collaboration space on a cost effective basis;

- employees had fed back through wellbeing surveys that they like the flexible working approach but some needed the support of an office; the direction of travel for working was supported by the peer review team;
- it was expected that flexible working would encourage the council's green initiatives – staff due to travel into work were encouraged to promote green travel.

Members discussed:

- what engagement had taken place with service users, specifically parents, carers and children, regarding Midland House? It was responded that engagement had taken place through the service and their knowledge of service users' needs however further engagement would take place. There was confidence that the move would allow for improvements to be made. The Chair's suggestion of including the Education and Children's Social Care Overview and Scrutiny Committee in discussion relating to the move, specifically with regards to the impact upon parents, carers and children was noted;
- had consideration been given to encourage members of staff returning back to the office to use green methods of transport in light of the climate emergency? It was responded that the Council had a green travel plan however it was acknowledged that changing behaviours could be complex but would be managed carefully;
- the Council's accommodation strategy was envisaged pre-covid; were officers confident that office requirements were at the appropriate level, would anticipated savings be achieved, and how much had trade unions and staff been engaged with? It was responded that trade unions and staff had been consulted and it was expected that 60% of staff would work flexibly, 20% would work from home and 20% would work in the office; contingencies were in place to give flexibility;
- what options for catering facilities were being offered to staff working in the office? It was responded that this had not yet been decided however there was an offer from Womble Bond Dickinson to use their facilities if required;
- the importance of understanding and encouraging informal conversations at work which previously would have taken place in a corridor; it was responded that this could be done via a flexible process and some officers were setting up coffee morning meet ups to help projects get off the line;
- had benchmarking taken place in relation to carbon emissions in terms of staff travelling to work? It was responded that the impact on carbon emissions from staff working at home or more flexibly had been considered however benchmarking would take place;
- that welfare facilities were appropriate for all staff, including those that worked in depots as currently that had proven difficult to achieve; it was responded that the business case for the depot and council house redevelopment had not yet been written however consideration for workers who did not work from an office or at home would be undertaken;
- had consultation taken place with residents with regards to collaboration spaces used by staff across different parts of the city including Devonport Market Hall, Devonport Guildhall and Oceans Gate as there was already issues with parking in local areas causing local communities stress? In response it was highlighted that a project manager would liaise with local communities and agreed that ward councillors would be consulted in order to allow a joined up approach. Staff Members would also be encouraged to use different forms of transport and not to park in residential areas;

- it was queried if work was being done to encourage and support staff and Councillors that opted to use their own device. It was considered that this would have cost saving benefits; it was responded that work would be done regarding bringing your own device to ensure it protected data the council held for its clients whilst trying to meet the needs of the user.

Members agreed to:

1. note the Returning to Work Safely update;
2. recommend that of the money set aside for the redevelopment of Council depots, that welfare facilities are specifically focused upon to ensure they were fit for purpose and of the same quality as welfare facilities which were provided for office staff;
3. recommend that green travel plans to support staff in accessing council buildings/ collaborative spaces should be actively considered and encouraged and should be a model to other employers in the city;
4. recommend that ward Councillors should be involved at an early stage of discussions when considering plans for council/ collaborative spaces around the city to ensure that detriment was not caused to local residents;
5. a Return to Work Safely report is scheduled for the October 2022 Performance, Finance and Customer Services Overview and Scrutiny Panel detailing progress made, specifically regarding the staff side perspective.

40. **Business Support Review Update**

Andy Ralphs (Strategic Director for Customer and Corporate Services) and Ross Johnston (Project Manager) answered Members questions on the Business Support Review Update.

Members discussed:

- that the Council's customer experience score had fallen over the last quarter and how would improvements be made when a number of staff had been lost to the business support review?; it was responded that customer satisfaction wasn't only related to one area such as the business support review – the review itself was still embedding;
- was business support a back office function or a front facing experience?; it was responded that the business support review didn't include libraries however the One Stop Shop and the Contact Centre were included as well as financial transactions, revenues and benefits and administrative support;
- customer service was going to be delivered from libraries around the city however this front facing service was questionable as libraries were only open a few days a week; it was responded that libraries were not part of the business support review and had a separate budget and review. There was an opportunity as changes to business support embedded to see where there were opportunities to do things differently including longer opening hours;
- the importance of members scrutinising the library service as well as collaborative spaces in the next municipal year;
- that most people would not know what roles were included in the business support review. It was questioned if parking and planning officers brought into the review were being assessed as to what was being achieved now they were part of business support other than standalone in their departments? Was beta value still being achieved? It was responded that the responsibilities of officers remained as they did before. The

performance of the teams was actively monitored and a reporting tool was available that provided automated and immediate updates on performance and how targets were being met. By centralising the resources and activities it enabled the ability to assess what was working well and what wasn't working well. The Council was now in a position to put in place plans to upskill staff to provide more services for PCC as a whole other than working in a silo environment;

- was the overall benefits for the whole department going to be reviewed? There were concerns that the review took officers out of one area and giving them a specific job to do but what about the jobs they did previously? It was responded that a 3 month review of implementation was being undertaken as well as value added;
- the plan previously included cross training so that residents that couldn't make it into the One Stop Shop in the city centre could visit a library in their local area and receive support; it was responded that there was a potential for business support staff to be positioned in libraries in order to provide a face to face support service and the upskilling of staff was being looked into in order to see if this would be provided.

Members agreed to

1. note the Business Support Review Update;
2. add the Business Support Review Update to the work programme for the October 2022 meeting in order to receive a detailed update on the reviews currently being undertaken and that members of staff perspective is included.

41. **Tracking Decisions - to follow**

The Chair raised the following with regards to the panel's tracking decisions:

- Minute 27 - Bereavement Services Update "a confidential briefing note would be provided to Members on the accounting treatment for the crematorium services" – an email providing an update on this had been sent to Members prior to the meeting;
- there were several tracking decisions on the document that were still outstanding – it was agreed that the Democratic Advisor would contact officers requesting information is provided within the next fortnight otherwise the Chair would formally write to the Chief Executive complaining that scrutiny recommendations/ questions were not being answered in a timely manner.

42. **Work Programme**

The committee considered their work programme and agreed the following:

- Grass cutting – biodiversity detailed data report – scheduled for the July 2022 meeting;
- Homelessness/ Rough sleeping strategy – scheduled for the July 2022 meeting;
- Member Development Update – to be scheduled for the July 2022 meeting;
- Customer Services Select Committee Review – to include the contact centre and libraries update;
- Corporate Estate Select Committee Review – to include Pounds House;
- Equalities and Diversity – the Chair will assess the action plan and may consider a select

committee review if necessary;

- report to be scheduled for the July 2022 detailing what support the Council was providing for those seeking resettlement from Syria, Afghanistan and Ukraine;
- a Return to Work Safely report is scheduled for the October 2022 meeting detailing progress made, specifically regarding the staff side perspective;
- the Business Support Review Update is scheduled for the October 2022 meeting in order to receive a detailed update on the reviews currently being undertaken and that members of staff perspective is included;
- the Leisure Services Contract is scheduled for the July 2022 meeting detailing the initial implementation of the project.

43. **Leisure Services Contract - To Follow**

Councillor Deacon (Cabinet Member for Customer Services, Culture, Leisure and Sport), Craig McArdle (Strategic Director for People) and Louise Kelly (Sports Development Manager) highlighted the following points:

- since August 2021 work has been undertaken to establish a Local Authority Trading Company to run the existing Leisure Management Contract provided by SLM;
- the project was on track to complete the transfer by 1 April 2022; the new company 'Plymouth Active Leisure Limited' had been registered with Company's House, branding had been agreed, a new website was in development and officers were due to launch a marketing campaign;
- a new leisure management IT system had been purchased and was currently being configured, TUPE proceedings had started and staff engagement sessions had been held, procurement officers were buying all goods and services needed for 1 April 2022 deadline and operating policies and procedures for the running of the centre were being drafted;
- a draft version of the new service specification was set out in the report as well as identified risks.

Members discussed the following:

- clarification was sought as to what was being scrutinised as Councillor Deacon had referred to "the centre" in his opening presentation; the Chair confirmed that the Leisure Services Contract contained a variety of sporting and leisure venues and not just the Life Centre, therefore if one centre was being referred to then it should be named specifically;
- it was queried how the contract was being managed, the staffing levels and if employees/ directors had the correct skillset; there were concerns that governance of this contract wasn't referred to in the report therefore it was questioned who the trustee directors were and how they were selected in order to ensure that the correct management structure was set beneath that to deliver what was needed;
- concerns were raised regarding the amount of work to be done in less than a month until 1 April 2022 deadline; with less than 4 weeks to go had an action plan been created to log what needed to be completed, specifically regarding condition surveys and the equipment? It was responded that the report was a progress report on work undertaken since August 2021 when the business case was approved by the council. Work streams were on course to be delivered by 1 April 2022 and whilst it was acknowledged that there was still a lot to be done there was an extensive programme team leading the project and there was a confidence that deadlines

would be met;

- reassurance was sought as to whether the facilities contained within the Leisure Services Contract would be fully operational with up to date health and safety standards and all equipment in place by 1 April 2022 deadline; there were concerns that the LATC may be required to undertake and pay for works if Everyone Active had not completed by the agreed date; it was confirmed by the Strategic Director that this would be completed;
- it was queried if Plympton gym was contained within the leisure services contract; it was responded that Plympton gym was being brought into the contract and was on target to be transferred on 17 March 2022 to SLM, before being contained within the transfer to the LATC on 1 April 2022. Planning permission had been granted on the site for an extension and officers were working through business cases and feasibility studies;
- there was disappointment that: training and development would only be reviewed other than ensuring it was appropriate and detailed; that a strategic approach to apprenticeships would only be being looked at other than having a commitment to provide apprenticeships in the city by the new training subsidiary; and that it was only being considered that an early staff survey would be undertaken to set a baseline. It was responded that the lack of workforce strategy was considered a key risk and whilst there was confidence that the transfer would be complete by 1 April 2022, there was still work to be done with regards to the workforce specifically with regards to vacancies and skills gaps. Scrutiny on this issue post transfer was welcomed;
- how many employees were expected to transfer over with the leisure contract; was it known if any didn't want to transfer across and what affect would this have on the service? It was responded that approximately 250 employees were employed and the final TUPE list would need to be validated against what was known about the structure and where the vacancies were;
- SLM members currently could make use of an App to book classes and renew their membership, would this continue from 1 April? It was responded that the Plymouth Active App was in development and would enable members to book a class or deal with their membership, further functions would follow;
- was there reassurance that on 1 April 2022 Everyone Active in Plymouth would transfer Members to Plymouth Active Leisure Limited and not hold on to them? It was responded that from 1 April 2022 all Members would TUPE transfer across to Plymouth Active Leisure members however Members would only be able to use facilities as part of the contract as this was not a national operator. It was highlighted that in terms of GDPR, the council was adhering to relevant policies and procedures;
- had officers asked permission for staffing TUPE on a GDPR basis to happen as there were concerns that this could take several months to complete; it was responded that this was in progress as part of SLM's bulk deed transfer and data migration;
- there was a concern that if problems were experienced in transferring data across to Plymouth Active, then sporting and leisure facilities in Plymouth would be hindered in reaching out to users in order to advise them of the service and what was on offer resulting in a lack of faith in the service and a drop in numbers; it was responded that there was a potential risk in terms of data migration however when Plymouth Active took over they would have more control of the data management to help to improve and increase activity programmes and participation;
- the importance of bringing open space into the offer, specifically with regards to Devonport; it was responded that there was a desire to take sports out into communities and this was being explored;

- did inductions for equipment only apply to new Members? It was responded that the equipment wasn't changing on sites therefore all inductions previously undertaken were still valid. New members would be required to undertake an induction;
- was a survey of members going to be undertaken in order to allow for greater business planning? It was responded that this was being explored, as well as potentially expanding the Life Centre user group to other sites;
- was there an intention to help market clubs and organisations that used facilities within the Leisure Services Contract? It was considered that in order for Plymouth Active to be a success then these clubs and organisations needed to be successful; it was responded that officers were keen that people's health and wellbeing was improved and that would be achieved by working together with stakeholders and partners;
- was there going to be active engagement with the student community in the city who were keen to use the leisure facilities across the city? It was responded that students would be engaged and that arrangements already in place to cater for students at the Life Centre would continue;
- could assurances be made that community engagement would take place across the city, with a focus also on GPs, and social prescribing? It was responded that TA6 were leading a campaign on engagement and a follow up activity would take place after 1 April 2022 in order to help maximise usage and utilisation across all sites in the city;
- it was queried if the marketing of Plymouth Active had gone through an accessibility study as it was considered that the images provided focused towards young and fit people, the text was hard to read and the logo appeared to fade into the background; it was responded that the images in the agenda pack were only examples and the marketing would depict different images depending on the target audience;
- a request was made for a copy of the marketing plan to be sent to members; it was responded that time may not allow input to be made into it as things were in the process of development;
- there was concern from a Councillor that he had no confidence that the Council was going to be ready for 1 April 2022 transfer date as timelines had not been provided detailing lines of development, the progression set against targets or the risks involved;
- concerns were raised regarding the marketing of Plymouth Active – it was highlighted that marketing shouldn't just focus upon fit people as all users should be encouraged to attend facilities and feel welcome; it was responded that a photo shoot was planned whereby local people that used the facilities would be involved;
- there were concerns that the governance arrangements including the board of directors were not known, that the CEO was not yet in post and the company was due to be in operation in less than a month, that the stakeholder group was narrow and that local communities and other providers needed to be involved;
- that it was important that directors had the appropriate skillsets in order for the company to be successful.

Members agreed that the Leisure Services Contract is scheduled on the work programme to be discussed at the July 2022 meeting detailing the initial implementation of the project.

44. **Governance and Management**

Refer to minute 43 above.

45. **Customer Experience**

Refer to minute 43 above.

46. **Stakeholder Engagement**

Refer to minute 43 above.

47. **Future Thinking**

Refer to minute 43 above.

48. **Exempt Business**

Agreed that under Section 100(4) of the Local Government Act 1972, to exclude the press and public from the meeting for the following items of business on the grounds that involves the likely disclosure of exempt information as defined in paragraph 3 of Part I of Schedule 12A of the Act, as amended by the Freedom of Information Act 2000.

49. **Leisure Services Contract**

Members discussed the Leisure Services Contract.

A Part 2 (Private Minute) is available for this item.

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Performance, Finance and Customer Focus Overview and Scrutiny Committee

Terms of Reference (as amended and agreed at 20 May 2022 Council)

I. Performance, Finance and Customer Focus Overview and Scrutiny Committee

I.1. Responsibility for -

- Relevant policies in the Plymouth Plan
- Corporate Performance Monitoring
- Financial Performance Monitoring
- Annual Budget Setting Process
- Medium Term Financial Strategy
- Revenues and benefits
- Homelessness
- Communications
- Human resources
- Audit and Risk
- Transformation
- Bereavement Services and Register Office
- Community Safety
- Customer Services
- Street scene and Waste
- Parking
- Hear call-ins relevant to the role of the committee

I.2. Partnership links

- Health and Wellbeing Board
- Safer Plymouth
- Police and Crime Panel

I.3. **Membership** - All members of the Committee will adhere to the general rules of Overview and Scrutiny. There are thirteen members of the Committee including the Chair and Vice Chair.

I.4. **Chair** – The Chair will be from the largest opposition group and will be a member of the Scrutiny Management Board.

I.5. **Vice Chair** – The Vice Chair will be from the group in administration and will act as substitute for the Chair on the Scrutiny Management Board.

I.6. **Urgent Decisions** – Urgent decisions will be reviewed by the Chair with relevant responsibilities

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Performance, Finance and Customer Focus Overview and Scrutiny Committee



Date of meeting:	29 June 2022
Title of Report:	PFCF Policy Brief
Lead Member:	Councillor Mark Shayer (Deputy Leader and Cabinet Member Finance and Performance)
Lead Strategic Director:	Andy Ralphs (Strategic Director of Customer and Corporate Services)
Author:	Alan Knott (Policy and Intelligence Advisor)
Contact Email:	Alan.Knott@Plymouth.gov.uk
Your Reference:	PFCF PB 29062022
Key Decision:	No
Confidentiality:	Part I - Official

Purpose of Report

To provide Performance, Finance and Customer Focus Overview and Scrutiny Committee with the latest national picture in respect of policy announcements and legislation.

Recommendations and Reasons

For Scrutiny to consider the information provided in regard to their role and future agenda items.

Alternative options considered and rejected

N/A

Relevance to the Corporate Plan and/or the Plymouth Plan

Delivery of the Corporate Plan and Plymouth Plan needs to take account of emerging policy and the legislative picture.

Implications for the Medium Term Financial Plan and Resource Implications:

N/A

Carbon Footprint (Environmental) Implications:

N/A

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.*

N/A

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	PFCF Policy Brief – 29 June 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	N/A	Leg	N/A	Mon Off	N/A	HR	N/A	Asset s	N/A	Strat Proc	N/A
Approved by: Giles Perritt, Assistance Chief Executive											
Date approved: June 2022											

POLICY BRIEF

Performance, Finance and Customer Focus Overview Scrutiny Committee

29 June 2022



GOVERNMENT POLICY, LEGISLATIVE ANNOUNCEMENTS AND NEWS

Finance/Funding

[Cultural venues to receive £128 million to improve access to arts and culture](#)

Cultural venues including museums, galleries and public libraries are to benefit from up to £128 million of funding to help improve accessibility to the arts and safeguard their futures. Organisations are now being encouraged to submit expressions of interest to receive support.

The Cultural Investment Fund covers the following three streams:

- A £30.8 million [Cultural Development Fund](#)
- A £20.5 million [Libraries Improvement Fund](#)
- A £60.3 million [Museum Estate and Development Fund](#) (MEND)

[Grant fund launched to support women's reproductive wellbeing in the workplace](#)

Applications are open for funding grants of between £200,000 and £600,000 for the voluntary, community and social enterprise (VCSE) sector who specialise in women's wellbeing services. The funding will ensure women experiencing reproductive issues – such as the menopause or pregnancy loss - are better supported to remain in, or return to the workplace throughout their careers.

[Government commits £300 million towards preventing youth offending](#)

The government have committed to investing £300 million over the next 3 years to support every council across England and Wales to prevent youth offending. The funding will allow local authorities to intervene early when teenagers display signs such as poor school attendance, troubles at home, and a history of substance abuse, which are known to be factors that often drive young people into crime. Through 'Turnaround', a new early intervention scheme backed by £60 million, local Youth Offending Teams will be given extra funding to connect children and teenagers to targeted, wraparound support. Ministers will also set out plans in due course to improve how funding is targeted to local authorities, to ensure funding reaches areas who need it most and to ensure local authorities' interventions are effective.

[Phase I of the Youth Investment Fund: successful grantees](#)

Phase I of the Youth Investment Fund, delivered by BBC Children In Need, has granted up to £12 million to 418 youth organisations across England. Plymouth has secured just under £64k for three projects: Creative Curiosities, Barnardo's and the Mount Batten Centre.

[Places of Worship Protective Security Fund open for applications](#)

Mosques and Muslim faith schools have been given access to £24.5 million for security measures to protect their places of worship and schools. In addition, £3.5 million is available for other faith communities through the government's [Places of Worship Fund](#). Applications are now open and all places of worship that feel they are vulnerable to hate crime are encouraged to apply. This scheme runs alongside the Jewish Community Protective Security grant, which was renewed this year.

Customer/Community/Wellbeing

[Faster information for victims of domestic abuse](#)

Under new guidance, which the Home Office will [consult on](#), the police will be required to disclose information on perpetrators more quickly. The Police will have 28 days to disclose the information, down from the current guideline of 35 days meaning victims and potential victims would have information that could be critical to their safety sooner.

[New protections for rape victims available at more Crown Courts](#)

More victims of rape and sexual offences will be spared the stress of being cross-examined in court under a measure rolled out to a further 14 locations, including Plymouth.

New non-fatal strangulation offence comes into force

Non-fatal strangulation was made a specific offence as part of the government's landmark Domestic Abuse Act. The practice typically involves a perpetrator strangling or intentionally affecting their victim's ability to breathe in an attempt to control or intimidate them. The new offence will also apply to British nationals abroad. It means perpetrators can be prosecuted in England and Wales for offences committed overseas – ensuring there is no escape for abusers.

Responses to super-complaint report: A duty to protect: Police use of protective measures in cases involving violence against women and girls

In August 2021 HM Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS), the College of Policing and the Independent Office for Police Conduct (IOPC) published a report in response to the [super-complaint submitted by the Centre for Women's Justice](#) on the police use of protective measures in cases involving violence against women and girls. The report made a series of recommendations to the police, the Home Office, the National Police Chiefs' Council, and the Ministry of Justice to do more to help ensure all measures are used as efficiently and effectively as possible. These bodies have now published their responses to the recommendations and actions in the report: [A duty to protect](#).

Lowest paid workers to be given flexibility to top up their pay under government reforms

Britain's lowest paid workers will be given the flexibility to boost their income through extra work, under new plans set out by the government. The proposals will widen the ban on exclusivity clauses, which restrict staff from working for multiple employers, to contracts where the guaranteed weekly income is on or below the Lower Earnings Limit of £123 a week.

Millions of most vulnerable households will receive £1,200 of help with cost of living

Millions of households across the UK will benefit from a new £15 billion package of targeted government support to help with the rising cost of living, the Chancellor has announced.

- Almost all of the eight million most vulnerable households across the UK will receive support of at least £1,200 this year, including a new one-off £650 cost of living payment.
- Universal support increases to £400, as the October discount on energy bills is doubled and the requirement to repay it over five years is scrapped.

Further details can be found [here](#).

Eligibility for Community Ownership Fund expanded

More community groups will be able to rescue prized local assets, such as sports clubs, music venues and historic buildings, following the expansion of levelling up funding. The Department for Levelling Up, Housing and Communities has published the [prospectus](#) for the second round of its £150 million Community Ownership Fund. The prospectus sets out updated, widened, eligibility criteria. This includes removing the requirement that assets have had a use within the last 5 years and will now consider any asset which has had a previous community use, massively expanding the projects eligible to apply. Applicants who have a minimum of a 15-year lease on an asset would now also be considered for funding. Previously, leases were restricted to a minimum of 25 years.

Ofsted-style' inspections and unlimited fines for failing social landlords

The Regulator of Social Housing will have stronger powers to issue unlimited fines, enter properties with only 48 hours' notice and make emergency repairs under the Social Housing Regulation Bill introduced to Parliament on the 8 June 2022. In a major reset of power between tenants and landlords, residents will be able to demand information and rate their landlord as part of new satisfaction measures. The Bill will form a key part of the government's mission to level up across the country and deliver on the people's priorities.

Performance, Finance and Customer Focus Overview and Scrutiny Committee



Date of meeting:	29 June 2022
Title of Report:	Provisional Capital and Revenue Outturn Report 2021/22
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:	David.Northey@plymouth.gov.uk
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

Scrutiny is recommended to note the contents of the report that was submitted and agreed at Council on 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	
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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
TOTAL	195.568	195.568	0.000

*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)	59.545	53
People	8.930	0.815	9.745	(1.041)	0.029	8.733	90
Customer & Corporate Services	8.768	2.524	11.292	(6.613)	(0.229)	4.450	39
Office for Director of Public Health	12.370	0	12.370	(9.823)		2.547	21
TOTAL CAPITAL PROGRAMME	140.155	4.737	144.892	(69.238)	(0.379)	75.275	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

Method of financing	Total £m	Funding %
- 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%
Capital programme Financing 2021/22	75.275	100%

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

	Grant £m
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)	(17.078)
Carry fwd. 2022/23	4.890

Covid Expenditure

Directorate	Covid Spend / Lost income	Main Spend Areas
	£m	
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.
TOTAL Covid Cost / Lost Income	17.078	
Corporate Items – Un-ringfenced grant drawn down (see Table 3)	(17.078)	

Performance, Finance and Customer Focus Overview and Scrutiny Committee



Date of meeting:	29 June 2022
Title of Report:	Member Development
Lead Strategic Director:	Giles Perritt (Assistant Chief Executive)
Author:	Ross Jago, Head of Governance, Performance and Risk
Contact Email:	Ross.jago@plymouth.gov.uk
Your Reference:	MDI 22/23
Key Decision:	No
Confidentiality:	Part I - Official

Purpose of Report

This report presents an overview of member development activity which took place during the 2021/22 municipal year and outlines proposals for future work in this area including the ambition to gain Member Development Charter status.

Recommendations and Reasons

1. Note the activity undertaken and planned development opportunities;
2. Support the ambition to gain Member Development Charter Status and necessary strategy development;
3. Support the creation of a Councillor Development Steering Group to report to the Audit and Governance Committee of the Council.
4. Receive further updates outside of the meeting (Via email etc)
5. Receive for scrutiny at a future meeting of the Committee a draft member development strategy in advance of its approval

Reason: for the Council to formalise its approach to member development and demonstrate commitment to the role of Councillors

Alternative options considered and rejected

Option: Not to report on member development activity for the year

Rejected: Not to report on activity would lack transparency and not demonstrate commitment to member development

Relevance to the Corporate Plan and/or the Plymouth Plan

As a democratic organisation, member development assists Councillors to undertake their role well and therefore deliver upon the Council's objectives.

Implications for the Medium Term Financial Plan and Resource Implications:

Sign off:

Fin	N/A	Leg	EJ/38 806	Mon Off	EJ/38 806	HR	N/A	Asset s	N/A	Strat Proc	N/A
Originating Senior Leadership Team member: Giles Perritt											
Please confirm the Strategic Director(s) has agreed the report? Yes											
Date agreed: 21/06/2022											

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MEMBER DEVELOPMENT

Performance, Finance and Customer Focus Overview and Scrutiny Committee



I. PURPOSE

- I.1. This report presents an overview of member development activity which took place during the 2021/22 financial year and our ambition for the 2022/23 municipal year.
- I.2. The Head of Governance Performance and Risk is the officer responsible for member development and is in turn supported with administration by the Chief Executive's Office. Member development has been identified as a service priority for the year 2022/23.
- I.3. Member development is a key enabler in supporting elected members to undertake their role well. Here in Plymouth it comprises of both internally and externally delivered training and briefing sessions, Local Government Association (LGA) online training materials accessible via the Councillors' Toolkit and online training courses accessible via the LGA.
- I.4. The cost of some externally delivered training is included in LGA subscription costs (apart from travel and subsistence) and other packages cost up to £1,000 (e.g. for LGA Leadership Academy place).

2021/22 MEMBER DEVELOPMENT

2. Overview

- 2.1. The pandemic on the delivery of councillor development activity over the 2020/21 and 2021/22 municipal years.
- 2.2. Although curtailed, councillor development activity did still take place and included a focus on ensuring that councillors were able to operate technology effectively, enabling them to focus on their core role and maintain attendance at meetings.
- 2.3. This took the form of group sessions with political groups, targeted sessions with individual councillors who had less experience/IT confidence and one to one sessions councillors with specific roles or those who were shielding. These sessions were delivered by the Democratic Support Team.
- 2.4. Training/briefings on committee functions was provided at the beginning of the municipal year to ensure councillors were fully briefed and trained for their relevant committees/to understand their statutory duties.
- 2.5. Other channels were utilised and promoted to support development, and included workbooks (from the LGA) and e-learning (e.g. Committee Chairing skills for new Chairs). These materials continue to be made available through the Councillors' Toolkit.
- 2.6. The Council also has access to training courses offered by the LGA such as the mandatory equality and diversity training, most of which are free to attend (excluding expenses), and has offered to be a host site for courses/briefings offered by the Local Government Innovation Unit (LGIU).

2022/23 MEMBER DEVELOPMENT**3. Induction**

3.1. We took a fresh approach to member induction for 2022. The new approach was informed by previous discussions with councillors on their reflections of what worked well and what could be improved, a review of practice at other councils and the opportunities working through MS Teams provides.

3.2. Previous feedback from the political groups included the following:

- Avoiding overwhelming new Councillors with information during their first few days of office
- A focus on activities that enable new Councillors to effectively and efficiently engage with their residents as soon as possible after election (e.g. timely access to IT and telephone equipment; how to raise casework; who to contact for commonly raised issues by residents)
- Viewing induction over a 3-6 week period, timetabling activities at relevant points in the municipal calendar
- A focus on identifying and providing the statutory aspects of induction/refresher training required

4. Induction and ongoing development approach

4.1. As part of the induction a welcome event took place which was designed to be as short as possible with only essential information being provided, statutory processes being undertaken and relevant equipment being provided. The session included the opportunity to speak with some existing councillors and the council's senior leadership team before a scheduled programme of MS Teams sessions began.

4.2. The use of MS Teams enabled us to deliver sessions in the afternoon / evening in an attempt to lessen the impact on new councillors with other commitments and allow for existing councillors to take part.

4.3. The programme of MS Teams "context sessions" provided officers an opportunity to set out the breadth and depth of delivery of services and some of the challenges being faced. These took place on the MS Teams platform and are available on the Councillors toolkit.

Context Setting Sessions	
Childrens' Services	To provide all councillors with an understanding of directorates' - <ul style="list-style-type: none"> • Key Priorities and future plans • Performance, Risks and Opportunities • Customer experience • Budgets and resources • Service or organisational review/inspection (if applicable) • Councillor Q&A
People	
Public Health	
Customer and Corporate Services	

- 4.4. In addition to the context sessions, and following the Annual General Meeting, training sessions specific to committees were delivered and are be available on the Councillor Toolkit.

Statutory/role specific training	
Corporate Parenting	To ensure councillors are fully briefed on their responsibilities as a Corporate Parent. This is statutory annual training.
Chief Officer Panels	Training Specific to the work of the Committee.
Planning	Training Specific to the work of the Committee.
Licensing	Training Specific to the work of the Committee.
Taxi Licensing	Training Specific to the work of the Committee.
Audit and Governance	Training Specific to the work of the Committee.
Child Safeguarding	To ensure Councillors fully understand their responsibilities.
Code of Conduct Training	To ensure Councillors fully understand their responsibilities following the adoption of the new code of conduct

- 4.5. Partner organisations have been asked to provide an introduction as part of the induction process. The Integrated Care System Devon (NHS Devon) session has taken place and is available on the Councillor Toolkit. Further sessions are currently being planned.
- 4.6. In addition to the briefing events set out above, other channels continue to be promoted to support development, including workbooks (from the LGA) and e-learning (e.g. Committee Chairing skills for new Chairs).
- 4.7. For new councillors it is our intention to undertake a three month review. This will provide new councillors to have an opportunity to feedback on their experiences over the last three months and to identify any training/development needs which have arisen.
- 4.8. Councillors will be reminded of the training and development opportunities via the Councillor Bulletin, the Councillors' Toolkit and direct emails/diary invites. All materials will continue to be made available on the Councillors' Toolkit. Councillors will be regularly updated on what is available in print and on-line and will also be signposted to relevant external training events.

5. Charter Status

- 5.1. A proposal to apply for LGA Member Development Charter Status will be put before the Audit and Governance Committee in July 2022 (as the responsible committee). The aim will be to make the application and achieve this status during the municipal year 2022/23.
- 5.2. The Councillor Development Charter exists to:
- Encourage councils to develop an effective strategy or approach to councillor development
 - Recognise those councils that have developed an effective approach
 - Encourage councils to continue that development and share their experiences and learning.
- 5.3. There are three essential criteria to achieving the Charter:
- There is a clear commitment to councillor development and support
 - The council has a strategic approach to councillor development

- Learning and development is effective in building councillors' skills and knowledge.
- 5.4. Following discussion with Bristol City Council officers, who have recently gained Charter Status, we can expect to be ready to make an application for chartered status within a year. They highlighted the value of a Councillor Development Steering group as a key driver for the project.
 - 5.5. The establishment of a steering group at Plymouth City Council will enable cross-party representation from across political groups. The initial task will be to make an assessment of our current provision (via the self-assessment matrix) and begin development of a Member Development Strategy.
 - 5.6. As a first step councils are asked to commit to the Charter, to make a commitment to develop the necessary strategy and processes to support effective councillor development. Once achieved the Charter is held for three years during which time the council can use the charter logo. At the end of this period there is a reassessment to ensure the council is still at least meeting the Charter requirements.

Recommendations

1. Note the activity undertaken and planned development opportunities;
2. Support the ambition to gain Member Development Charter Status and necessary strategy development;
3. Support the creation of a Councillor Development Steering Group to report to the Audit and Governance Committee of the Council.
4. Receive further updates outside of the meeting (Via email etc)
5. Receive for scrutiny at a future meeting of the Committee a draft member development strategy in advance of its approval

Appendix B – LGA Member Development Charter

Appendix C – LGA Member Development Charter Self-Assessment Matrix

The Councillor Development Charter and Charter Plus

Supporting continuing
professional development
for councillors



Foreword

Serving as a councillor is a responsibility, a privilege and a hugely rewarding undertaking. At its best, local government provides the strong and ambitious leadership that ensures the nation remains fit and well, economically resilient and continues to thrive.

More than ever before, councillors' role as political, civic and community leaders requires us to offer visible, responsive and resilient leadership as we advocate on behalf of our residents and help shape places in which people want to live, work and play.

Our regular polling shows that local councils and councillors are the most trusted to take decisions about their local areas. Democracy and decision-making are strengthened when councillors are empowered to speak to, and for, our communities and to support the effective business of local government. If we are to continue to meet the expectations of those we serve, in an ever-changing world, we need to make sure we have the skills and expertise to carry out our duties.

The Councillor Development Charter and Charter Plus provides councils with a robust framework, but flexible to local needs, to ensure effective leadership, equip their members with the support they need, and provide resilience in times of challenge. The council I lead, Central Bedfordshire Council, is accredited to the Councillor Development Charter and currently working towards Charter Plus. So I know from first hand experience the benefits of this guidance in helping councils build an even more effective and positive approach to ensuring all councillors are developed and supported to be effective in their roles.

These Charters have been developed as part of the LGA's coordinated approach to sector-led improvement across local government. This aims to help councils continue their own improvement journey, take up our support tools and offers and contribute to the improvement of local government as a whole.

The framework has been updated based on what councils have told us would help their members be empowered to work effectively, and be responsive and resilient – including in more challenging times – while being mindful of the importance of promoting positive personal wellbeing through everything we do. The Charter is flexible, with a strong emphasis on local approach, and aims to help councils consider their existing practices, celebrate what is working, and share good practice.

I know local government is committed to investing in councillors' growth and development, and I would strongly encourage all local areas to adopt the Councillor Development Charter and Charter Plus as a guide and benchmark as part of your improvement journey. Continued professional development is an important tool for effective democracy and good governance, and I hope councils' action will help to inspire the next generation of councillors and political leaders to stand for election and make a difference to their communities.



A handwritten signature in black ink that reads "James Jamieson". The signature is written in a cursive, flowing style.

Councillor James Jamieson
Chairman, Local Government Association

Values and purpose

Learning and development is an important tool for councils, councillors and officers to deliver what our communities need. Inspiring local communities and ensuring the wellbeing of the people and places we represent takes ambitious leadership – and effective political leadership is at the heart of healthy democracy; with councillors who are well equipped and supported, resilient in times of challenge or disruption to business as usual, and confident to make a difference, deliver and be trusted.

The Charter and Charter Plus helps councils to support councillor development and recognises those that have built an effective approach.

This document will take you through:

- benefits of achieving the charter and charter plus
- resource commitments involved
- details of each element and the requirements to achieve the charter
- the types of evidence you could use.

The framework in this document gives concise and clear guidance on how to achieve the charter without being too onerous or overly bureaucratic.

The charter is flexible and focuses positively and supportively on what councils already have in place.

There is a strong emphasis on a local approach to a national framework. Rather than dictating a council's strategy, content or delivery mechanisms, the emphasis is on ensuring that all councillors are appropriately developed and supported to be effective in their roles.

The Charter and Charter Plus is also based on the principles of sector-led improvement, whereby councils:

- are responsible for their own performance
- are accountable locally, not nationally
- have a sense of collective responsibility for the performance of the sector as a whole
- can access support and tools from the LGA and regional organisations.

Benefits

The following benefits have been reported by councils through the regional local government organisations which assess and award the Charter.

Benefits: processes and strategies

- Concise and clear guidance on how to achieve the charter without being too onerous or overly bureaucratic.
- Flexible and focuses positively and supportively on what councils already have in place – a local approach to a national framework.
- Helps councils decide what to prioritise and improve.
- Councillor development needs are better understood and supported.
- Demonstrates the value placed on councillors carrying out their important and complex role.
- Helps set aside time to reflect and celebrate the good practice already happening.

Benefits: impact on councillors

- The quality of councillor development is improved.
- New councillors are better prepared for their roles and responsibilities.
- Councillor progression is better enabled.
- Helps ensure councillors can operate at their most knowledgeable, skilled and effective.
- Increases councillors' competence and confidence.
- Helps councillors navigate the ever more complex and demanding role and local government landscape.
- Self-care and reflection for councillors through development and growth.

Benefits: impact on all partners

- Strengthens member-officer relationships.
- Helps ensure effective top team political and managerial leadership.
- Encourages robust and accountable decision making.
- Helps ensure proactive succession planning.
- Helps improve councillor diversity.
- Enhances democracy and participation.

- Strengthens relationships with residents and partners.
- Improves outcomes for communities.
- Fosters a culture of learning and support within the council and with partners.

Additional benefits of Charter Plus accreditation

- Highest level of commitment and a holistic approach means the benefits filter more widely.
- Case studies highlight successes and encourage more councillors to participate.
- Evaluation ensures high quality learning and development is delivered to councillors.
- Learning and development for councillors supports the council's objectives.
- Councillors have a clear understanding of their roles and responsibilities.
- Successful and impactful Personal Development Plans (PDPs) for councillors.
- Deeper intel of the impact of learning and development.
- Helps prioritise, horizon-scan and deliver the 'next level' of member development.
- Strengthened place-based focus by sharing development opportunities and promoting the role of the councillor to other organisations in the local area.
- Effective succession planning and candidate recruitment activities.
- Evaluation draws out the impacts on the community through feedback from local partners.

Resource commitment

- The accreditation process differs across the regions to account for local variations.
- The framework gives concise and clear guidance on how to achieve the charter without being too onerous or overly bureaucratic.
- A flexible approach that focuses positively and supportively on what councils already have in place – a local approach to a national framework.
- Examples of evidence are clearly detailed in the framework.
- Many councils are already doing this work – the charter is a chance for this to be recognised.

Please contact your regional local government organisation or the Local Government Association
virginia.ponton@local.gov.uk
for more information.

Guidelines and evidence

There are three essential criteria to achieving the charter:



There is a clear commitment to councillor development and support.



The council has a strategic approach to councillor development.



Learning and development is effective in building councillors' skills and knowledge.

Within each of these there are a number of elements and requirements to demonstrate that the criteria are being met.

These do not dictate what should be in the strategy, the nature of the content or the delivery mechanisms that should be used. The emphasis is on ensuring that all councillors are appropriately developed and supported so that they can be effective in their roles

The following lists are intended to indicate the sorts of evidence that can be used to show that the council's approach to member development meets the charter criteria. Note that:

- there is no need to show all the evidence listed
- this does not preclude the use of other evidence that may not be listed. The emphasis is on a local approach to a national framework
- some are likely to be stronger indicators than others
- some pieces of evidence may be applicable to more than one element and criteria

As described over the next pages, evidence is wide-ranging and could include anything that demonstrates meeting the requirements, for example:

- meeting notes
- feedback from councillors and officers
- strategy and policy documents
- details of development events

Requirements and examples of evidence



Criterion 1 There is a clear commitment to councillor development and support

Element 1.1

Political and managerial leadership is committed to the development of councillors

Requirements for Charter	Requirements for Charter+	Examples of evidence
<ul style="list-style-type: none"> • Clear commitment from the top political and managerial leadership • Cross-party councillor development group that meets regularly • Clear councillor development strategy which is embedded into practice and regularly reviewed • Named councillor/s and officer/s responsible for councillor development 	<ul style="list-style-type: none"> • Clear commitment from top political and managerial leadership to share development opportunities across local government tiers (including with parish and town councils) • Strategic approach to forward planning of councillor development 	<ul style="list-style-type: none"> • Signed commitment to achieving the charter • Councillors are included in any Investors in People (IiP) Award questioning process • Strategies are in place to support councillor development • Cross-party councillor development group showing active involvement of councillors in the learning and development process

Element 1.2

The council actively promotes democratic participation, publicises the role of councillors as community leaders, and proactively engages with under-represented groups

Requirements for Charter	Requirements for Charter+	Examples of evidence
<ul style="list-style-type: none"> The council holds a range of activities and events to encourage people to become councillors 	<ul style="list-style-type: none"> The council takes action to encourage people to become councillors, particularly from under-represented groups and evaluates the impact and success of the activities The council provides information on democratic and electoral processes The council builds links with local businesses and employers to promote the role of the councillor 	<ul style="list-style-type: none"> Local democracy week action plan, programme of activities and review Youth council LGA's Be a Councillor campaign Citizenship links with local schools, colleges and universities Presentations in the community and targeting under-represented groups Prospective councillor events and materials on roles, responsibilities and next steps 'Day in the life of a councillor'

Element 1.3

The council is committed to ensuring equal access to learning and development for all councillors

Requirements for Charter	Requirements for Charter+	Examples of evidence
<ul style="list-style-type: none"> • Statistical analysis of cultural and personal circumstances • Timing of councillor development takes account of cultural and personal circumstances • All councillors have equal access to development • The development programme includes a range of delivery methods to meet different learning styles • Councillors are regularly updated on councillor development activities • Access to existing and/or necessary new learning continues in challenging times or disruption to business as usual 	<ul style="list-style-type: none"> • Impact analysis of access is monitored, reviewed and actioned 	<ul style="list-style-type: none"> • Statistical evidence of attendance • A range of learning and development options to meet individual needs are provided and promoted – and these are resilient in challenging times or disruption to business as usual • A range of communication methods e.g. internet / intranet / social media is used to promote development opportunities • Councillors confirm that action is taken to respond to and accommodate diversity of needs • Evidenced flexibility and consideration of the timing of development events

Element 1.4

The council has designated resource and budget for councillor development which is adequate to meet priority development needs

Requirements for Charter	Requirements for Charter+	Examples of evidence
<ul style="list-style-type: none"> • Appropriate and adequate officer resources are in place to support councillor development • Budget is explicit and clearly identified and monitored • Budget reports 	<ul style="list-style-type: none"> • Councillor development and support staff have their own skills development programme • The officer/s are involved in regional and national learning networks to support continuing professional development (CPD) • The budget is properly reviewed, set and prioritised by the cross-party councillor development group 	<ul style="list-style-type: none"> • Officer/s job descriptions • Named officer/s in information distributed to councillors and staff • Councillors are able to name the officer/s • The officer/s are able to demonstrate their understanding of learning and development in a political context • Cross-party councillor development group terms of reference and active involvement of councillors in the learning and development process demonstrated • Information that informs councillors of the existence of the budget • Minutes of meetings that shows councillors' involvement in setting and monitoring the budget • Councillors confirm that the budget is sufficient to meet priority current and future development needs



Criterion 2 The council has a strategic approach to councillor development

Element 2.1

The council has councillor development strategy in place

Requirements for Charter	Requirements for Charter+	Examples of evidence
<ul style="list-style-type: none"> • The strategy is developed and monitored by the cross-party councillor development group • Strategy identifies priority development needs and makes stated and clear links with council's corporate/strategic objectives as well as risk management processes for challenging times or disruption to business as usual • The strategy is regularly reviewed (at least once every three years) by the cross-party councillor development group • The strategy includes an induction process that is evaluated after each election 	<ul style="list-style-type: none"> • The cross-party councillor development group leads the evaluation of the strategy and implements improvements 	<ul style="list-style-type: none"> • A strategy is in place • Notes of councillor development meetings showing monitoring and evaluation of the strategy • Councillor development group demonstrates their involvement in formulating the strategy • Overview and scrutiny review of the effectiveness of the strategy • Those involved in formulating the strategy can demonstrate how it links to the corporate/strategic objectives and the rationale behind stated priorities

Element 2.2

The council has a structured process for regularly assessing councillors' individual learning and development needs based on focused objectives

Requirements for Charter	Requirements for Charter+	Examples of evidence
<ul style="list-style-type: none"> • A process exists to identify individual development needs in the form of a Training Needs Analysis (TNA) or Personal Development Plans (PDP) and is working effectively • The council is able to quickly to assess any new and different needs in challenging times or disruption to business as usual, and be able to offer any new learning and development needed 	<ul style="list-style-type: none"> • All councillors are offered PDPs and more than half of councillors take them up • Council has a process for individual councillor reviews to reflect on strengths and support progression 	<ul style="list-style-type: none"> • Councillor role descriptions • Training Needs Analysis • Personal Development Plans • Use of the LGA Political Skills Framework and/or The 21st Century Councillor

Element 2.3

The various councillor roles are clearly defined and outline how they contribute to the achievement of community, political and council objectives

Requirements for Charter	Requirements for Charter+	Examples of evidence
<ul style="list-style-type: none"> • Councillors demonstrate an understanding of the skills and knowledge required in their ward and council wide roles • Councillor role descriptions exist and are maintained for all key roles including the ward councillor • Councillors are clear about what the council is trying to achieve and the key role they play in this as councillors 	<ul style="list-style-type: none"> • Role descriptions are used for the recruitment and selection of candidates and to identify and prioritise development needs • Role descriptions are used to support succession planning • Evidence that councillors are clear about: <ul style="list-style-type: none"> ◦ the role of partner bodies ◦ the role of other stakeholders ◦ their own role on partner bodies ◦ their own role in relation to other stakeholder bodies 	<ul style="list-style-type: none"> • Systems are in place to identify individual development and support needs • Learning styles and training needs analysis • Personal Development Plans link to role and corporate objectives • Councillors are able to describe how learning and development activities have helped them to carry out their role and contribute to the achievement of the council's objectives

Element 2.4

The council has a structured process for assessing current and future leadership and executive team development needs

Requirements for Charter	Requirements for Charter+	Examples of evidence
<ul style="list-style-type: none"> • Structured process to assess current and future leadership development needs • This takes into account corporate risk management planning for any challenging times or disruption to business as usual • A development plan is in place that supports the top political and management teams in learning about each other and working effectively together • Leadership development is used to support future succession planning 	<ul style="list-style-type: none"> • Leaders, cabinet members and chairs have identified and undertaken development appropriate to their responsible area • A programme to develop the next generation of leaders is in place as part of the council’s approach to succession planning 	<ul style="list-style-type: none"> • Process in place to identify leadership requirements • Leadership Development Plans • 360 Degree Leadership Audits • Political leadership development programmes e.g. LGA Leadership Academy • Events that support councillor / officer team building • Joint events with executive and senior management • Succession planning strategies • Community leadership development programmes • The political leadership can describe actions taken to develop political leadership capacity • The political and managerial leadership can give examples of how they work together as a team

Element 2.5

There is a corporate councillor learning and development plan in place

Requirements for Charter	Requirements for Charter+	Examples of evidence
<ul style="list-style-type: none"> The plan links to council's corporate objectives and the development of councillors The plan includes individuals, committees and political leadership needs 	<ul style="list-style-type: none"> The plan clearly prioritises learning and development that supports the corporate objectives 	<ul style="list-style-type: none"> Corporate councillor learning and development plan The cross-party councillor development task group are able to explain how learning and development activities are prioritised



Criterion 3. Learning and development is effective in building skills and knowledge

Element 3.1

Investment in learning and development is regularly evaluated and improvements implemented

Requirements for Charter	Requirements for Charter+	Examples of evidence
<ul style="list-style-type: none"> • Evaluation strategy is in place to analyse the cost and benefits of councillor development • Evaluation and improvement processes take into account corporate risk management and reviews taken during/after any times of in challenging times or disruption to business as usual • Political and managerial leadership display a good understanding of both the costs and benefits of development activities • Councillors can describe why they did certain activities, what they learnt and what difference it has made to them carrying out their various roles • Continuous improvement in the approach to developing councillors is identified and implemented 	<ul style="list-style-type: none"> • Evaluation strategy is in place to analyse the impact of councillor development activities • Some form of impact assessment at the corporate and community level exists and is used to evaluate the impact of development (e.g. feedback from partners is actively sought) • Case studies of how learning and development has impacted on individual and corporate performance • There are links to an evaluation strategy • Evaluation outcomes inform change and drive continuous improvement • A quality assurance process is in place 	<ul style="list-style-type: none"> • Evaluation strategy is in place and is effective • Analysis of costs and benefits to the council from councillor learning and development • Case studies of how learning and development has impacted on individual and corporate performance • Notes of meetings, focus groups, questionnaires or interviews involving councillors evaluating the impact of their development on overall performance • Political and managerial leadership display a good understanding of both the costs and benefits of development activities • Political and managerial leadership can provide examples and evidence of the impact and benefits of councillor development • Written reviews of learning and development activities with recommendations for change <p>continues...</p>

Element 3.1 (continued)

Investment in learning and development is regularly evaluated and improvements implemented

Requirements for Charter	Requirements for Charter+	Examples of evidence
		<ul style="list-style-type: none"> • Notes of meetings, reports, personal statements providing examples of improvements to learning activities • Changes to development programmes and a rationale for the changes made • Councillors can describe what has been done to improve the development activities • Quality assurance process is in place and is effective

Element 3.2

Learning is shared with other councillors and, where appropriate, with officers and stakeholders to encourage capacity building and a culture of learning across the council and externally

Requirements for Charter	Requirements for Charter+	Examples of evidence
<ul style="list-style-type: none"> • Knowledge and learning are shared with councillors' peers, officers and others as with other councils and organisations and particularly in challenging times or disruption to business as usual 	<ul style="list-style-type: none"> • There is an effective process in place for disseminating, sharing and exchanging knowledge and learning 	<ul style="list-style-type: none"> • Examples of reports, briefing sessions, and information exchange systems used to capture and disseminate learning programmes of joint learning exchanges • Councillor formal / informal mentoring arrangements • Hosting case study visits • Developing councillor champions for topic areas • Councillors can give examples of how they have supported and learned from the development of others

Produced in conjunction with the following organisations





Local Government Association

18 Smith Square
London SW1P 3HZ

Telephone 020 7664 3000

Email info@local.gov.uk

www.local.gov.uk

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We consider requests on an individual basis.

REF 11.193

Councillor Development Charter

Self- Assessment Evidence Matrix

Use this self-assessment evidence matrix to detail how you meet the requirements (either for Charter or Charter and Charter Plus). Use the evidence column to outline the documents and activities that support your assessment and give some additional detail if needed.

Criterion 1 – There is a clear commitment to councillor development and support				
	Elements	Requirements for Charter	Requirements for Charter Plus	Evidence
1.1	Political and managerial leadership is committed to the development of councillors	<ul style="list-style-type: none"> • Clear commitment from the top political and managerial leadership • Cross-party councillor development group that meets regularly • Clear councillor development strategy which is embedded into practice and regularly reviewed • Named councillor/s and officer/s responsible for councillor development 	<ul style="list-style-type: none"> • Clear commitment from top political and managerial leadership to share development opportunities across local government tiers (including with parish and town councils) • Strategic approach to forward planning of councillor development 	
1.2	The council actively promotes democratic participation, publicises the role of councillors as	<ul style="list-style-type: none"> • The council holds a range of activities and events to encourage people to become councillors 	<ul style="list-style-type: none"> • The council takes action to encourage people to become councillors, particularly from underrepresented groups and evaluates the impact and success of the activities 	

Criterion 1 – There is a clear commitment to councillor development and support

	Elements	Requirements for Charter	Requirements for Charter Plus	Evidence
	community leaders, and proactively engages with underrepresented groups		<ul style="list-style-type: none"> • The council provides information on democratic and electoral processes • The council builds links with local businesses and employers to promote the role of the councillor 	
1.3	The council is committed to ensuring equal access to learning and development for all councillors	<ul style="list-style-type: none"> • Statistical analysis of cultural and personal circumstances • Timing of councillor development takes account of cultural and personal circumstances • All councillors have equal access to development • The development programme includes a range of delivery methods to meet different learning styles • Councillors are regularly updated on councillor development activities • Access to existing and/or necessary new learning continues in challenging times or disruption to 	<ul style="list-style-type: none"> • Impact analysis of access is monitored, reviewed and actioned 	

Criterion 1 – There is a clear commitment to councillor development and support

	Elements	Requirements for Charter	Requirements for Charter Plus	Evidence
		business as usual		
1.4	The council has designated resource and budget for councillor development which is adequate to meet priority development needs	<ul style="list-style-type: none"> • Appropriate and adequate officer resources are in place to support councillor development • Budget is explicit and clearly identified and monitored • Budget reports 	<ul style="list-style-type: none"> • Councillor development and support staff have their own skills development programme • The officer/s are involved in regional and national learning networks to support continuing professional development (CPD) • The budget is properly reviewed, set and prioritised by the cross-party councillor development group 	

Criterion 2 – The council has a strategic approach to councillor development

	Elements	Requirements for Charter	Requirements for Charter Plus	Evidence
2.1	The council has councillor development strategy in place	<ul style="list-style-type: none"> • The strategy is developed and monitored by the cross-party councillor development group • Strategy identifies priority development needs and makes stated and clear links with council’s corporate/strategic objectives as well as risk management processes for challenging times or disruption to business as usual • The strategy is regularly reviewed (at least once every three years) by the cross-party councillor development group • The strategy includes an induction process that is evaluated after each 	<ul style="list-style-type: none"> • The cross-party councillor development group leads the evaluation of the strategy and implements improvements 	



Criterion 2 – The council has a strategic approach to councillor development

	Elements	Requirements for Charter	Requirements for Charter Plus	Evidence
		election		
2.2	The council has a structured process for regularly assessing councillors' individual learning and development needs based on focused objectives	<ul style="list-style-type: none"> A process exists to identify individual development needs in the form of a Training Needs Analysis (TNA) or Personal Development Plans (PDP) and is working effectively The council is able to quickly to assess any new and different needs in challenging times or disruption to business as usual, and be able to offer any new learning and development needed 	<ul style="list-style-type: none"> All councillors are offered PDPs and more than half of councillors take them up Council has a process for individual councillor reviews to reflect on strengths and support progression 	
2.3	The various councillor roles are clearly defined and outline how they contribute to the achievement of community, political and council objectives	<ul style="list-style-type: none"> Councillors demonstrate an understanding of the skills and knowledge required in their ward and council wide roles Councillor role descriptions exist and are maintained for all 	<ul style="list-style-type: none"> Role descriptions are used for the recruitment and selection of candidates and to identify and prioritise development needs Role descriptions are used to support succession planning Evidence that councillors are clear about: <ul style="list-style-type: none"> the role of 	

Criterion 2 – The council has a strategic approach to councillor development

	Elements	Requirements for Charter	Requirements for Charter Plus	Evidence
		key roles including the ward councillor <ul style="list-style-type: none"> Councillors are clear about what the council is trying to achieve and the key role they play in this as councillors 	partner bodies ◦ the role of other stakeholders ◦ their own role on partner bodies ◦ their own role in relation to other stakeholder bodies	
2.4	The council has a structured process for assessing current and future leadership and executive team development needs	<ul style="list-style-type: none"> Structured process to assess current and future leadership development needs This takes into account corporate risk management planning for any challenging times or disruption to business as usual A development plan is in place that supports the top political and management teams in learning about each other and working effectively together Leadership development is used to support future 	<ul style="list-style-type: none"> Leaders, cabinet members and chairs have identified and undertaken development appropriate to their responsible area A programme to develop the next generation of leaders is in place as part of the council’s approach to succession planning 	

Criterion 2 – The council has a strategic approach to councillor development

	Elements	Requirements for Charter	Requirements for Charter Plus	Evidence
		succession planning		
2.5	There is a corporate councillor learning and development plan in place	<ul style="list-style-type: none"> The plan links to council’s corporate objectives and the development of councillors The plan includes individuals, committees and political leadership needs 	<ul style="list-style-type: none"> The plan clearly prioritises learning and development that supports the corporate objectives 	

Criterion 3 – Learning and development is effective in building skills and knowledge

	Elements	Requirements for Charter	Requirements for Charter Plus	Evidence
3.1	Investment in learning and development is regularly evaluated and improvements implemented	<ul style="list-style-type: none"> • Evaluation strategy is in place to analyse the cost and benefits of councillor development • Evaluation and improvement processes take into account corporate risk management and reviews taken during/after any times of in challenging times or disruption to business as usual • Political and managerial leadership display a good understanding of both the costs and benefits of development activities • Councillors can describe why they did certain activities, what they learnt and what difference it has made to them carrying out their 	<ul style="list-style-type: none"> • Evaluation strategy is in place to analyse the impact of councillor development activities • Some form of impact assessment at the corporate and community level exists and is used to evaluate the impact of development (e.g. feedback from partners is actively sought) • Case studies of how learning and development has impacted on individual and corporate performance • There are links to an evaluation strategy • Evaluation outcomes inform change and drive continuous improvement • A quality assurance process is in place 	

Criterion 3 – Learning and development is effective in building skills and knowledge

	Elements	Requirements for Charter	Requirements for Charter Plus	Evidence
		various roles • Continuous improvement in the approach to developing councillors is identified and implemented		
3.2	Learning is shared with other councillors and, where appropriate, with officers and stakeholders to encourage capacity building and a culture of learning across the council and externally	• Knowledge and learning are shared with councillors’ peers, officers and others as with other councils and organisations and particularly in challenging times or disruption to business as usual	• There is an effective process in place for disseminating, sharing and exchanging knowledge and learning	

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Performance, Finance and Customer Focus Overview and Scrutiny Committee



Date of meeting:	29 June 2022
Title of Report:	Corporate Plan Performance Report, Q4 2021-22
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 Performance, Finance and Customer Focus Overview and Scrutiny Committee:

- I. Notes the Corporate Plan Quarter Four Performance Report

Reason: To update Overview and Scrutiny 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.*

[Click here to enter text.](#)

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	Corporate Plan Performance Report, Quarter Four 2021/22							

B									
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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)						
	1	2	3	4	5	6	7

Sign off:

Fin	djn.22 .23.35	Leg	EJ/38 662/2 5.5.22	Mon Off	Click here to enter text.	HR	Click here to enter text.	Asset s	Click here to enter text.	Strat Proc	Click here to enter text.
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% ^Q	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% ^C	36.1%	▲ 6
	3. Average number of cycle trips taken on DfT count day	183	134 ^A	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 ^A	5,836	▲ 8
A vibrant economy, developing quality jobs and skills	6. Spend on small and medium enterprises	22.3%	23.4% ^Q	23.8%	▲ 8
	7. Spend within the PL postcode	56.8%	55.5% ^Q	54.5%	▼ 8
	8. 16-18 year olds in education, employment or training	90.0%	90.3% ^C	91.4%	▲ 8
	9. Employment rate	76.7%	77.2% ^Q	75.4%	▼ 8
	10. Number of businesses supported through COVID-19 business grants	7,494	17 ^Q	787	▲ 8
	11. Inward investment	£194.339m	£334.408m ^A	£194.339m	▼ 8
	12. Inclusive growth (earnings gap)	£338.20	£364.70 ^A	£338.20	▼ 8
An exciting, cultural and creative place	13. Number of visitors to Plymouth	2,436,000	5,279,000 ^A	2,436,000	▼ 11
Create a varied, efficient, sustainable transport network	14. Principal roads (A) in good or acceptable condition	97.8%	97.5% ^A	97.8%	▲ 12
	15. Public satisfaction with traffic flow	44%	44% ^A	38%	▼ 12
	16. Carriageway defects completed on time	96.8%	97.8% ^Q	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% ^A	55%	▲ 15
	2. Residents who regularly do voluntary work	42%	43% ^A	42%	▼ 15
Reduced health inequalities	3. Stop smoking service successful quit attempts	46.7%	39.0% ^Q	47.0%	▲ 16
	4. Excess weight in 10-11 year olds	Not yet available	31.9% ^A	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 ^Q	106	▲ 18
	8. Number of early interventions to anti-social behaviour	-	10 ^Q	47	▲ 18
	9. Residents who feel safe (during the day)	90%	91% ^A	90%	▼ 18

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

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

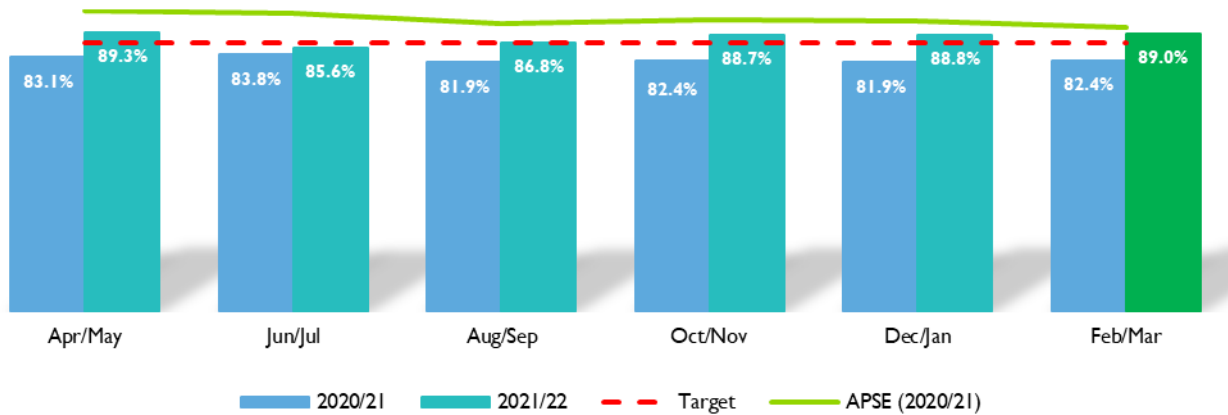
C: Comparable period – performance from the latest reported period is compared to the same period in the previous year, either due to seasonality (recycling rate and young people in education, employment or training) or because they are cumulative measures (council tax and business rates).

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%	89.0%	▲	86.7%

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

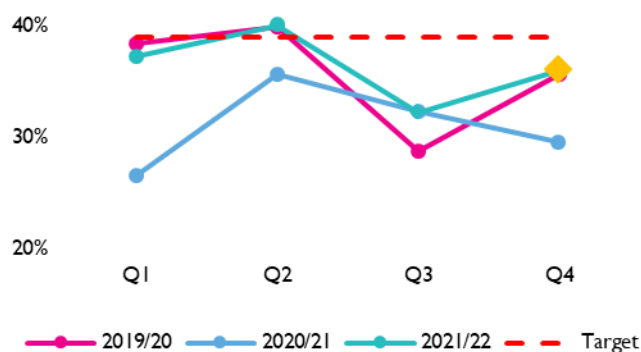


The overall acceptable standard score for combined street cleanliness and grounds maintenance increased following the addition of February and March's audits to 89.0%. This is above our target but remains below the APSE (92.8%) and family group (91.9%) averages, with the gaps standing at 3.8 and 2.9 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.

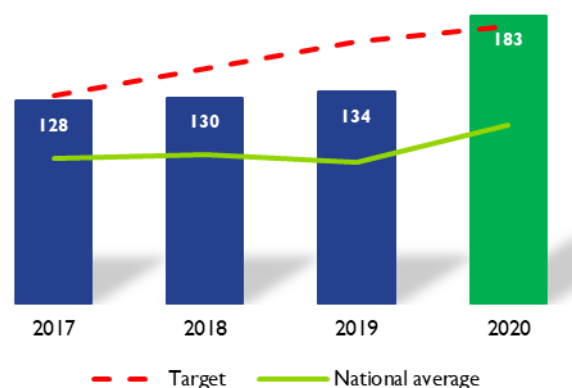
A green sustainable city that cares about the environment

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

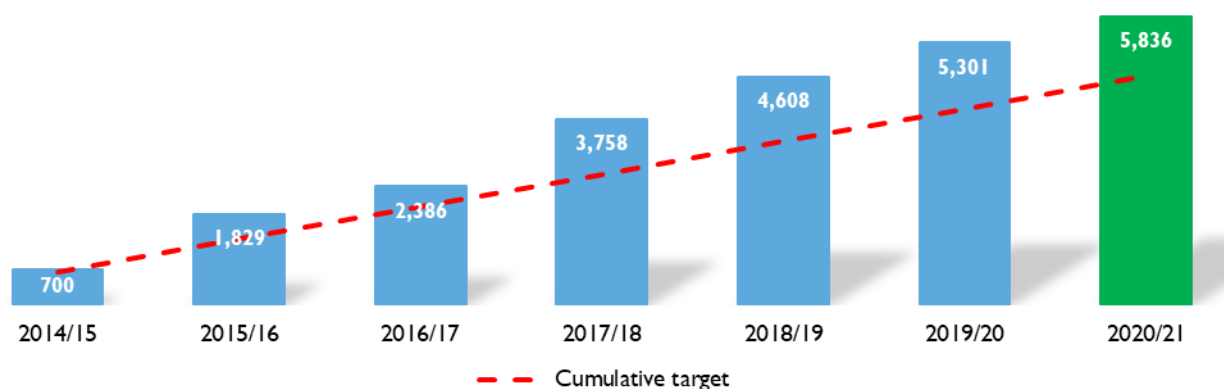
At year end, 64% of all actions in the Corporate Carbon Reduction Plan (CCRP2) have been achieved and 36% have been achieved in part. The actions reported as achieved in part do so because the majority of their activities were realised but, because of COVID-19 and its knock on effects, some slippages 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
5. Net additional homes delivered in the city (cumulative from 2014/15)	3,758	4,608	5,301	5,836	▲	4,620

Net additional homes delivered in the city (cumulative)

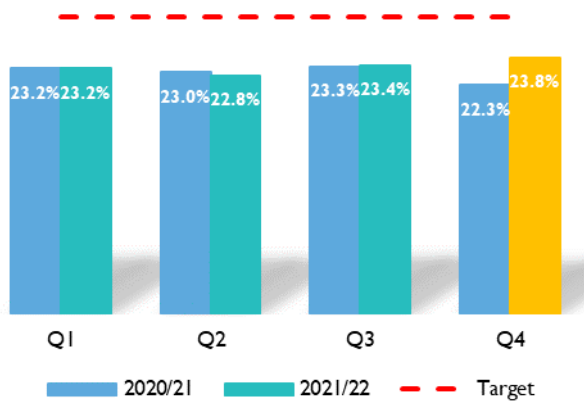


Delivery is on track to meet the Plymouth Local Planning Authority (LPA) area target set out in the Joint Local Plan of 13,200 net additional dwellings to be delivered over the period 2014 to 2034 (annualised to 660 dwellings per annum). We have delivered 5,836 net additional dwellings over the period 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.

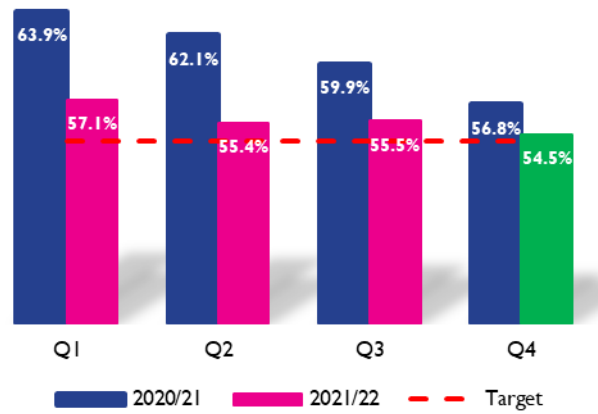
A vibrant economy, developing quality jobs and skills

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

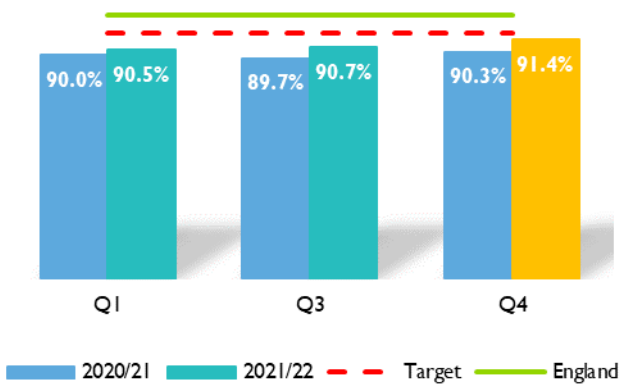
Percentage of spend on small and medium enterprises (YTD)



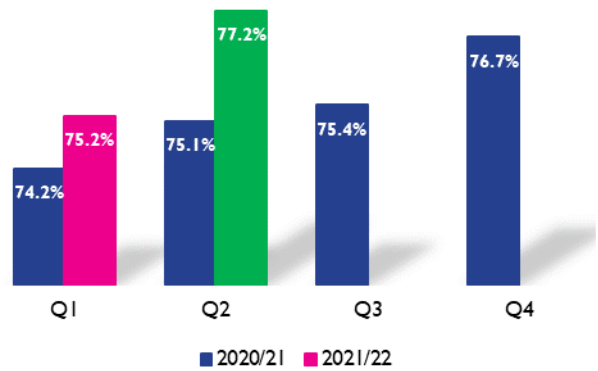
Percentage of spend in the PL postcode (YTD)



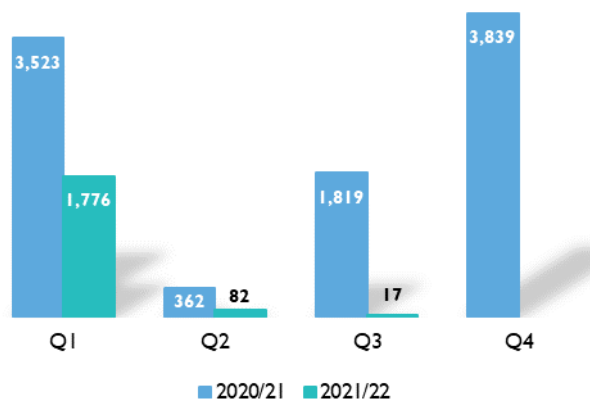
Percentage of young people in education, employment or training



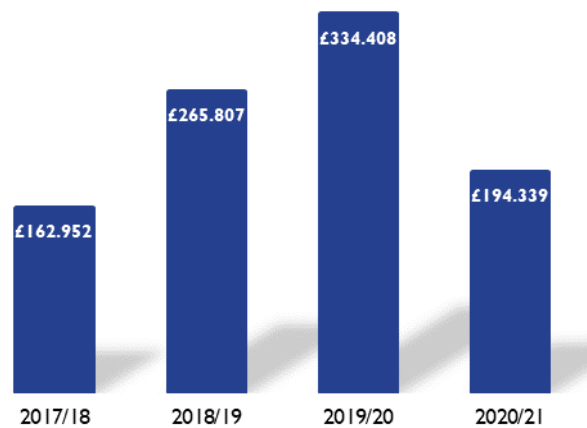
Percentage of 16-64 year olds in employment (rolling 12 months)



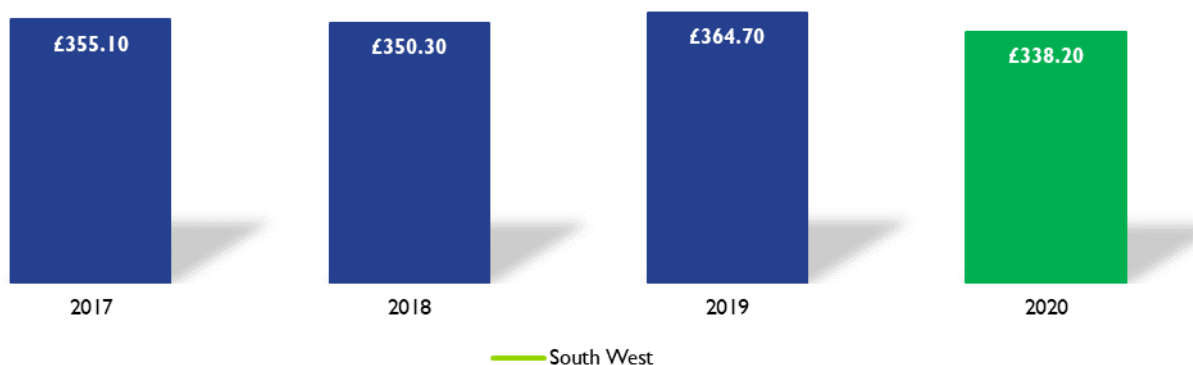
Number of businesses supported through COVID-19 business grants



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.

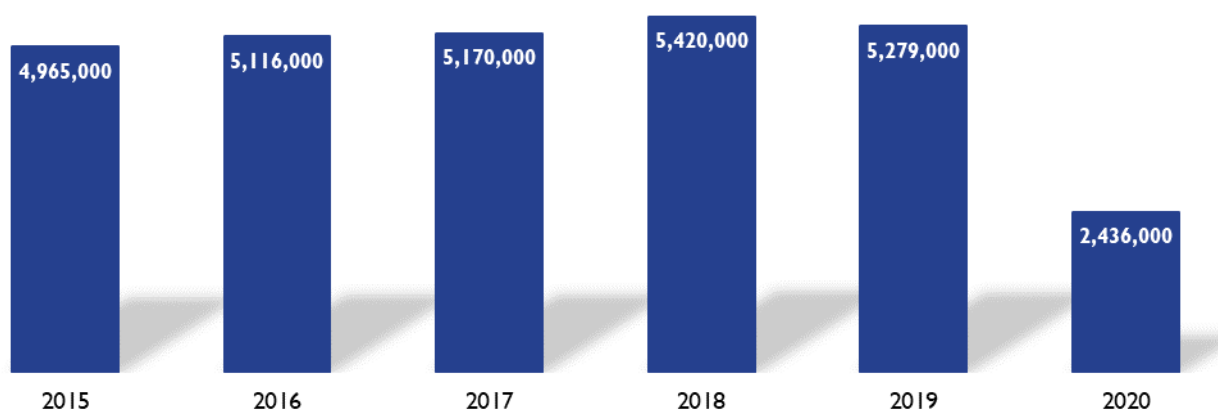
Despite the considerable negative impact of the COVID-19 pandemic and the level of Foreign Direct Investment (FDI) flows falling globally, seven FDI projects successfully landed in Plymouth in the 2020/21 financial year, with a total value of £133,342,000 (this does not include the value of two of the 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
13. Number of visitors to Plymouth	5,170,000	5,420,000	5,279,000	2,436,000	▼	Monitor

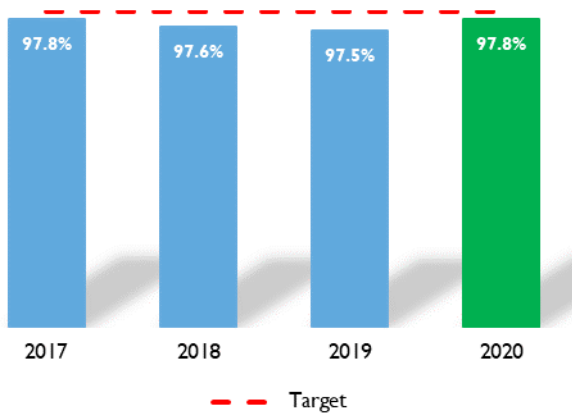
Number of visitors to Plymouth



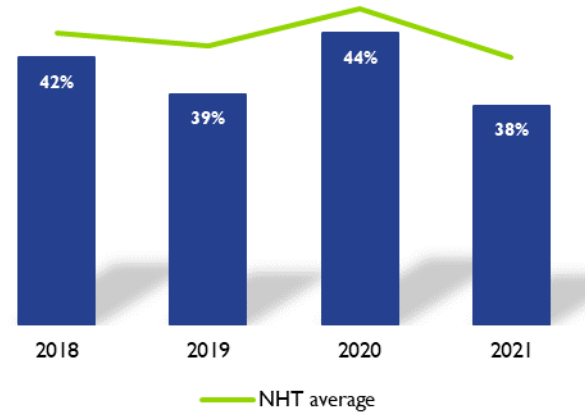
COVID-19 hit the tourism, hospitality, leisure and retail sectors very hard during 2020; overall there was a 54% loss of visitors from 2019 and a 56% loss of spend - from £334 million down to £148.4 million. This was due to lockdowns from March to July and then again in the back end of the year. International 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
14. Principal roads (A) in good or acceptable condition	97.6%	97.5%	97.8%	Not yet available	▲	97%
15. Public satisfaction with traffic flow	42%	39%	44%	38%	▼	Monitor
Quarterly KPI	Q1 2021/22	Q2 2021/22	Q3 2021/22	Q4 2021/22	Direction of travel	Target
16. Carriageway defects completed on time (cumulative)	98.7%	99.0%	97.8%	96.9%	▼	97%

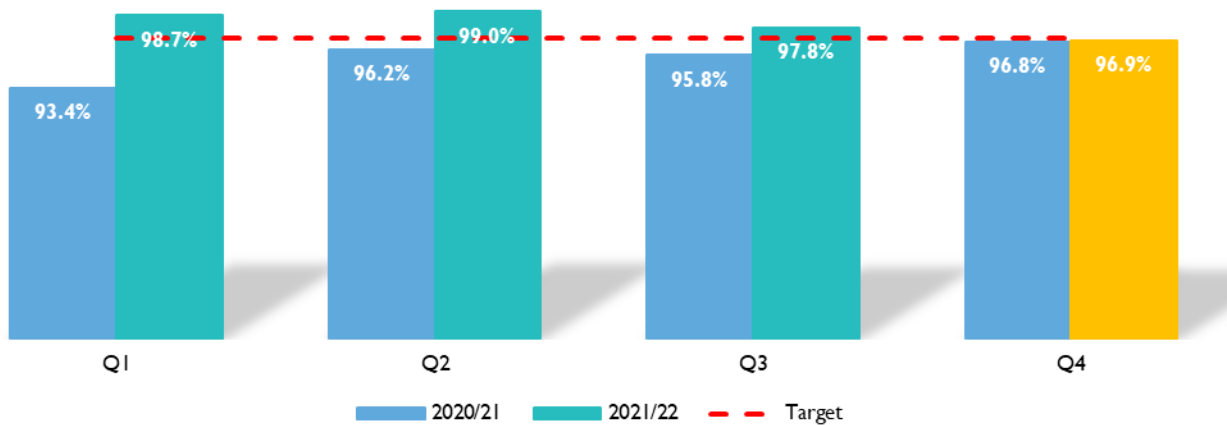
Percentage of principal roads (A) in good or acceptable condition



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.

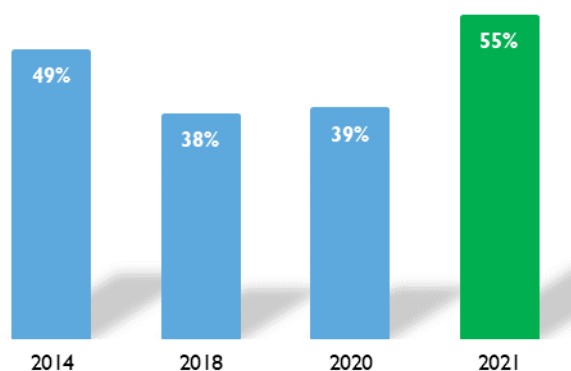
In 2021/22, 2,231 of the total 2,303 carriageway defects were completed within the required timescales, equating to 96.9% and falling just short of the target of 97%. However, it is a small improvement on the 96.8% achieved in 2020/21. This measure includes carriageway defects carried out over three 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

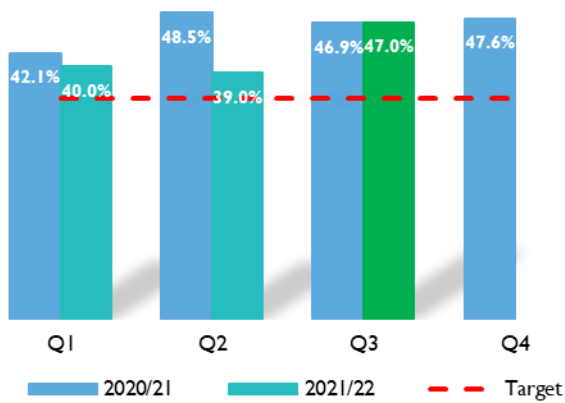


The question regarding residents who think that their local area is a place where people from different backgrounds get on well together was asked in the 2021 Resident Survey (same methodology as the Plymouth City Survey). Results show that 55% of respondents agreed that Plymouth is a place where people 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.

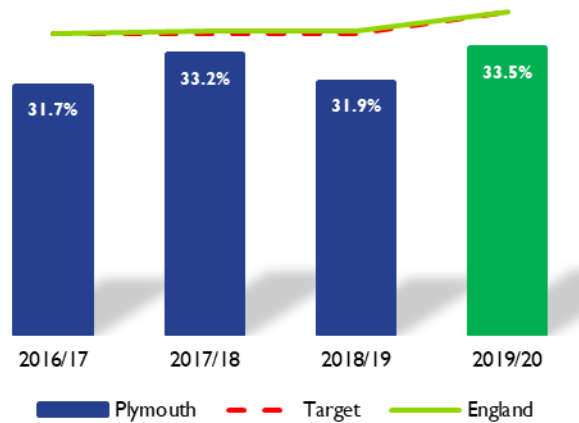
Volunteer numbers at the Home Park vaccination centre are pretty static, with 1,177 active volunteers on the rota. There was quite a reduction in the number of people getting their jabs during quarter four. The total number of vaccines is about to break the 500,000 barrier, with volunteers contributing 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
3. Stop smoking service successful quit attempts	47.6%	40.0%	39.0%	47.0%	▲	35.0%
Annual KPIs (academic year)	2017/18	2018/19	2019/20	2020/21	Direction of travel	Target
4. Excess weight in 10-11 year olds	33.2%	31.9%	33.5%	Not available	▲	35.2%
5. Eligible pupils taking benefit based Free School Meals (FSM) as a percentage of whole pupil population	11.2%	13.4%	14.8%	18.6%	▲	Monitor

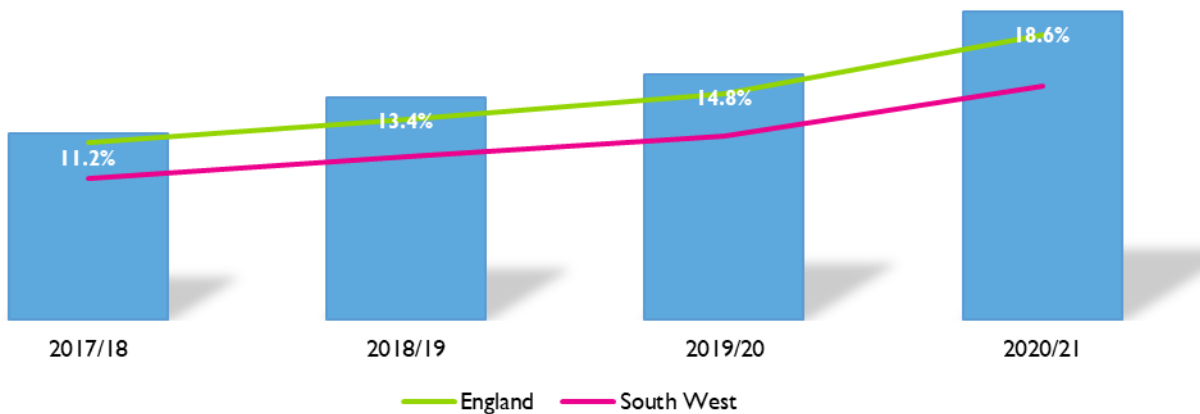
Percentage of people accessing the Stop Smoking Service who have quit



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.

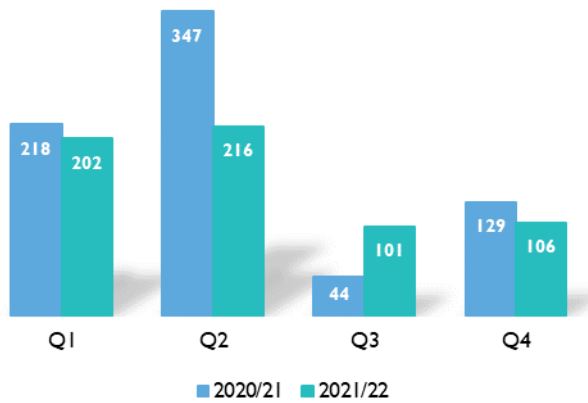
6. School readiness

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.

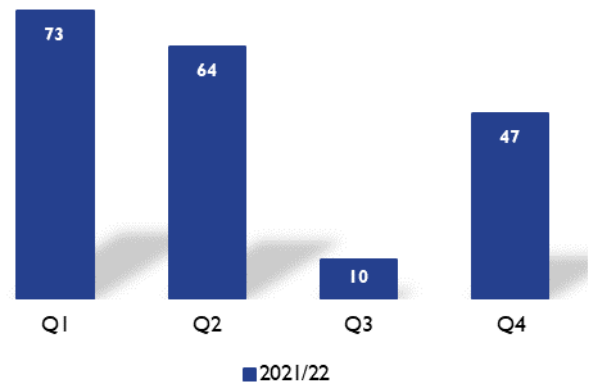
There is evidence that the pandemic has had a significant impact on the communication and language development of children birth to five, which may affect long term learning and development. In recognition of this, additional funding has been made available from the COVID-19 Outbreak Management Fund 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
7. Anti-social behaviour incidents reported to the council	202	216	101	106	▲	Monitor
8. Number of early interventions to anti-social behaviour	73	64	10	47	▲	Monitor
Plymouth City Survey (2020 collected pre-pandemic)	2012	2014	2018	2020	Direction of travel	Target
9. Residents who feel safe (during the day)	89%	88%	91%	90%	▼	Trend increase

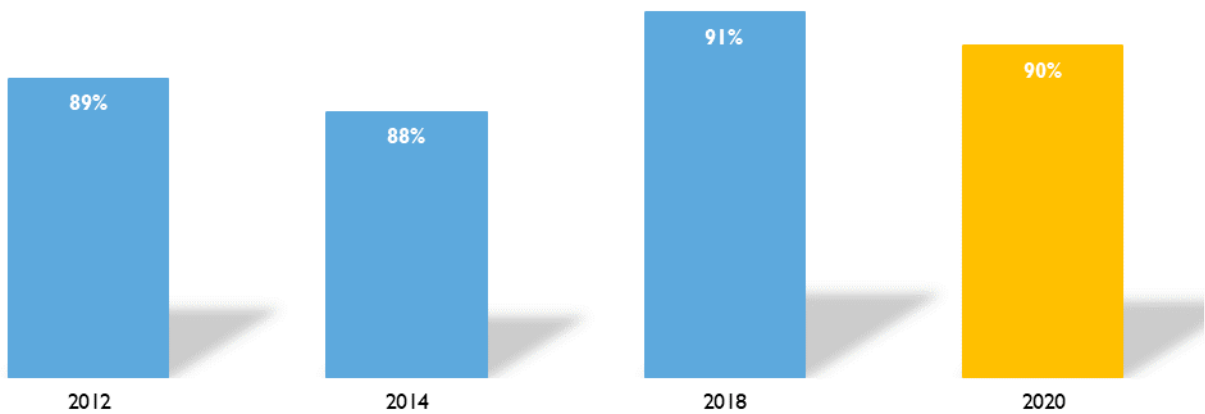
Number of anti-social behaviour incidents reported to the council



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.

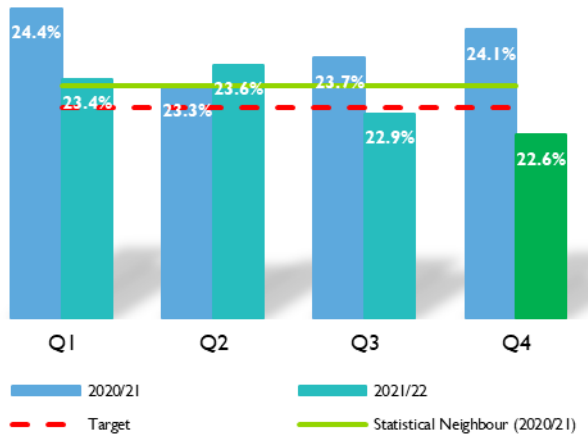
Community Connections works collaboratively alongside partner agencies, including Devon and Cornwall Police, to maximise opportunities for early intervention of anti-social behaviour. It is universally recognised that by intervening at an earlier stage, anti-social behaviour can often be prevented from 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.

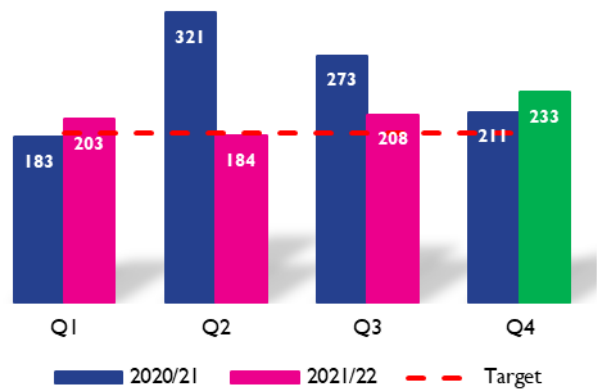
Focus on prevention and early intervention

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

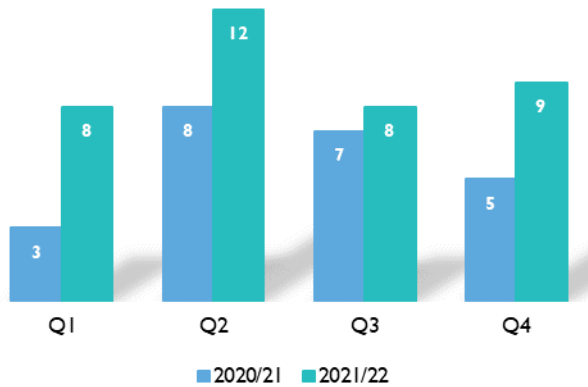
Repeat referrals to Children's Social Care



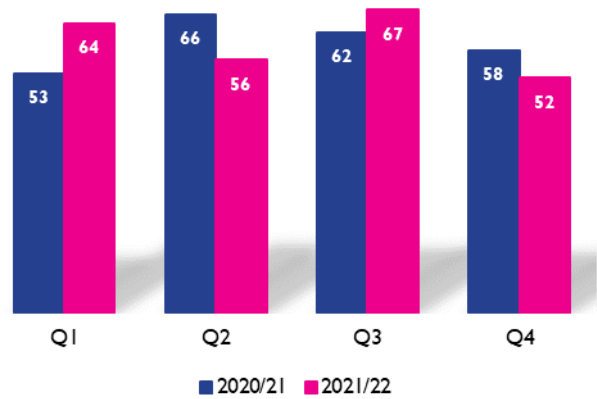
Number of households prevented from becoming homeless or relieved of homelessness



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.

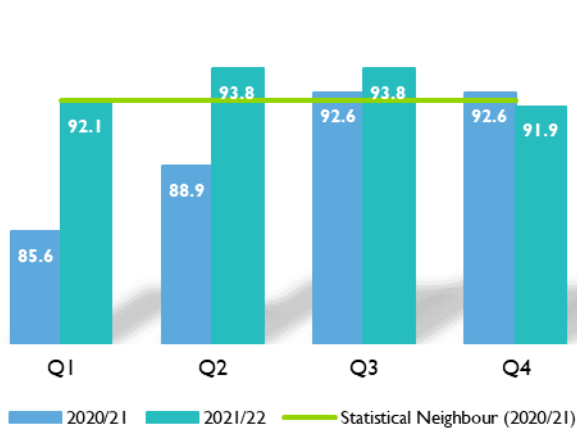
Last year there were 242 long term admissions, compared to 253 in the previous year. The provisional outturn for 2021/22 is 239 long term admissions to a nursing or care home for those aged over 65. This is just three fewer than in 2020/21 and will likely be slightly higher by the time retrospective 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

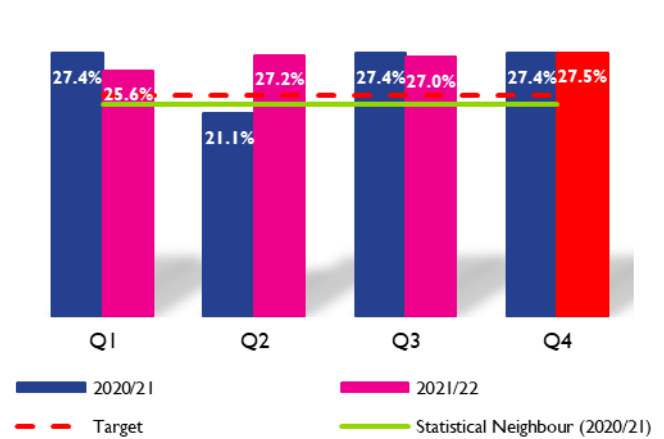
Quarterly KPIs	Q1 2021/22	Q2 2021/22	Q3 2021/22	Q4 2021/22	Direction of travel	Target
14. Children in care (rate per 10,000)	92.1	93.8	93.8	91.9	▼	Monitor
15. Children with multiple child protection plans (rolling 12 months)	25.6%	27.2%	27.0%	27.5%	▲	23.0%
16. Closed adult safeguarding enquiries with desired outcomes fully/partially achieved	95.3%	94.4%	98.6%	92.5%	▼	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%	90.0%	▲	89.8%

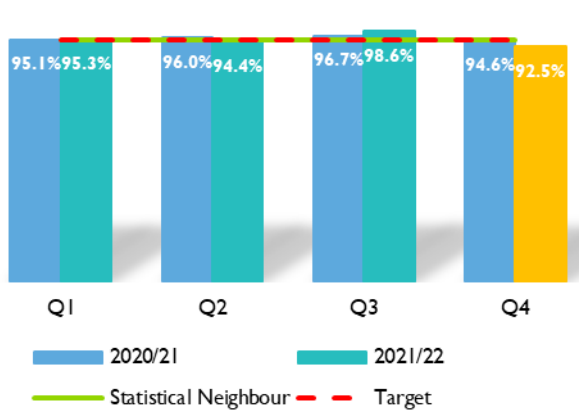
Number of children in care (rate per 10,000 children)



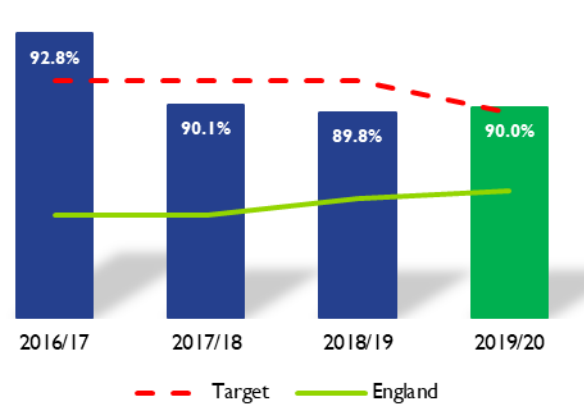
Percentage of children subject to multiple child protection plans (rolling 12 months)



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.

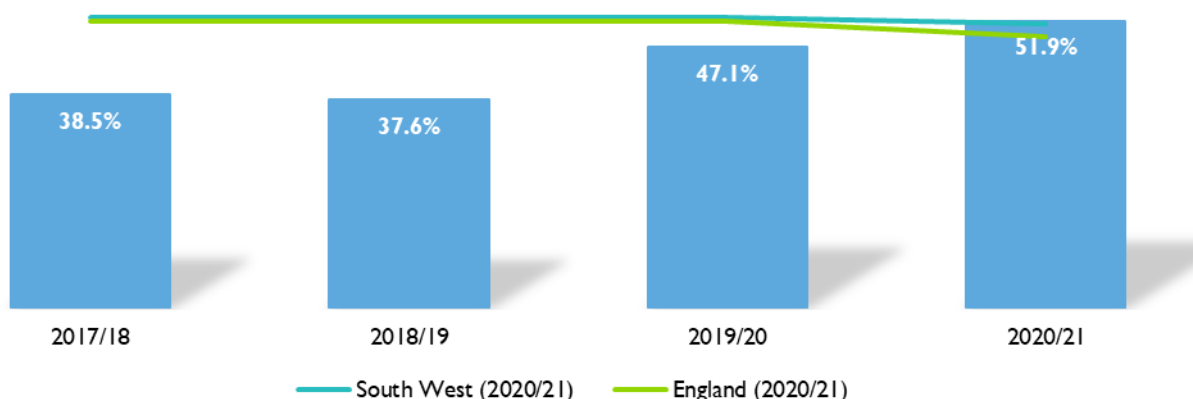
Between 1 January and 31 March 2022, 162 individuals were the subject of a completed safeguarding enquiry, 107 of whom expressed a desired outcome at the start of the enquiry (66.0% compared to 65.9% in quarter three). The percentage of people who were not asked about their preferred outcome decreased 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
18. Percentage of early years settings judged by Ofsted as good or outstanding	No data	No data	97.0%	97.0%	▲ ▼	Monitor
19. Percentage of pupils attending schools judged by Ofsted as good or outstanding	No data	No data	71.1%	77.1%	▲	Monitor
Annual KPI	2017/18	2018/19	2019/20	2020/21	Direction of travel	Target
20. Percentage of Key Stage 4 pupils achieving the Basics (5+ in English and Maths)	38.5%	37.6%	47.1%	51.9%	▲	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.

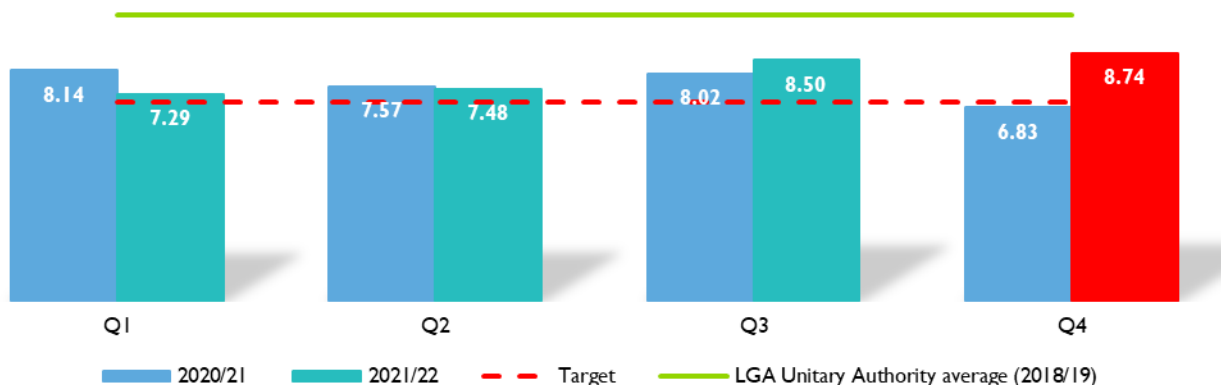
Delivering on our commitments

- ***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		7.00
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.

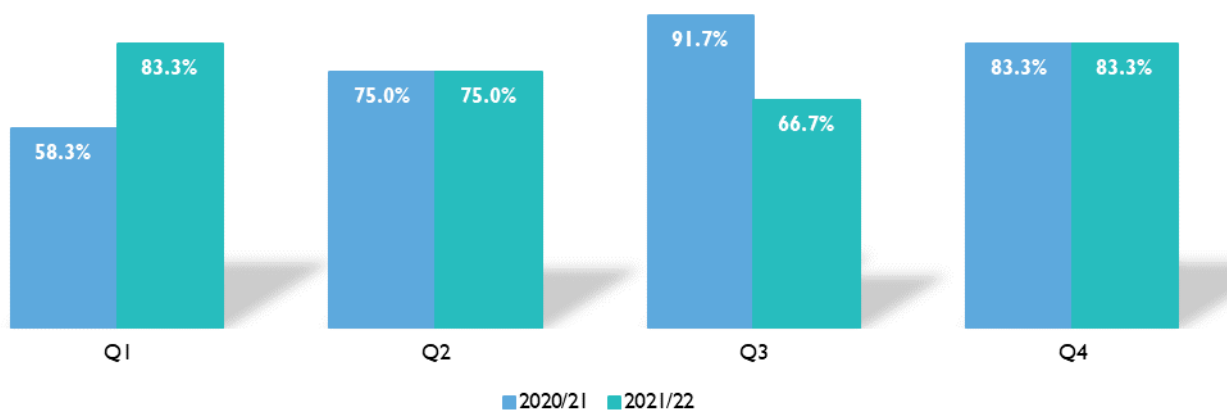
In 2022 we have plans for employee networks, budget consultation and engagement, alongside a calendar of events.

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%	83.3%	▲	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).

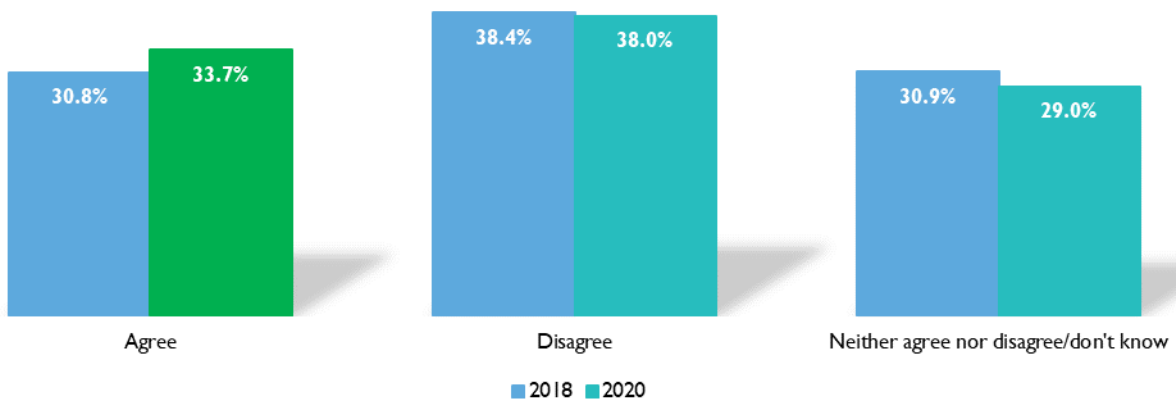
We were due to complete 253 Freedom of Information (FOI) requests in quarter four 2021/22, 230 of which were completed within the timeframe of 20 working days, equating to 90.9% and exceeding the target (90%). This is a small increase in both the number of requests due and timeliness from quarter three (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
4. Residents who know how to get involved in local decisions	30.8%	33.7%	▲	Trend increase

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

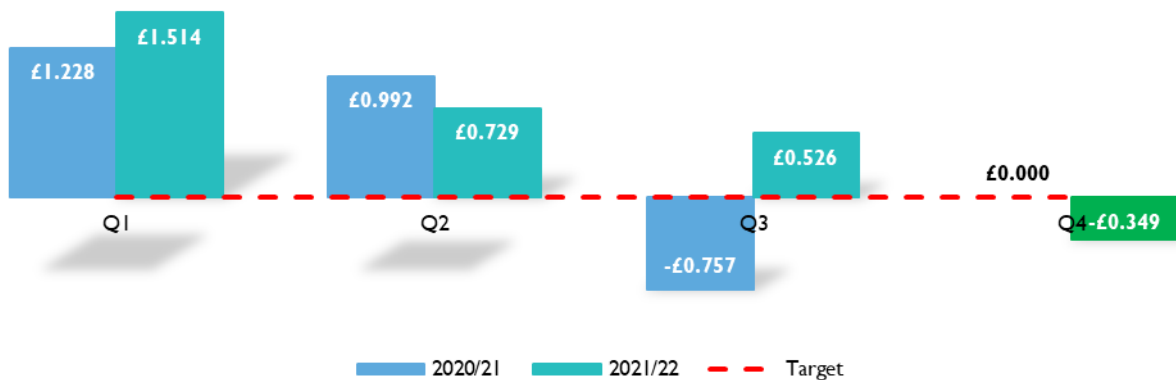


These results tell us that a third (33.7%) of respondents are aware of how they can get involved in decisions in their local area. For the second successive survey, the youngest age group was significantly less likely to agree that they know how to get involved, with 7.5% of respondents aged 16 to 24 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.

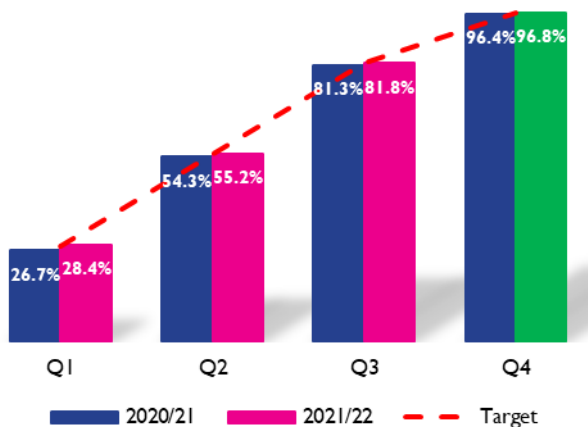
Providing value for money

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	-£0.349m	▼	£0.000m
6. Council tax collected (YTD)	28.4%	55.2%	81.8%	96.8%	▲	96.5%
7. Business rates collected (YTD)	37.5%	51.6%	77.2%	98.7%	▲	99.0%

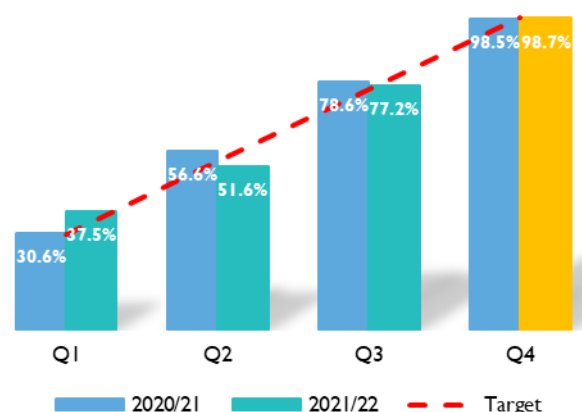
Forecast year end variation spend against budget (£million)



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 ₂) 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:

Ross Jago
Head of Governance, Performance and Risk
 Chief Executive Office
 Plymouth City Council
 Ballard House
 West Hoe Road
 Plymouth
 PL1 3BJ

Ross.Jago@plymouth.gov.uk

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Performance, Finance and Customer Focus Overview and Scrutiny Committee

Draft Work Programme 2022-23



Please note that the work programme is a 'live' document and subject to change at short notice. The information in this work programme is intended to be of strategic relevance.

For general enquiries relating to the Council's Scrutiny function, including this Committee's work programme, please contact Helen Rickman, Democratic Adviser on 01752 398444.

Date of meeting	Agenda item	Prioritisation Score	Reason for Consideration	Responsible Cabinet Member /Officer
29 June 2022	Member Development Update		To be provided with an update on current and future Member Development plans.	The Leader Ross Jago
	Capital and Revenue Outturn Report 2021/22 (Finance Monitoring Report)		To consider the provisional outturn position of the Council for the year ending 31 March 2022.	Councillor Shayer Brendan Arnold
	Policy Brief		Standing item – to consider items going through parliament with a view to adding to the panel's work programme.	Councillor Shayer Andy Ralphs
	Leisure Services Contract		To consider the post implementation review.	Councillor Patel Craig McArdle
	Bereavement Services Update		To consider an update on bereavement services since it was last presented at scrutiny/ to consider challenges/ timescales.	Councillor Patel Ruth Harrell
12 September 2022	Return to Work Safely		To consider the progress made on this programme and to specifically include staff side perspective (and to include the People Strategy and the Big Listen)	The Leader Andy Ralphs

Date of meeting	Agenda item	Prioritisation Score	Reason for Consideration	Responsible Cabinet Member /Officer
	Business Support Review Update		To consider a detailed update on the reviews currently being undertaken and that members of staff perspective is included.	The Leader Andy Ralphs
	Finance Monitoring Report		To consider the Council's financial position.	Councillor Shayer Brendan Arnold
	Policy Brief		Standing item – to consider items going through parliament with a view to adding to the panel's work programme.	Councillor Shayer Andy Ralphs
	Safer Plymouth Update		To consider the safer Plymouth work programme and to include update on the future of community policing/ current police resources.	The Leader Matt Garrett
	Election Bill Implications		How to maximise registration and the impact of the Election Bill.	The Leader Glenda Favor- Ankerson
30 November 2022	Finance Monitoring Report		To consider the Council's financial position.	Councillor Shayer Brendan Arnold
	Policy Brief		Standing item – to consider items going through parliament with a view to adding to the panel's work programme.	Councillor Shayer Andy Ralphs
22 February 2023	Finance Monitoring Report		To consider the Council's financial position.	Councillor Shayer Brendan Arnold
	Policy Brief		Standing item – to consider items going through parliament with a view to adding to the panel's work programme.	Councillor Shayer Andy Ralphs

Date of meeting	Agenda item	Prioritisation Score	Reason for Consideration	Responsible Cabinet Member /Officer

Items carried over from 2021/22 but not yet allocated a date:

TBC	Digital Transformation and Inclusion (to be discussed at scrutiny management board) (digital exclusions and council's measures to address it – this is a budget scrutiny recommendation)	
TBC	Licensing Cumulative Impact Policy – added by Rachael Hind	
TBC	Controlled Parking Zones	

Select Committee Reviews

TBC	Customer Services Strategy (to include the contact centre and libraries update) – September?	
TBC	Review of Plymouth Community Covenant 10 th Anniversary – to be scheduled for July 2022	
TBC	Equality and Diversity Action Plan – (to include hate crime reporting and welcoming city strategy)	
TBC	Homelessness Crisis / Rough Sleeping	
TBC	Community Empowerment – food, finance and volunteering	
TBC	Review of the Corporate Estate (to include community assets) (this is a budget scrutiny recommendation)	
TBC	Support the Council was providing for those seeking resettlement from Syria, Afghanistan and Ukraine (joint scrutiny with Education and Childrens Social Care OSP)	

Annex I – Scrutiny Prioritisation Tool

	Yes (=1)	Evidence

Public Interest	Is it an issue of concern to partners, stakeholders and/or the community?		
Ability	Could Scrutiny have an influence?		
Performance	Is this an area of underperformance?		
Extent	Does the topic affect people living, working or studying in more than one electoral ward of Plymouth?		
Replication	Will this be the only opportunity for public scrutiny?		
	Is the topic due planned to be the subject of an Executive Decision?		
	Total:		High/Medium/Low

Priority	Score
High	5-6
Medium	3-4
Low	1-2

Performance, Finance and Customer Focus Overview and Scrutiny Committee – Tracking Decisions 2021/22

Minute No.	Resolution	Target Date, Officer Responsible and Progress
<p>1 December 2021</p> <p>Minute 25 Finance and Capital Monitoring Report September 2021</p>	<p>It was agreed that –</p> <ol style="list-style-type: none"> 1. Members note the Finance and Capital Monitoring Report September 2021; 2. Members were advised that a written response would be provided detailing the risk and affordability of the council’s business cases, specifically regarding construction. 	<p>Date: December 2021</p> <p>Progress:</p> <ol style="list-style-type: none"> 1.Complete 2.Information requested
<p>2 March 2022</p> <p>Minute 38 Corporate Plan Performance Report</p>	<ol style="list-style-type: none"> 1.to note the Corporate Plan Quarter Three Performance Report; 2.that a breakdown of the numbers and different types of staff sickness would be provided to Members; 3.that a response would be provided to Members as well as to Members of the Brexit, Infrastructure and Legislative Change Overview and Scrutiny Panel regarding an explanation as to why there had been a significant decrease in inward investment and what actions were being taken to address this; 4.that a response regarding how many families were currently housed in bed and breakfast, including the number of children, and how long had they been there would be provided to Members as well as Members of the Education and Children’s Social Care Overview and Scrutiny Committee for their information; 5.that a detailed response specifying what actions were being taken to mitigate the risk of Plymouth being below average for early years settings deemed to be ‘good or above’, and how the Council was monitoring progress now that data was no longer being provided to the local 	<p>Date: March 2022</p> <p>Progress:</p> <ol style="list-style-type: none"> 1.Complete 2 - Complete 3– Complete 4 – Complete 5 – information requested 6 – Complete 7 – information requested

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	<p>authority from these settings, would be provided to Members as well as Members of the Education and Childrens Social Care Overview and Scrutiny Panel;</p> <p>6.that a report should be scheduled on the panel’s work programme for the next scheduled meeting detailing what support the Council was providing for those seeking resettlement from Syria, Afghanistan and Ukraine;</p> <p>7.a response would be provided to Members detailing the drop in the council’s customer experience score and reasons as to why this was the case.</p>	
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