



Oversight and Governance

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

Please ask for Helen Rickman
T 01752 305155
E democraticsupport@plymouth.gov.uk
www.plymouth.gov.uk
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PERFORMANCE, FINANCE AND CUSTOMER FOCUS OVERVIEW AND SCRUTINY COMMITTEE

Wednesday 26 July 2023
1.00 pm
Warspite Room, Council House

Members:

Councillor Darcy, Chair

Councillor Goslin, Vice Chair

Councillors Allen, Bingley, Blight, Hendy, Moore, Poyser, Ricketts, Stevens, Stoneman, Tofan and Tuohy.

Members are invited to attend the above meeting to consider the items of business overleaf. This meeting will be webcast and available on-line after the meeting. By entering the Warspite Room, Councillors are consenting to being filmed during the meeting and to the use of the recording for the webcast.

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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 2023/2024

For the Committee to note the appointment of Councillor Darcy as Chair, and Councillor Goslin as Vice Chair, for the municipal year 2023 – 2024.

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 - 18)

To confirm the minutes of the meeting held on 22 February 2023.

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 19 - 30)

7. Corporate Plan Performance Report - Q4 2022-23: (Pages 31 - 68)

8. Risk Management Monitoring Report: (Pages 69 - 88)

9. Finance Monitoring Report May 2023: (Pages 89 - 98)

10. Petition - Plympton District Car Parks: (Pages 99 - 106)

11. Work Programme: (Pages 107 - 110)

12. Tracking Decisions: (Pages 111 - 116)

Performance, Finance and Customer Focus Overview and Scrutiny Committee

Wednesday 22 February 2023

PRESENT:

Councillor Penberthy, in the Chair.

Councillor Finn, Vice Chair.

Councillors Briars-Delve, Harrison, Haydon, Kelly, Laing, Lowry, Lugger, Partridge, Tofan, Tuohy and Wheeler.

Apologies for absence: Councillor Churchill.

Also in attendance: Emma Jackman (Head of Legal Services), Councillor Stoneman (Cabinet Member for Climate Change and Governance), Kevin McKenzie (Policy and Intelligence Advisor), Councillor Shayer (Deputy Leader & Cabinet Member for Finance and Economy), Ross Jago (Head of Governance, Performance and Risk), John Finch (Information Governance Manager), Peter Honeywell (Transformation Architecture Manager), Councillor Smith (Cabinet Member for Homes and Communities), Laura Hill (Policy and Intelligence Advisor) and Kim Brown (Service Director for HR and Organisational Development), Councillor Patel (Cabinet Member for Customer Services, Leisure and Sport), Matt Garrett (Service Director for Community Connections), Matt Longman (Community Safety Partnership Chair), Siobhan Logue (Technical Lead Community Safety) and Tracey Naismith (Operational Manager Community Connections) and Helen Rickman (Democratic Advisor).

The meeting started at 1.30 pm and finished at 5.45 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.

54. **Declarations of Interest**

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

Member	Subject	Reason	Interest
Councillor Briars-Delve	Minute number 63 'Our Commitment to Equality and Diversity'.	Employed by Four Greens Community Trust.	Personal
Councillor Harrison	Minute number 63 'Our Commitment to Equality and Diversity'.	Employed by Four Greens Community Trust.	Personal

Councillor Partridge	Minute number 63 'Our Commitment to Equality and Diversity'.	Is a Non-Executive Director of the Four Greens Community Trust.	Personal.
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55. **Minutes**

The Committee agreed the minutes of 7 November 2022, 18 November 2022, 30 November 2022 and 14 December 2022 as an accurate record of the meeting.

56. **Chair's Urgent Business**

There were no items of Chair's urgent business.

57. **Appeal Against Petition Response**

Emma Jackman (Head of Legal Services) and Councillor Stoneman (Cabinet Member for Climate Change and Governance) presented the Appeal Against Petition Response to Members and highlighted the following key points:

- (a) the report contained in the agenda was in relation to an appeal submitted following a petition that was debated at Council on 30 January 2023 in relation to the Armada Way Trees. The Committee was asked to consider the appeal and determine whether the response from Full Council was appropriate, or not; the petition submitted had over 5000 signatures and therefore under the guidance, the officers were required to forward it on to Full Council for debate;
- (b) the appeal was appended at the report; the rules required it to go to the next available committee which was this meeting (22 February 2023 scrutiny). The petition guidance was appended at page 63 onwards – paragraph 2 outlined what a petition must include – paragraph 3 detailed the acceptance of the petition and its validity – paragraph 4 listed possible responses to a petition – paragraph 6 required that where a petition had over 5000 signatures there was an automatic referral to Full Council for debate;
- (c) on receipt the petition was checked for signatures and numbers in order to determine where it should be dealt with – this was undertaken by an officer plotting the postcodes and determining if they were in a reasonable area in terms of Plymouth city (such as commuting areas). It was submitted to Full Council with further information which was included as part of the email, however that was not included in the text on the online petition. When the petition was referred to, it was what was included, what people were reading and signing in support of – as such, the word document that accompanied the petition was not included in the papers because it didn't form part of the petition that people were asked to sign in support of. However, at Full Council, the petitioner had 5 minutes to present the case to Members and make any additional representations;

- (d) Members were advised that STRAW Plymouth (Save the TREes of Armada Way) had sent an email to the Committee; the Head of Legal Services highlighted the following in response to points raised in the email:
- i. on 14 February 2023, STRAW Plymouth were informed by email by the Head of Legal Services at 18.34pm that the appeal against the petition response was on the agenda for the 22 February 2023 Performance, Finance and Customer Focus Overview and Scrutiny Committee – a hyperlink to the agenda was also provided. They were aware in good time that the report attached as part of the agenda was to be submitted and were aware of the nature of the report;
 - ii. as the petition had 5000 signatures it meant that it was an automatic referral to Full Council – officers could not make any other decision other than to refer the petition to Full Council for full debate. The petition appeal and subsequent correspondence referred to the fact that they request a referendum however it wasn't within officers gift to do anything other than refer the petition to Full Council, as made clear in the petition guidance;
 - iii. reference was made in the email to an appeal submitted to the Head of Legal Services on 30 January 2023 in advance of the Full Council meeting; this was rejected on the basis that, paragraph 6 of the petitions guidance set out that the appeal was against the response and the response was to be formed by Full Council after debate. As such the response to the petitioners was that in advance of any decision by Full Council, there was no response to the petition to appeal and the appeal wouldn't be taken forward at that point;
 - iv. in terms of the briefing paper, it was appropriate that officers prepared a briefing paper for Committee in order to give Members the facts in terms of the history of the matter and the governance arrangements;
- (e) in terms of what was available before Committee, this was the same as was available before Full Council. Members needed to be mindful that if they were to look at the recommendations made by Full Council then all Committee could do was to make further recommendations to Cabinet. The carrying out of the development at Armada Way was a function of Cabinet and therefore all committee could do was to make further recommendations for consideration.

Councillor Penberthy advised Members that the item for consideration was an appeal of the process and therefore wasn't going to open the entire petition up for debate as it was already debated by Full Council. It was highlighted that the 7 items as raised as the key matters of the appeal would be considered one at a time.

Members discussed the following –

Point I of the appeal: "The wording of my petition could not be more precise about the number of trees to be saved because, when it went online, that information had

not been made public by the council. The data about the number of trees to be felled, being Environmental Information under the Environmental Information Regulations should (under the Council's duty to be proactive in publishing environmental information) have been made publically available by the Council sometime prior to the petition being launched. Specific figures could then have been included in the petition wording”:

- (f) that those compiling the petition were not legal experts and that the ethos and spirit of the wording of the petition was clear in that it portrayed what the petitioner was trying to convey regardless of if additional wording was or was not included in the petition itself – it was considered that the appeal was submitted because the Council hadn't honoured or respected the several thousand signatures on the petition; it was responded, after having sought clarification from the Head of Legal Services, that the petition was submitted with an accompanying word document that didn't form part of the petition but that the petition wording was included with no amendment;
- (g) that point one of the appeal highlighted that the wording contained within the petition couldn't be more precise because data which should have been available wasn't available; it was responded that the petitioner had 5 minutes to address Full Council and add to anything which was already included in the original petition submitted;

Point 2 of the appeal: “The petitioner and the 12,000 petition signatories have therefore all been severely prejudiced by the failure of the Council to make this data publically available as it should have been”:

- (h) it was considered that it appeared to be accurate that the petitioner was prejudiced because the full information wasn't available to them;

Point 3 of the appeal: “Most petitions, particularly when involving such a large and complex issue will not at the outset be able to be drafted so as to cover an issue in precise legalistic language. The interests of the 12,000 people who have signed the petition have been prejudiced by an overly narrow interpretation of the terms of Petitions Guidance Clause 8 of the Constitution, the sole purpose of which Clause is to allow the concerns of those living in the city to be aired further in an appropriate way”:

- (i) it was highlighted that those who submitted the appeal were lay people who were not familiar with the appeals process and that the interpretation of the rules could go any number of ways and that this was an issue of confidence and interaction with elected members;

Point 4 of the appeal: “The lodging of a petition of this size could have been welcomed as an opportunity to fully engage with the public through the means requested in the petition submission – for example, a public meeting. The only reason why the Council might want to rely on an overly legalistic response to the wording of the petition is to shut down proper public debate on this controversial issue. Had the Council wished to construe the Petition Submission in a less

restrictive way and in line with the purpose behind Clause 8 of its Constitution, it could have done so”:

- (j) it was considered that this was based on the fact that the Council made one decision regarding the route for the petition to take other than considering the range of routes available;
- (k) it was considered that this point of the appeal linked back to page 64 of the agenda pack, section 4.1 of the petition guidance, where a number of avenues were detailed that could be given to a petition of this size such as a referendum, a public consultation etc. There was agreement that there were more avenues for a response than the Council had opted to select; it was responded by the Head of Legal Services that when a petition was received by the Council it was checked for the number of signatures and this number would determine the route of the consideration of the petition for a response. Paragraph 6 of the petition guidance was relevant as the petition received had over 5000 signatures therefore for a response to be formed the petition must be submitted to Full Council for debate. It was then open to Full Council to determine the response. Paragraph 4 did list a number of responses however this wasn't an exhaustive list and a list by which a decision maker was compelled to follow, but the position that the appropriate decision maker make as a response. The petition should have gone to Full Council for debate as it did, and for Full Council to determine the response;
- (l) it was considered that section 4.1 whilst being a list of options was superseded by section 6 if a petition received more than 5000 signatures, as was the case in this situation; this was confirmed by the Head of Legal Services;
- (m) It was challenged that the scenarios listed at section 4.1 such as a public consultation could have been put forward by the Cabinet Member at the Full Council meeting in order to be open and transparent; it was responded that Members in the Full Council meeting had the opportunity to put forward proposals they saw fit during the debate;
- (n) the Council was relatively new to dealing with petitions as very few were received. It was highlighted that section 6.2 demonstrated that the Council had wide ranging powers to respond as long as it was legal;
- (o) the possible options listed at section 4.1 was not an exhaustive list and were not listed in a priority order;
- (p) it was considered that the Council lowered the level of signatures required in order for the decision to be debated by Council;

Point 5 of the appeal: “There is a clear conflict of interest in the Council dealing with the Petition Submission when the Petition relates to the Council’s decisions and behaviour”:

- (q) clarity was sought on this being a matter of law and who was supreme in any one decision and at which point the council was able to make decisions; it was responded that the Armada Way scheme was a cabinet function and Cabinet or Cabinet Member was responsible for the decision; it was appropriate that Full Council considered the scheme as Full Council wasn't the decision maker;
- (r) clarification was sought that the Armada Way Scheme was primarily a Cabinet decision; it was responded by the Head of Legal Services that the scheme fell under the Transforming Cities Fund and was agreed by Cabinet as part of the funding;

Point 6 of the appeal: "In order to deal properly with this controversial project, the Council meeting on 30 January 2023 should have been given the opportunity to consider the full range of responses allowed in Petition Guidance Clause 4 of its Constitution, (and which are options available even where there are only 25 signatories) and which were requested in the Petition submission. The very narrow way that the Council has construed and dealt with this petition is severely damaging to public confidence in local democracy":

- (s) one viewpoint expressed was that had the process been more transparent with regards to the options open to the Council, Members may have taken a different route so this comment was agreed with;

Point 7 of the appeal: "My concerns over this have been proven to be correct. Because of the way you have narrowly interpreted Clause 8, and the clear conflict of interests that has arisen, it has resulted in an ill-thought-out, rushed, defective and valueless public engagement exercise with a poorly drafted questionnaire and the withholding of information so that community groups cannot properly engage. If my petition had been properly dealt with by the Council, people in the city could now be taking part in a full public meeting, a proper, meaningful and thorough consultation (including an Equalities Impact Assessment) and a referendum on the question of whether the felling of the trees should go ahead":

- (t) it was considered that there were lessons to be learned from this petition appeal as it was a complex issue therefore it might be beneficial to form a sub group to consider issues raised at the meeting today, specifically to consider the policy around petitions but also the appeal process;
- (u) it was considered that it would have been beneficial for all Members of full council to have had a private briefing as to the rules and regulations of the petition options and routes in order to aid a meaningful debate and to restore public confidence and faith;
- (v) It was questioned if petition guidance was attached to the paperwork submitted to Full Council when the petition was submitted; it was responded that petition guidance was contained within the constitution and that going forward, paperwork linked to petitions would have the guidance appended or hyperlinked;

- (w) it was acknowledged that there was a requirement for Members to look at whether details of the constitution were fit for purpose and suggested that the Monitoring Officer worked with the Audit and Governance Committee to look at the section of the consultation and review it to make sure some of the questions and misunderstandings around this didn't happen again in order for local democracy to be effective;
- (x) discussed the benefit for a sub group of the Audit and Governance Committee to look at the policy and legislation linked to petitions;
- (y) Members considered if it would be wise to request an extension of time for the Armada Way project.

The Committee agreed that:

1. to mandate the Monitoring Officer to work in conjunction with the Audit and Governance Committee to establish a sub group to review the petitions process as contained within the Council's Constitution in order to learn lessons moving forward;
2. to recommend to the Audit and Governance Committee, as part of their overall review of the Constitution, consider specifically the consultation and engagement approach and processes linked to petitions so that they were clearly defined and understood;
3. that the Cabinet Member for Transport write to the Parliamentary Minister for Transport requesting an extension to the programme of works/ funding for the Armada Way Development Scheme

58. **Policy Brief**

Kevin McKenzie (Policy and Intelligence Advisor) was in attendance for the Policy Brief.

In response to questions raised it was reported that –

- (a) further detail upon the developing 3-year Plymouth Prevent Action Plan would be discussed later in the meeting;
- (b) photo identification would be a requirement to enable people to vote in upcoming elections; this was something that the Audit and Governance Committee had created a working group to consider.

The Committee agreed:

1. that the Audit and Governance Committee Sub Group dealing with the Election Cycle/ voter identification would be referred to in the Councillor Bulletin to enable Councillor input;
2. to note the policy brief.

59. Finance Monitoring Report - Month 9

Councillor Shayer (Deputy Leader & Cabinet Member for Finance and Economy) briefly introduced the Finance Monitoring Report Month 9 and advised Members that pressure was continuing to be applied to the Council's budget and that progress was being made; it was believed that the Council would achieve a balanced budget by the end of the financial year.

Members did not have any questions.

The Committee agreed to note the Finance Monitoring Report Month 9.

60. Corporate Plan Performance Report (to follow)

Ross Jago (Head of Governance, Performance and Risk) and Councillor Shayer (Deputy Leader and Cabinet Member for Finance and Economy) were in attendance for the Corporate Plan Performance Report.

The Chair briefly informed Members that the report was submitted to the Committee late via a supplement pack as it had only recently received senior management sign off. It was also highlighted that Members were having first sight of the report, as it hadn't yet been discussed by Cabinet.

In response to questions raised it was reported that –

- (a) in terms of the drop in percentage of recycling and composting rates between Q2 at 37% and Q3 at 31%, it was acknowledged that the change to the recycling and garden waste collection scheme could have had a minor impact on the drop in figures. It was also highlighted that the numbers of residents now working at home was potentially having an impact upon the figures as some residents didn't properly separate their recycling therefore contributing to mixed waste;
- (b) it was recognised by the Cabinet Member that the Council needed to do further work in order to achieve the 65% recycling target by 2034;
- (c) in terms of the continued increase of full time equivalent (FTE) days lost due to staff sicknesses in a rolling 12 months period, it was acknowledged that the Council needed to be more granular in its understanding of the reasons why the levels of staff sickness were continuing to rise;
- (d) in relation to the downward trend from a green to red rating in the percentage of city residents who thought the local area was a place where people from different backgrounds get on well together, this had dropped from 55% to 42%; it was suggested this was due to covid however it was hoped that the community builders programme would be instrumental in bringing out some greater community cohesion, especially amongst the ethnic minorities in the city.

Under this item the Chair referred to the drop in percentages from 34% to 27% in terms of how the local community got involved in local decisions, as well as the increase from 38% to 42% for those that didn't know how to get involved in local decision making. It was expressed that it was important that the Council was seen to be democratically accountable and welcoming of public engagement – this was also a requirement of the Council's Constitution. A suggestion was made to the Chair and Vice Chair of the Audit and Governance Committee (who were both present at the scrutiny meeting as sitting Members or substitute Members) that when their review of the Council's Constitution was undertaken, that necessary steps were taken to specifically reduce the decline in public engagement with the Council, and to ensure that local democracy was prioritised.

The Committee agreed to note the Corporate Plan Performance Report.

61. **Strategic Risk Update**

Ross Jago (Head of Governance, Risk and Performance) and Councillor Shayer (Deputy Leader and Cabinet Member for Finance and Economy) were in attendance for the Strategic Risk Update.

In response to questions raised it was reported that –

- (a) in terms of risk 11 'The Council having insufficient workforce capacity and resilience to deliver the required range of services to meet statutory obligations and administration priorities', pay levels were not specifically excluded from the list of reasons as to why the Council was experiencing issues with recruitment and retention of staff;
- (b) the Council considered all methods of encouraging apprenticeships and employed apprentices across the whole range of the workforce; this was a recent scrutiny recommendation and was also key to the Council's People Strategy;
- (c) in terms of risk 18 'Risk of financial impact of delivering proposed changes to Waste Services as set out in the Government's Draft Environment Bill' and the possible necessity to have separate food waste collections, it was confirmed that the Council was aware of the legislation however it hadn't yet been informed sufficiently to provide enough detail as to next steps to be taken.

Under this item Councillor Lowry advised Members as to his perception of the role and responsibility of both the Performance, Finance and Customer Focus Overview and Scrutiny Committee and the Audit and Governance Committee in terms of the risk register. It was highlighted that the Audit and Governance Committee had overall responsibility for the strategic risk register but were sharing that risk register with scrutiny in order to see items on the risk register that were relevant to the scrutiny committee and which therefore might wish to be added to the work programme. The Audit and Governance Committee would simply point out that this risk was increasing, maintaining its level or decreasing and would ask others to do a

piece of work on that subject matter. The Chair responded that it was important that both committees worked together on important issues.

The Committee agreed

1. to recommend to the Audit and Governance Committee that they pay particular attention to risk 11 'The Council having insufficient workforce capacity and resilience to deliver the required range of services to meet statutory obligations and administration priorities', specifically the pay conditions of staff and staff retention when next discussing the strategic risk register;
2. to include Plan for Homes to their work programme, with specific consideration of risk 19 'Risk of failing to deliver the range of housing to meet Plymouth's need';
3. to recommend to the Growth and Infrastructure Overview and Scrutiny Committee that they add to their work programme risk 18 'Risk of financial impact of delivering proposed changes to Waste Services as set out in the Government's Draft Environment Bill' from the Strategic Risk Register, specifically the potential impact this legislation would have on food waste disposal;
4. to recommend to the Growth and Infrastructure Overview and Scrutiny Committee that they add to their work programme risk 21 'Viability of commercial bus operators with patronage not yet back to pre-Covid levels' from the Strategic Risk Register, specifically the impact this would have upon Plymouth's residents.

62. **Cyber Security - to follow**

John Finch (Information Governance Manager), Peter Honeywell (Transformation Architecture Manager) and Councillor Shayer (Deputy Leader and Cabinet Member for Finance and Economy) presented the Cyber Security report to Members and highlighted the following key points:

- (a) the threat from cyber-attacks was rising within the public sector with several councils having suffered major attacks in the last three years which has resulted in some cases in the total loss of IT services. There was a major focus within central government and the Local Government Association to ensure that local authorities reduced their exposure to cyber-attacks and have the appropriate business continuity processes in place to reduce the impact;
- (b) the report set out the different scenarios that the Council may face with each scenario assessed for the impact on the Council; the report then covered the action the Council had taken to reduce the impact of the attack; it was considered that there were significant parallels to what was carried out in the commercial world.

In response to questions raised it was reported that –

- (c) enterprise grade applications were used by the Council in its cyber security covering monitoring, detection and protection activity; there were many layers of those defences including active detecting software looking at activity in and out of the Council's estate, trying to identify threats and attacks before they penetrated the device or the services targeted;
- (d) the Council was increasingly moving its software to the Cloud; it was considered that this gave additional cyber security and also offered an opportunity to buy in a different way without the capital investment associated with on premise type solutions;
- (e) an un-editable backup software was adopted by the Council; this meant that physical devices that were used were complex to override therefore creating a way of avoiding some of the threat that ransomware presented to the Council;
- (f) the Council was still using CareFirst for Adults Services and some of Children's Services data. Some of the functionality in Children's data hadn't yet migrated across to the Eclipse programme so that programme would continue for the rest of this year. With regards some of the ransomware attacks that they have received, it was difficult to say what data they had extracted, if any, but there were processes in place to assess the impact, assess what data has been extracted, and then officers would work with children services to minimise the impact on the client. One of the most crucial things about the Council's data breach management process was the impact that information could have on a client - this impact would be minimised where possible. Moving data records to Eclipse reduced the risk considerably, as it was a cloud hosted service;
- (g) the Information Governance Manager was a member of a regional forum on cybersecurity which had most local authorities in the southwest from Gloucestershire, Dorset, to Cornwall. This forum linked in with a national meeting which was convened on a monthly basis with the National Cybersecurity Centre and various government departments. A lot of cybersecurity and best practice was shared within these forums and several national systems for cyber security were free;
- (h) the Council had learnt valuable information in security mitigation as a result of information shared from other local authority cybersecurity attacks; the Council collaborated as much as possible. The Council had bought into programmes such as the Cyber 360 Programme that was considered to help improve data security. In terms of this programme there was a free consultation on business continuity; the Business Continuity College or Emergency Planning College would be offering assistance to facilitate that; this would normally come at a high cost however was made available because of the Council's volunteering approach in helping national programmes;
- (i) intelligence pooling from other local authorities was a strong aspect of the Council's approach in dealing with cybersecurity. The Council had benefited

from support from the Department of Culture, Media and Sport with regards to access to agencies to do assessments of our cyber defences;

- (j) the Council had a robust separation of data streams therefore in the event of a cyberattack not all systems would go down at the same point;
- (k) Councillors were encouraged to read and follow good practices associated with the Cyber-security hints, tricks and tips offered to staff in order to protect themselves and the Council's data and systems assets. It was highlighted that the most likely form of attack, was likely to be an email purporting to come from a reputable source, but actually containing something damaging.

The Committee agreed:

1. that the hints and tips advice associated with cyber security is circulated to all Members;
2. that as part of the Councillor Induction Programme, a specific short session on cybersecurity is included so that new Members are aware of how to be secure both on Council equipment and on using their own personal device;
3. that a part 2 (private) briefing session is scheduled in the new municipal year (2023/2024) upon cyber security in order to provide Members with a broader understanding of the technical knowledge associated with cyber security;
4. to note the Cyber Security report.

Change to the Order of the Agenda

The Committee agreed to change the order of items to be discussed on the agenda in order to facilitate better meeting management.

63. Tracking Decisions

The Chair introduced the tracking decisions item and advised Members that the majority of actions from previous meetings had been completed. It was acknowledged that the completion of actions had improved throughout the year which was positive; officers were thanked for their work in providing responses.

It was highlighted by the Chair that he had not yet written to all staff thanking those that had completed the staff survey; this was an action from a previous meeting however the response provided by the Service Director indicated that this was not required as the Chief Executive had already thanked staff herself.

The Chair advised Members that, with the support of the Committee, he would still like to thank staff from a Member perspective in order to demonstrate that their opinions were important, that they had been listened to, and to encourage them to undertake the survey again in the future.

Members noted the update and the tracking decisions document.

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

Councillor Smith (Cabinet Member for Homes and Communities), Laura Hill (Policy and Intelligence Advisor) and Kim Brown (Service Director for HR and Organisational Development) presented the 'Our Commitment to Equality and Diversity' report to Members and highlighted the following key points:

- (a) the Council was committed to meeting its public sector equality duty, and was working hard to promote equality, celebrate diversity and support community cohesion. There was also a commitment to treating customers and employees with respect and dignity and understand the barriers that different communities in the city face. The ambition was to create a city where an outstanding quality of life was enjoyed by everyone;
- (b) the commitment to equality and diversity paper demonstrated the progress that the Council had made in meeting its public sector equality duty, and set out how the Council had been promoting equality during the past year. Some of the work delivered included involving members through a cross party equalities Working Group. The Group was scheduled to meet four times a year to deliver the city survey and using the insights to inform the development of the community builders programme, which provided additional engagement capacity in some of our most deprived wards, working in partnership with local organisations to improve the accessibility of events, supporting employee networks, supporting employees to effectively consider equality and diversity during procurement activities, and decision making;
- (c) a new equality and diversity action plan for 2023/24 was developed in consultation with the Corporate Equality Group and the Equalities Working Group; the action plan aimed to build upon the good work from previous action plans and the completion of actions allowed the Council continue its journey toward excellence on the equality framework for local government.

In response to questions raised it was reported that –

- (e) the majority of Members had completed the Equality and Diversity training; this was provided by the LGA therefore Members were required to notify their completion of the course to the Council so that it could be accurately recorded; Figures of those having completed the course would be provided to Members;
- (f) a session on equality and diversity was already worked into the new Councillor Induction Programme and this would continue to be scheduled in the future to promote the importance of equality and diversity;
- (g) the training on equality and diversity run by the LGA was considered basic and more of an introductory level, there was an ambition to create an enhanced training programme for Members that moved beyond the introduction of topics and demonstrated how Councillors behave and engage in the community;

- (h) a written response would be provided as to if there was an industrial diseases register maintained by the Council for local residents where those with disabilities were registered;
- (i) when a customer accessed Council services, data was collected in order to provide appropriate support in an inclusive manner;
- (j) a written response would be provided to Members as to if the public sector equality duty extended to the Council's commissioning of services, partnership working and commercial arrangements; it was considered that this was a social value element of the procurement process however this would be confirmed;
- (k) in terms of the decline in percentage of residents from different backgrounds that considered they got on well together in Plymouth from 55% in 2021, to 42% in 2022 (as detailed in the Corporate Plan Performance Report), a breakdown of Plymouth's demographic and at Ward level would be provided to Members; this would also help inform future work;
- (l) it was acknowledged that the wording in the action plan, specifically with regards to Holocaust Memorial Day and the Council continuing to mark this event, other than determining not to was worded in such a way as to respond to an action; this would be looked into.

The Committee agreed:

1. that a written response would be provided to Members on the numbers of Councillors that had completed the LGA Equality and Diversity training course;
2. a written response would be provided to Members as to if there was an industrial diseases register maintained by the Council for local residents where those with disabilities were registered;
3. a written response would be provided to Members as to if the public sector equality duty extended to the Council's commissioning of services, partnership working and commercial arrangements;
4. in terms of the decline in percentage of residents from different backgrounds that considered they got on well together in Plymouth from 55% in 2021, to 42% in 2022 (as detailed in the Corporate Plan Performance Report), a breakdown of Plymouth's demographic and at Ward level would be provided to Members;
5. to note the progress set out in the Our Commitment to Equality and Diversity document;
6. to note the accompanying updated Equality and Diversity Action Plan for 2023/24.

(Under this item Laura Hill and Caroline Marr were thanked for their work in creating the Equality and Diversity Action Plan.)

65. **Safer Plymouth Update**

Councillor Patel (Cabinet Member for Customer Services, Leisure and Sport), Matt Garrett (Service Director for Community Connections), Matt Longman (Community Safety Partnership Chair), Siobhan Logue (Technical Lead Community Safety) and Tracey Naismith (Operational Manager Community Connections) presented the Safer Plymouth Update and highlighted the following:

- (a) the report produced evidenced the great work around the area of hate crime being delivered in partnership across the city and overseen by the community safety partnership;
- (b) following the management of risk in law enforcement workshops in September, Safer Plymouth highlighted within the Strategic Crime Assessment, the need to continue to understand the impact of hate crime within the city. There had been a drive to report a crime when they happen, increase community cohesion, and empower individuals to know that hate crime was completely unacceptable. This was pushed by the Safer Community steam group within Safer Plymouth where multiple agencies met bi-monthly to discuss various operational community safety issues, including hate crime;
- (c) Safer Plymouth was a trauma informed Community Safety Partnership and had at its core, the welfare of residents in mind working towards preventing adverse childhood experiences. Devon and Cornwall Police had a diverse communities team who worked at building trust, community cohesion and working on breaking down barriers to reporting. This team worked closely with the Council and Safer Plymouth in order to provide a joined up response to hate crime reinforcing its unacceptability within the city;
- (d) understanding the impact of a crime on people was paramount to identifying ways to prevent it. Positive work was going on in the city and initiatives such as safer delivery schemes, various activities in Hate Crime Awareness Week, and greater third party reporting network, contributed to tackling the area of hate crime making all communities feel safer;
- (e) education was a key area of focus when tackling hate crime; the unacceptability of hate crime was key to preventing it for future generations. The police have been working with a number of schools to provide this input. However, this was an area looking to have further work.

In response to questions raised it was reported that –

- (f) the reporting of transgender hate crimes in any area of the UK was very low; reporting was very slowly increasing in Plymouth over a number of years which was considered positive. It was suggested that this demonstrated that people were gradually more likely to engage, and that there was a growing confidence to report or just a wider response to the city to have an open conversation around transgender issues. Councillors were encouraged to signpost people affected by hate crimes to the Police;

- (g) the Diverse Community Team spent time working in schools in the city delivering a programme of work; it was considered that the more work that could be done in schools, the better. Police Cadets and the Mini Police was also a way of engaging with young people on wider issues and delivering the message;
- (h) it was considered that there was a different approach in different schools to how incidents were reported. If an incident was reported to the Police or Safer Plymouth, the Diverse Communities Team would be sent to the school to provide structured sessions. Neighbourhood policing was also used to support schools and the wider community. It was acknowledged that there was a general issue of under-reporting of hate crimes therefore those schools that did report incidents were to be celebrated;
- (i) In terms of the recording of hate crime, it was not known what percentage was due to social media and what was categorised as a physical attack;
- (j) in any instance where there was a victim of a crime, a victim needs assessment would be undertaken to understand the victims' needs and what support was required – support was available at subsequent court cases if required and on a longer term basis if considered necessary. As part of this process the victim would be notified as to the outcome of their reporting and what to expect throughout the process of reporting;
- (k) there was no duplication in figures for reported hate crimes; if a hate crime was considered to be categorised as racial and religious it would be logged once under a primary offence;
- (l) crimes were recorded as to where the crime occurred other than where the victim lived; it was expected that the city centre would record a higher number of crimes however compared to the UK, Plymouth was considered a safe place to live;
- (m) the night time economy played a part in the higher record of crimes recorded in the city centre; it was considered that there were a lot of work being undertaken to help including the Best Bar None scheme, trained door staff and receptive bar staff that were on board with reporting crimes and supporting victims;
- (n) the Police's Operation Scorpion linked into the night time economy and wasn't specifically aimed at young people however they were very much featured in it. The operation incorporated people that were in a recreational situation and focused upon drug supply, drug possession and use. Safer Plymouth regularly considered the work of this operation with prevention and education on drugs being the main strands;
- (o) the Cabinet Member for Customer Services, Leisure and Sport highlighted the importance of education around the use of drugs and linking in with schools to spread the message;

- (p) in response to the letter partially read out by Councillor Lowry from a local resident regarding the four years of racial abuse they had received and the avenues of reporting they had gone down, it was responded that reporting of the crime needed to be seen through the eyes of the victim. Wraparound support could be provided from a variety of support services in order to encourage people to make a formal crime complaint when they felt ready – it was agreed that this specific issue would be discussed outside of the meeting;
- (q) the attendance of police officers at local Have Your Say Meetings was not a ‘thing of the past’; the branding of these meetings appeared to become more relaxed as a few prescribed officers would attend the meetings with other strategic partners and Councillors. It was recognised that it was generally the same members of the public attending these meetings therefore resource was often directed resulting in little impact. It was highlighted that it was important to build relationships with the local community, only benefitting the reporting of crimes, including hate crimes. Great value was also attributed to police officers walking the streets of Plymouth and being accessible to the public. The Police had recently invested in GPS trackers so that officers’ walking routes could be put on a map to demonstrate that police officers were out and about throughout the city;
- (r) the Independent Review of Prevent Report (by Williams Shawcross) focused upon the prevention of terrorism in the city; a draft action plan and risk assessment had been developed and was due to be considered at a local Prevent Partnership Meeting (under the Safer Plymouth Umbrella) in March 2023. There were four main elements of the report that needed to be focused on as a city which were brought to the Prevent Partnership. It was acknowledged that a different narrative was shared into our communities, to the one that sometimes was portrayed in the media. Where there was any misconceptions around what prevent was and what it was trying to achieve. The partnership worked with elected members and other community members to make sure that everyone understood how ‘prevent’ looked different in the South West however a national response was still required. In relation to the development of the action plan, this was done with the home office specialists; a risk assessment tool was used (which was used in every prevent partnership in the southwest), and benchmark data was created to help to understand how well the city could respond to intelligence received.

The Committee agreed:

- I. to recommend to the Education and Children’s Social Care Overview and Scrutiny Committee that the consideration of hate crime is added to their work programme, specifically with regards to the link between schools and the community safety partnership, and how to best build links into schools, and other children youth settings to ensure that hate crime is tackled from an education and prevention perspective;

2. that hints and tips on dealing with hate crime would be developed by officers and provided to all Members for their information;
3. that a workshop upon the Prevent draft action plan and risk assessment (in response to the Independent Review of Prevent by William Shawcross) is scheduled for all Members to accommodate wider engagement in its development;
- (4) that the Chair writes to the Cabinet Member for Customer Services, Leisure and Sport requesting that he lobbies Government for more funding to specifically help with the prevention of drug abuse for under eighteen year olds in Plymouth.

66. **Work Programme**

The Committee discussed the work programme and agreed:

1. that controlled parking zones would be removed from the work programme;
2. the Equality and Diversity Select Committee Review to be removed;
3. the Homelessness/ Community Empowerment Select Committee Review is to be removed from the work programme.

Under this item the Committee thanked the Chair and Vice Chair for their stewardship of the Committee for 2022/23 and also thanked officers for their support.

PLYMOUTH CITY COUNCIL CONSTITUTION

**PART D: OVERVIEW AND
SCRUTINY FUNCTIONS &
PROCEDURES**

1. Overview and Scrutiny Functions

1.1. The aims of the Overview and Scrutiny process are to-

- add value to Council business and decision-making;
- hold the Cabinet to account;
- monitor the budget and performance of services;
- assist the Council in the development of policy and review the effectiveness of the implementation of Council policy;
- review relevant central government policy development and legislation to assess the impact on the City and make recommendations to Cabinet.

2. Scrutiny Management Board

2.1 The purpose of the Scrutiny Management Board is to manage scrutiny in a way that ensures the functions of overview and scrutiny are fairly balanced across all aspects of the Council's work, with a view to improving services, reducing inequalities and improving outcomes for the people of Plymouth.

2.2 Role of the Scrutiny Management Board

- To ensure that work is allocated fairly across the four scrutiny committees and reflects all aspects of the Council's work by providing oversight and direction to the committees' work programmes
- To ensure corporate and cross cutting business is dealt with by the relevant committee
- To review performance against the relevant corporate priorities and inform work programmes as appropriate
- To commission select committee reviews where necessary and appropriate
- To receive for information, and oversee implementation of, recommendations made by each Scrutiny Committee
- To plan and oversee implementation of the process for annual Budget Scrutiny
- To produce an annual scrutiny report to Council (in conjunction with the scrutiny committees)
- To review national best practice and guidance in relation to overview and scrutiny and recommend any changes to the way overview and scrutiny is undertaken as a result

2.3 **Membership** – the Scrutiny Management Board will consist of the Chairs of each of the scrutiny committees. The relevant committee Vice-Chair can act as substitute for the relevant Chair if required.

2.4 **Chair** – the Chair of the Board will be from the from the largest opposition group.

2.5 **Vice-Chair** – the Vice-Chair will be from the group in administration.

3. Role of Overview and Scrutiny Committees

3.1. The relevant scrutiny committee will:

- hear call-ins, Councilors' call for action and petitions;
- approve time limited select committees for issues within its remit;
- monitor performance against the relevant corporate priorities;
- receive finance and performance reports;
- agree recommendations to Cabinet, Council and partner organisations;
- agree appointments of co-opted representatives;

- monitor the forward plan;
- help Council and the Cabinet to develop policy by studying issues in detail through time limited Select Committees;
- review new and developing legislation to assess its impact on the city;
- consider and introduce schemes to involve the public in developing policy;
- work with national, regional and local organisations to promote the interest of local people.

4. Growth and Infrastructure Overview and Scrutiny Committee

4.1. Responsibility for

- Relevant policies in the Plymouth Plan
- Response to Central Government's Policy Making
- Capital Programme
- Strategic Procurement
- Corporate Property
- Development planning
- Strategic Highways
- Economic Development
- Heart of the South West Productivity Plan
- Strategic Transport policies and strategies
- Cultural Infrastructure
- Climate change and sustainability
- Reviewing impact of Brexit on the city
- Proposing measures that Government should take to provide stability for the council and partners in light of Brexit
- Exploring powers could be devolved from the EU directly to local authorities
- Hear call-ins relevant to the role of the committee

4.2. Partnership links

- Growth Board
- Joint Committee for Heart of the South West
- Heart of the South West Local Enterprise Partnership

4.3. **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.

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

4.5. **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.

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

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

5.1. 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

5.2. Partnership links

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

5.3. **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.

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

5.5. **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.

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

6. Education and Children’s Social Care Overview and Scrutiny Committee

6.1. Responsibility for-

- Relevant policies in the Plymouth Plan
- Early Years Services
- Schools, colleges and other educational settings
- Child Poverty
- Special Education Needs, behaviour and attendance, narrowing the gap in

outcomes

- Safeguarding Children
- Cared for children
- Youth offending
- Adoption and Fostering
- Corporate Parenting
- Hear call-ins relevant to the role of the committee

6.2. Partnership Links

- Plymouth Safeguarding Children's Board
- Plymouth Education Board
- Health and Wellbeing Board
- Regional Adoption Agency
- Children's Partnership

6.3. 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.

6.4. **Chair** – The Chair will be from will be from the group in administration and will be a member of the Scrutiny Management Board.

6.5. **Vice Chair** – The Vice Chair will be from the largest opposition group and will act as substitute for the Chair on the Scrutiny Management Board.

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

7. Health and Adult Social Care Overview and Scrutiny Committee

7.1. Responsibility for -

- Relevant policies in the Plymouth Plan
- Integrated Commissioning
- Hospital and community health services
- dental services, pharmacy and NHS ophthalmic services;
- public health services
- Adult Social Care Services
- Adult Safeguarding Services
- Hear call-ins relevant to the role of the committee

7.2. Statutory Role with regard to undertaking all the statutory functions in accordance with Section 244, of the National Health Act 2006, (as amended by Health and Social Care Act 2012) regulations and guidance under that section.

7.3. Partnership Links

- Health and Wellbeing Board
- Plymouth Safeguarding Adults Board
- Integrated Commissioning Board

- 7.4. **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.
- 7.5. **Chair** –The Chair will be from the group in administration and will be a member of the Scrutiny Management Board.
- 7.6. **Vice Chair** – The Vice Chair will be from the largest opposition group and will act as substitute for the Chair on the Scrutiny Management Board.
- 7.7. **Urgent Decisions** – Urgent decisions will be reviewed by the Chair with relevant responsibilities

8. Overview and Scrutiny Procedures

Conflicts of interest

- 8.1. Unless they have a dispensation, members of the Overview and Scrutiny Committees cannot scrutinise decisions they were involved in taking and must leave the room when these decisions are scrutinised. Before they leave they can make representations and answer questions or give evidence if other members of the public would also have this right.

Procedure when a councillor resigns from a committee

- 8.2. A Councillor can resign from a Committee by writing to the Monitoring Officer.
8.3. A replacement member will be confirmed at the next Council meeting.

Procedure when a committee member stops being a councillor

- 8.4. If a Committee member stops being a Councillor, a replacement member will be confirmed at the next full Council meeting.

Co-opted members of overview and scrutiny committees

- 8.5. Non-voting co-opted members can serve on an Overview and Scrutiny Committees or for a specific policy review.
- 8.6. Co-opted members cannot vote unless they have the legal right to do so.
- 8.7. The Overview and Scrutiny Committee that deals with education matters will appoint four (statutory) co-opted members (two parent governor representatives and two church representatives). One of the church representatives will be nominated by the Diocesan Board of Education for the Church of England diocese and the other will be nominated by the Bishop of the Roman Catholic diocese within the area.

Overview and scrutiny committee meetings

- 8.8. The annual calendar for Overview and Scrutiny Committee meetings is set by Council. If Overview and Scrutiny Committees need to have extra meetings, they set the dates

themselves.

- 8.9. The Chair is responsible for the start times of committees in consultation with the Monitoring Officer.
- 8.10. The Monitoring Officer or the Overview and Scrutiny Committee Chair can decide to call a special meeting.
- 8.11. If a Committee has no business at one of its fixed meetings, the Monitoring Officer can cancel it after consulting the chair.

Substitutes, quorum and training

- 8.12. Members of the Committees can send other Councillors (who must belong to the same political group) as substitutes. Substitutes have the powers of an ordinary member of the committee.
- 8.13. Substitutions must be for a whole meeting. A member cannot take over from their substitute or hand over to them part way through a meeting.
- 8.14. If a member wants to send a substitute, they must inform the Monitoring Officer before the meeting.
- 8.15. Substitutes cannot appoint substitutes of their own.
- 8.16. If a Councillor is a member of a Select Committee Review, once the group has started its work, no substitution is allowed.
- 8.17. The quorum for a meeting is three members

Chairs and vice-chairs of overview and scrutiny committees

- 8.18. Election of chair and vice-chair
- 8.19. Chairs and vice-chairs are appointed at the annual meeting of Council.
- 8.20. Resignation of chair or vice-chair
- 8.21. If a Councillor wants to resign as chair or vice-chair, they must write to the Monitoring Officer. A new chair or vice-chair will be confirmed at the Committee's next ordinary meeting.

Programme of work

- 8.22. The Overview and Scrutiny Committees set their own programmes of work. The Committees must also review anything they are asked to review by Council.

Call in

- 8.23. Items called in will be heard at a meeting of the relevant committee within 10 working days of the end of the call in period relating to that item.

Agenda

- 8.24. Any Councillor may place any local government matter (other than excluded matters – see below) which is relevant to the functions of the Committee or board on the agenda of a meeting. The Councillor will be invited to attend the meeting at which the item is to be considered and to explain the reasons for the request.

Considering matters

- 8.25. When considering a local government matter referred by a Councillor, the Committee will decide whether to:
- review or scrutinise a decision taken by the cabinet or cabinet member;
 - make a report or recommendation to the Council or cabinet on how cabinet carries out its functions;
 - review or scrutinise a decision taken by a Council body other than the cabinet or a cabinet member;
 - make a report or recommendation to the Council or the cabinet on how a Council body other than the cabinet carries out its functions;
 - make a report or recommendation to the Council or the cabinet on matters which affect the city or the inhabitants of the city;
 - take no action.
- 8.26. The Committee will then report back to the Councillor who raised the local government matter about the decision and the reasons for the decision.

Excluded matters

- 8.27. The following matters cannot be considered by an Overview and Scrutiny Committee:
- any matter relating to a planning decision;
 - any matter relating to a licensing decision;
 - any matter relating to an individual or body if s/he/they have, by law, a right to a review or right of appeal ;
 - any matter which is vexatious, discriminatory or not reasonable to be included in the agenda for, or to be discussed at, a Committee or board meeting .
- 8.28. The Monitoring Officer in consultation with the Scrutiny Officer and Chair (or Vice-Chair in the chair's absence) of the relevant Committee will determine whether a matter is an excluded matter.

Speaking on agenda items

- 8.29. Any member of the public and any Councillor who is not a member of the Committee can speak on an agenda item if the Chair agrees. The Chair will decide how long they can speak for (unless the meeting is for call-in).

Policy review and development

- 8.30. The overview and scrutiny Committees' role in developing the policy framework and budget is set out in paragraph 1.

- 8.31. In areas that are not covered by the policy framework and budget, the Overview and Scrutiny Committees can suggest policies for the cabinet or a cabinet member to develop.
- 8.32. The Overview and Scrutiny Committees can hold inquiries and consider future policy. This may involve appointing advisors, inviting witnesses, making site visits, holding public meetings, commissioning research or doing anything else which is necessary.

Select committee reviews

- 8.33. Overview and Scrutiny Committees may appoint time limited Select Committee Reviews to undertake pieces of scrutiny work as required and will be time specific.

Requests for reviews from full council

- 8.34. The Overview and Scrutiny Committees must review anything full Council asks them to review as soon as they can make space in their programme of work.

Requests for reviews from the cabinet

- 8.35. The Overview and Scrutiny Committees can (but do not have to) review items the Cabinet or a Cabinet Member asks them to review.

Reports on overview and scrutiny reviews

Select committees

- 8.36. The Overview and Scrutiny Committees may appoint Select Committees to undertake pieces of scrutiny work as required and will be time specific. The Chair of and members of Select Committee can be any member not excluded from scrutiny. Select Committees will be subject to rules of proportionality.

Committee/Select Committee Review report

- 8.37. At the end of each policy review, the Overview and Scrutiny Committee / Select Committee Review will send the report to the Cabinet or a Cabinet Member (if it is about executive responsibilities) or to Council (if it is about Council responsibilities) or to another organisation, as appropriate.

Minority report

- 8.38. For each policy review, there can be a minority report giving any dissenting views. The Cabinet, Cabinet Member or Full Council will consider the minority report at the same time as the Committee/ review report.
- 8.39. Each Overview and Scrutiny Committee / Select Committee Review member can vote for one report but no more than one. The report with the most votes will be the Overview and Scrutiny Committee / Select Committee Review report.

Timing

- 8.40. If an Overview and Scrutiny Committee decides to send a report to the Cabinet, a cabinet member or Council:
- the Cabinet must, where practicable, consider it at its next ordinary meeting if it is about executive responsibilities;
 - Council must, where practicable, consider it at its next ordinary meeting if it is about Council responsibilities.

Arrangements for cabinet to comment on reports to full council

- 8.41. When the Overview and Scrutiny Committee sends a report to full Council, the Monitoring Officer will send a copy to the Cabinet/Cabinet Member. Council must consider the Cabinet or cabinet member's comments on anything that affects the policy framework and budget.

Overview and scrutiny members' rights to see documents

- 8.42. Overview and Scrutiny members' rights to see documents are set out in the Access to Information Rules ([see Part F](#)).

Duty of cabinet members and officers to attend overview and scrutiny meetings

- 8.43. Overview and scrutiny meetings can require members of the Cabinet and senior officers to attend and answer questions about:
- their performance
 - decisions they were involved in
 - the extent to which they have followed the policy framework and budget

- 8.44. The Lead Scrutiny Officer will inform the Councillor or officer that they are required to attend, what it is about and whether they need to produce a report or provide papers.

Timing

- 8.45. The Councillor or officer must be given reasonable time to compile information.

Whipping

- 8.46. Political groups should not pressure their members over how they speak or vote at Overview and Scrutiny meetings.

Order of business at overview and scrutiny committees

- 8.47. The overview and scrutiny committee will consider:
- declarations of interest
 - minutes
 - anything that has been called in
 - any Cabinet/Cabinet member's responses to the committee's reports
 - anything else on the agenda

- 8.48. This procedure can be suspended if at least half of all the voting members are present and there is a simple majority in favour. It can only be suspended until the end of a meeting.

Witnesses at overview and scrutiny meetings

- 8.49. Witnesses should be treated with politeness and respect.
- 8.50. Witnesses will only be required to attend Scrutiny meetings where the law requires their attendance.

Items affecting more than one overview and scrutiny committee

- 8.51. If an item affects more than one Overview and Scrutiny Committee, the Chairs and Vice Chairs of the Committees will consider the creation of a Joint Select Committee to review it.

Minutes

- 8.52. At the first meeting when the minutes are available, the chair will move that the minutes are correct and sign them. The committees will not discuss anything arising from the minutes.

Gaps in these procedures

- 8.53. If there is a gap in these procedures, the Chair will decide what to do.

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Performance, Finance and Customer Focus Overview and Scrutiny Committee



Date of meeting:	26 July 2023
Title of Report:	Corporate Plan Performance Report Q4 2022-23
Lead Member:	Councillor Chris Penberthy, Cabinet member for Housing, Co-operative Development and Communities
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:	CPRUQ4.22/23
Key Decision:	No
Confidentiality:	Part I - Official

Purpose of Report

This report provides the Committee an overview of how the Council is performing against its priority performance indicators that were agreed as part of the Corporate Plan 2021-25.

It provides an analysis of performance of the final quarter of reporting year 2022/23, as at the end of March 2023, against the Council's key performance indicators (KPIs), providing a detailed performance update against the Corporate Plan priorities. ***(Please note that the Corporate Plan reported against within this document has now been superseded by the Council's new Corporate Plan as agreed by Council in June 2023).***

Performance

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 this quarter include:

- Percentage of principle roads (A) in good or acceptable condition
- Repeat referrals to Children's Social Care
- Business Rates Collection

Performance Challenges are:

- Household waste sent for recycling, reuse or composting
- Employment rate
- Respondents who think their local area is a place where people from different backgrounds get on well together

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 2022/23 Performance Report.

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

Alternative options considered and rejected

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

Relevance to the Corporate Plan and/or the Plymouth Plan

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

Implications for the Medium Term Financial Plan and Resource Implications:

The Medium Term Financial Strategy is a core component of the Council's strategic framework and has a vital role to play in translating the Council's ambition and priorities set out in the Corporate Plan 2021-25.

Financial Risks

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

Carbon Footprint (Environmental) Implications:

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

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

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

Appendices

Ref.	Title of Appendix	Exemption Paragraph Number (if applicable)						
		If some/all of the information is confidential, you must indicate why it is not for publication by virtue of Part 1 of Schedule 12A of the Local Government Act 1972 by ticking the relevant box.						
		1	2	3	4	5	6	7
A	Corporate Plan Performance Report, Quarter Four 2022/23							

Background papers:

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	CH 15.0 7.23 1256 .	Leg	LS/0 0001 075/ 2/AC /17/7 /23.	Mon Off	N/A	HR	N/A	Asset s	N/A	Strat Proc	N/A
Originating Senior Leadership Team member: Giles Perritt (Assistant Chief Executive)											
Please confirm the Strategic Director(s) has agreed the report? Yes											
Date agreed: 16/06/2023											
Cabinet Member approval: Councillor Chris Penberthy											
Date approved: 16/06/2023											

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CORPORATE PLAN PERFORMANCE REPORT

Quarter four 2022/23



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 2022/23 (January to March 2023) 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 comparable period (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	2021/22 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	89.0%	88.8% ^Q	89.0%	▲ 6
A green sustainable city that cares about the environment	2. Household waste sent for recycling, reuse or composting	37.0%	36.1% ^C	31.6%	▼ 6
	3. Average number of cycle trips taken on DfT count day	159	183 ^A	159	▼ 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)	6,177	5,836 ^A	6,177	▲ 8
A vibrant economy, developing quality jobs and skills	6. Spend on small and medium enterprises	23.8%	26.05% ^Q	26.13%	▲ 8
	7. Spend within the PL postcode	54.5%	53.7% ^Q	55.9%	▲ 8
	8. 16-18 year olds in education, employment or training	91.4%	90.7% ^C	90.1%	▼ 8
	9. Employment rate	75.5%	73.0% ^Q	73.6%	▲ 8
	10. Inward investment (Foreign Direct Investments)	£4.600m	£133.342m ^A	£4.600m	▼ 8
	11. Inclusive growth (earnings gap)	£365.00	£365.00 ^A	£330.10	▼ 8
An exciting, cultural and creative place	12. Number of visitors to Plymouth	4,039,000	2,436,000 ^A	4,039,000	▲ 11
Create a varied, efficient, sustainable transport network	13. Principal roads (A) in good or acceptable condition	97.7%	97.7% ^A	98.2%	▲ 11
	14. Public satisfaction with traffic flow	38%	38% ^A	39%	▲ 11
	15. Carriageway defects completed on time	96.9%	93.8% ^Q	94.0%	▲ 11

CARING FOR PEOPLE AND COMMUNITIES					
Priority	Key performance indicators	2021/22 outturn	Previous performance*	Latest performance	Page
A friendly welcoming city	1. Residents who think people from different backgrounds get on well together	55%	55% ^A	42%	▼ 14
	2. Residents who regularly do voluntary work	No survey	42% ^A	38%	▼ 14
Reduced health inequalities	3. Stop smoking service successful quit attempts	47%	45% ^Q	53%	▲ 15
	4. Excess weight in 10-11 year olds	35.1%	33.5% ^A	35.1%	▲ 15
	5. Eligible pupils taking benefit based Free School Meals (FSM) as a percentage of whole pupil population	17.2%	18.6% ^A	17.2%	▼ 15
	6. Pupils achieving a Good Level of Development in the Early Years Foundation Stage Profile	63.5%	-	63.5%	- 15
People feel safe in Plymouth	7. Number of anti-social behaviour incidents reported to the Council	625	92 ^Q	107	▲ 17
	8. Number of early interventions to anti-social behaviour	194	66 ^Q	30	▼ 17
	9. Residents who feel safe (during the day)	No survey	90% ^A	89%	▼ 17

Focus on prevention and early intervention	10. Repeat referrals to Children's Social Care	22.6%	20.8% ^Q	19.4%	▼	18
	11. Households prevented from becoming homeless or relieved of homelessness	839	183 ^Q	235	▲	18
	12. Number of people rough sleeping	9	12 ^Q	12	-	18
	13. Long-term support needs met by admission to residential and nursing care homes (65+)	239	66 ^Q	85	▲	18
Keep children, young people and adults protected	14. Children in care (rate per 10,000)	91.9	91.4 ^Q	94.0	▲	20
	15. Children with multiple child protection plans	27.5%	27.9% ^Q	25.7%	▼	20
	16. Closed adult safeguarding enquiries with desired outcomes fully/partially achieved	95.4%	96.9% ^Q	98.6%	▲	20
	17. Adult social care service users who feel safe and secure	87.9%	90.0% ^A	87.9%	▼	20
Improved schools where pupils achieve better outcomes	18. Percentage of early years settings judged by Ofsted as good or outstanding	97.0%	97.0% ^Q	98.1%	▲	21
	19. Percentage of pupils attending schools judged by Ofsted as good or outstanding	77.1%	78.8% ^Q	81.0%	▲	21
	20. Percentage of Key Stage 4 pupils achieving the Basics (5+ in English and Maths)	45.9%	51.9% ^A	45.9%	▼	21

DELIVERING ON OUR COMMITMENTS						
Priority	Key performance indicators	2021/22 outturn	Previous performance*	Latest performance		Page
Empowering our people to deliver	1. FTE days lost due to staff sickness	8.74	9.27 ^Q	9.37	▲	24
	2. Staff engagement		Narrative update			25
Providing a quality service to get the basics right first time	3. Stage one complaints resolved within timeframe	85.0%	80.2% ^Q	70.8%	▼	25
Engaging with and listening to our residents, businesses and communities	4. Residents who know how to get involved in local decisions	No survey	34% ^A	27%	▼	26
Providing value for money	5. Spend against budget (£million)	-£0.349m	£2.812m ^Q	£0.000m	▼	27
	6. Council tax collected	96.8%	96.8% ^C	96.7%	▼	27
	7. Business rates collected	98.7%	98.7% ^C	99.0%	▲	27
Championing Plymouth regionally and nationally	8. Offers and Asks		Narrative update			28
	9. Regional influence		Narrative update			28

*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 2021/22 compared with 2020/21.

Q: Quarterly measures – performance from the latest reported quarter is compared to the previously reported quarter, for example quarter four 2022/23 compared with quarter three 2022/23.

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), for example quarter four 2022/23 compared with quarter four 2021/22.

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***

I. 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%

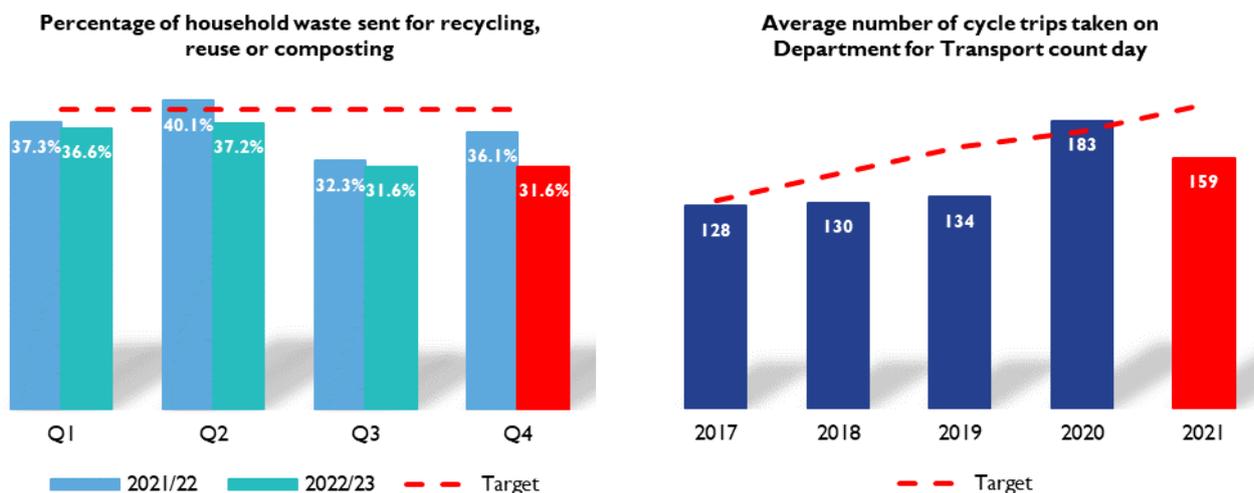
Street cleanliness, grounds maintenance and hard surface weeds acceptable standard score



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 subsequently declined, with 82.7% of the total inspected streets in 2021/22 being acceptable for hard surface weeds, this remains very high in comparison to previous years. We have now recommenced the audits, with reporting on this measure to re-start in quarter one 2023/24. In the meantime, hard surface weeds should have been better than the previous year during quarter four 2022/23 following a late weed spray in November/December.

A green sustainable city that cares about the environment

Quarterly KPI	Q1 2022/23	Q2 2022/23	Q3 2022/23	Q4 2022/23	Direction of travel	Target
2. Household waste sent for recycling, reuse or composting	36.6%	37.2%	31.6%	31.6%^c	▼	39%
Annual KPI	2018	2019	2020	2021	Direction of travel	Target
3. Average number of cycle trips taken on DfT count day	130	134	183	159	▼	193



The recycling rate for quarter four remained at 31.6%, which continues to be below the target of 39% and below the rate achieved in quarter four 2021/22 (36.1%). Overall the figures across quarter four were stable, with similar household waste, recycling and garden waste tonnages to quarter three. For 2022/23 as a whole, our recycling rate was 34.8%, which is below last year (37.0%) but above the rate seen in 2020/21 (31.1%). The average domestic waste collected throughout the year was around 8,300 tonnes, with 2,200 tonnes of recycled waste. The main driver of change in the overall monthly figures was garden waste collections, which when running generates between 800 and 1,300 tonnes of additional, purely recycled, waste. The months in which we hit our target of 39% (May, June and July) were the months that garden waste collections were run. The garden waste collection season was much shorter than usual in 2022/23 due to financial and resourcing challenges, which has had a knock on impact on our overall annual recycling rate.

The Department for Transport (DfT) undertakes 12 hour manual cycle counts on approximately 40 roads across the city, 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. The 2025 target is for the overall average of the 40 counts across Plymouth to be 256 cyclists passing in a 12 hour period. The 2020 target was an average of 176 cyclists. In 2020, Plymouth counts exceeded this target but in 2021 the indicator score dropped back to 159, which is well short of the 2021 target of 193, although substantially higher than the pre-pandemic figure. The levels of cycling across the country are following similar trends. Whilst there is ongoing investment through the Transforming Cities Fund, Active Travel Fund and Active Travel Social Prescribing pilot funding, the data suggests that sustained, increased levels of cycling infrastructure funding through to 2025 (and beyond) combined with wider supportive transport interventions will be required in order to meet the 2025 target.

4. Carbon emissions emitted by the Council

The end of year report has now been produced and was published for Scrutiny on the 1 March 2023. In relation to the Corporate Carbon Reduction Plan (CCRP), 22 of 35 actions (63%) were 'achieved', nine (26%) were 'achieved in part', and four (11%) were 'not achieved' during 2022. Some of those 'achieved in part' experienced slippage as a result of COVID-19 and its knock-on effects, and others were delayed by funding and resourcing issues. The reasons for non-achievement are a combination of resourcing issues, being superseded by new arrangements, and waiting for strategic decisions.

Moving forwards, we have now developed a single City Council Net Zero Action Plan, which details the Council's response to the climate strategic narrative set out on the [Climate Connections Plymouth](#) website. This now replaces the CCRPs and Climate Emergency Action Plans (CEAPs), incorporating into a single plan the things that the Council has direct and indirect control over and the things that it is able to influence in the wider community. It is a three-year delivery plan, enabling a more strategic view, but rolled forward on an annual basis. Many of the actions that were 'achieved in part' or 'not achieved' are proposed to be carried forward into the City Council's Net Zero Action Plan 2023-26.

Annual KPI	2018/19	2019/20	2020/21	2021/22	Direction of travel	Target
5. Net additional homes delivered in the city (cumulative from 2014/15)	4,608	5,301	5,836	6,177	▲	5,280

Net additional homes delivered in the city (cumulative)

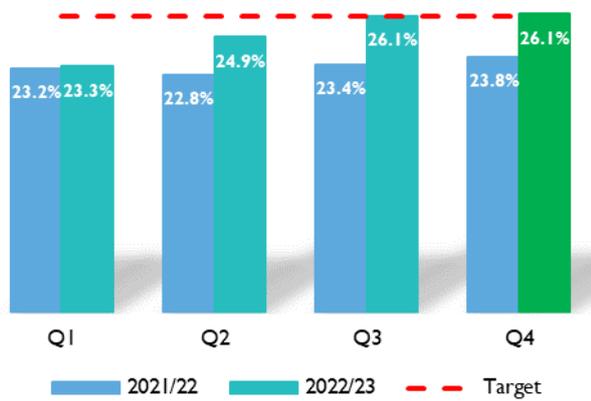


Delivery is on track to meet the Plymouth Local Planning Authority (LPA) area target set out in the Joint Local Plan of 13,200 net additional dwellings to be delivered over the period 2014 to 2034 (annualised to 660 dwellings per annum). We have delivered 6,177 net additional dwellings over the period 2014 to 2022 and are currently significantly ahead (by 897 dwellings) of the Plymouth LPA cumulative target (5,280 net additional dwellings over the period 2014 to 2022). Of the 6,177 homes, 1,030 were affordable homes, which is an annualised average of 129 (17% of net housing delivery). However, this hides the significant amount of new affordable housing that has been delivered over the period (1,720 dwellings), accounting for 24% of gross housing delivery (7,027 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 Autumn 2023.

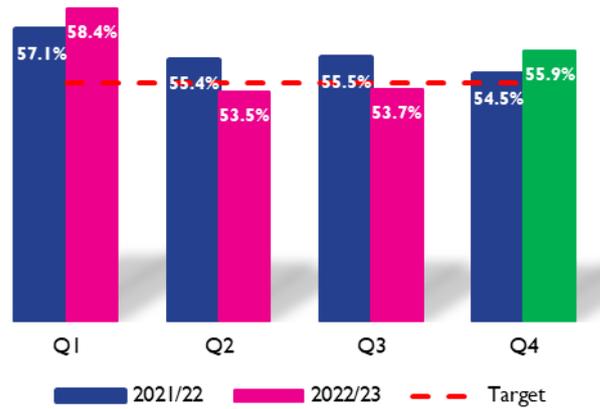
A vibrant economy, developing quality jobs and skills

Quarterly KPIs	Q1 2022/23	Q2 2022/23	Q3 2022/23	Q4 2022/23	Direction of travel	Target
6. Spend on small and medium enterprises (SME)	23.3%	24.9%	26.05%	26.13%	▲	26%
7. Spend within the PL postcode	58.4%	53.5%	53.7%	55.9%	▲	54%
8. 16-18 year olds in education, employment or training	90.6%	Not reported	90.1%^c	Not yet available	▼	92%
9. Employment rate (16-64 population, rolling 12 months)	77.7%	73.0%	73.6%	Not yet available	▲	Trend increase
Annual KPIs	2019/20	2020/21	2021/22	2022/23	Direction of travel	Target
10. Inward investment (Foreign Direct Investments)	£94.205m	£133.342m	£4.600m	Not yet available	▼	Monitor
11. Inclusive growth (earnings gap)	£364.70	£338.20	£365.00	£330.10	▼	Trend decrease

Percentage of spend on small and medium enterprises (YTD)



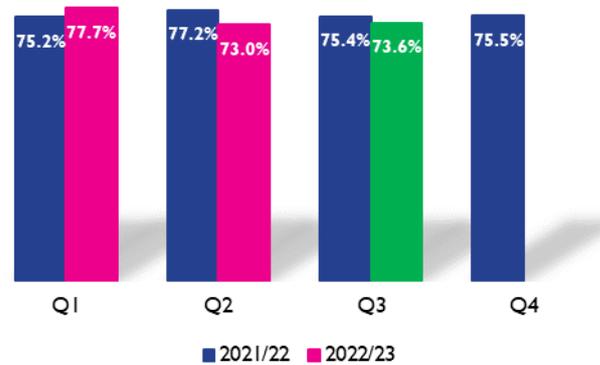
Percentage of spend in the PL postcode (YTD)



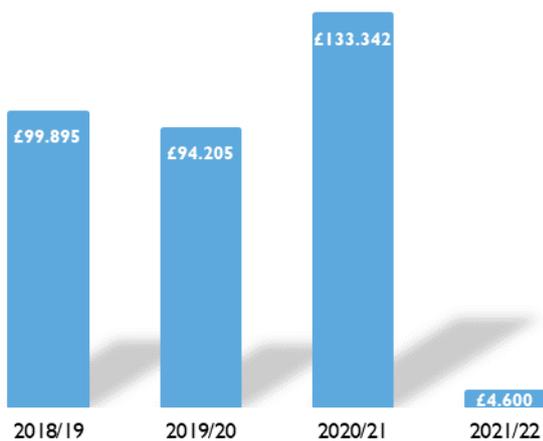
Percentage of young people in education, employment or training



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



Value of Foreign Direct Investments (£million)



Gap in wages between the 20th and 80th percentile



In 2022/23, 26.1% of our total procurement spend was spent on small and medium sized enterprise (SME) suppliers, which is a small increase of 0.08 of a percentage point when compared to the end of quarter three (26.05% in quarter three; 26.13% in quarter four; both rounded to 26.1%). This equates to approximately £91.384 million out of a total spend of £349.732 million and is above our percentage spend at the end of 2021/22 (23.8%), as well as above our target of 26%. Throughout the year we used 1,433 different SME suppliers, which translates to 41.9% of all of the suppliers that we have used being a SME (up on 41.7% at the end of quarter three).

Approximately £195.514 million was spent on PL postcode suppliers in 2022/23, out of a total spend of £349.732 million, equating to 55.9%. This is above the percentage spend up to the end of quarter three (53.7%), as well as above our 54% target and the percentage spend in 2021/22 (54.5%). Throughout 2022/23, we procured goods and services through 1,849 suppliers based within the PL postcode, which is 54.1% of the total number of suppliers used within the year.

At the end of December 2022, 90.1% of 16-17 year olds were in education, employment or training, which is below the national average (92.9%). Additionally at the end of quarter three, 496 young people (16-18 year olds) were not in education, employment or training (NEET), representing 5.9% of the age group; this is slightly above the previous year (457 young people; 5.6% of the age group). Of the 496 NEETs, 90 are those with Special Educational Needs and/or Disabilities (SEND), which is 17.5% of the total NEET cohort. Tracking of electively home educated young people moving into the post-16 phase began from the beginning of November 2022 following returns of enrolment data from schools and colleges. At the end of December 2022, 17 young people who were previously electively home educated were NEET, representing 11% of the previously electively home educated. Led by Plymouth City Council, a local NEET strategy is in development called 'Unlocking Plymouth Potential 2023 to 2025: Supporting the future of Plymouth's young people Seeking Employment, Education or Training (SEET)'. This strategy aims to address the high number of NEETs and significantly improve participation from 2023 to 2025. A NEET group working under the Plymouth Employment and Skills Board will take this work forward. Data for quarter four is not yet available.

The employment rate has risen from 73.0% in the rolling 12 months up to the end of quarter two to 73.6% to the end of quarter three 2022/23. However, this still marks a significant fall in the number of people employed in the city when compared with last year and needs to be monitored closely to avoid a downward trend forming. For quarter three 2022/23, Great Britain had an employment rate of 75.6%, while the South West's employment rate was 78.3%, both of which are higher than the latest rate seen in Plymouth.

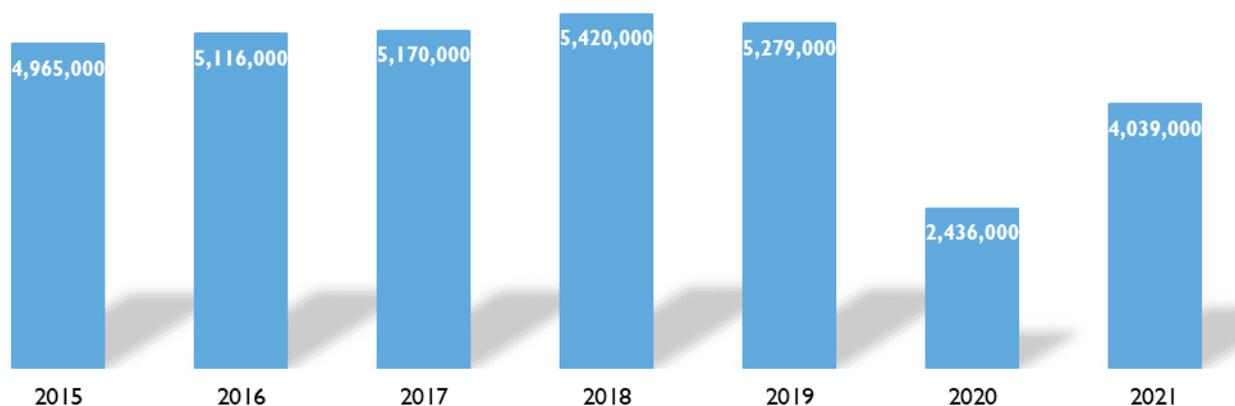
As projected, the total number of Foreign Direct Investment (FDI) landings in the year 2021/22 dropped again from seven in 2020/21 to just four, with a total value of £4.6 million. This drop is attributed to the ongoing broad macro-economic factors that are present across the world, with the COVID-19 pandemic and the Ukraine war being the most prominent; both continue to have an effect on the supply chains and customer base for some of our major investors. As a large inward investment project can take up to, and in some cases exceeding, three years from conception to delivery, there is a lag in seeing the true effects of an economic shock, such as the pandemic, showing in the numbers, which is why the investment was much lower in 2021/22 than in 2020/21; projects that landed in 2020 had been planned for some time and were close to completion by the time COVID-19 hit. Despite this drop, the pipeline for 2022/23 projects an upward trajectory as businesses acclimatise to the new normal and investment plans begin to come to fruition. A number of the major companies in the city are attracting and landing funds to enhance their local capabilities. Important for Plymouth moving forward will be the continued support of the Plymouth and South Devon Freeport, which will drive investment activity, alongside the existing world leading offer that we have in marine capabilities, advanced manufacturing and engineering, and the defence sector through initiatives such as the South West Regional Defence and Security Cluster.

The gap between the highest and lowest earners in Plymouth (£330.10) has seen a significant reduction into 2022, driven by an increase in the lowest (20th percentile) earners. In addition, the gap remains significantly lower than the average for Great Britain (£502.20) and lower than the South West (£430.50). 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, including engagement from local businesses as well as some of the city's biggest employers.

An exciting, cultural and creative place

Annual KPI	2018	2019	2020	2021	Direction of travel	Target
12. Number of visitors to Plymouth	5,420,000	5,279,000	2,436,000	4,039,000	▲	Monitor

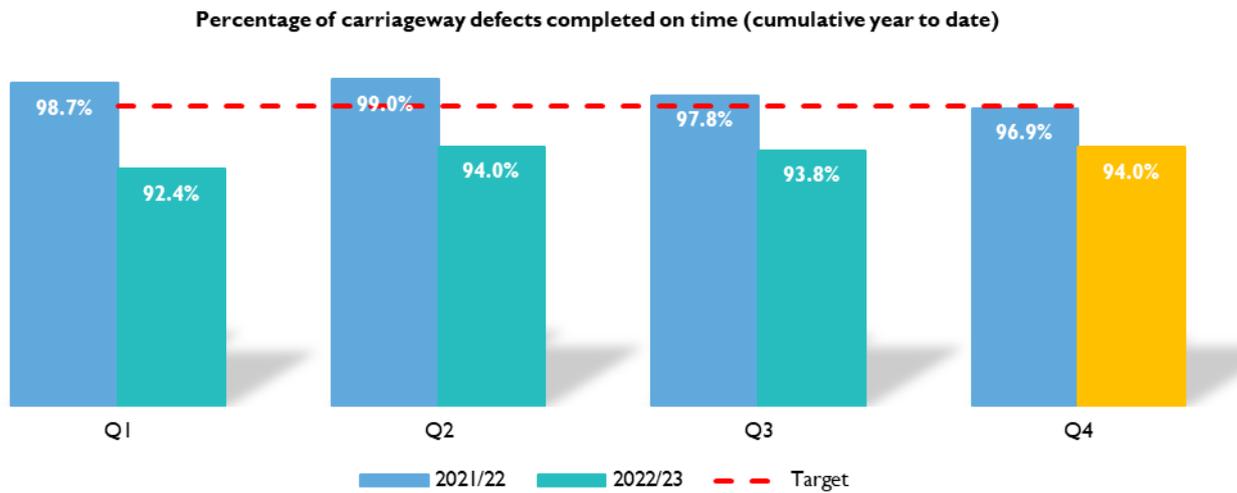
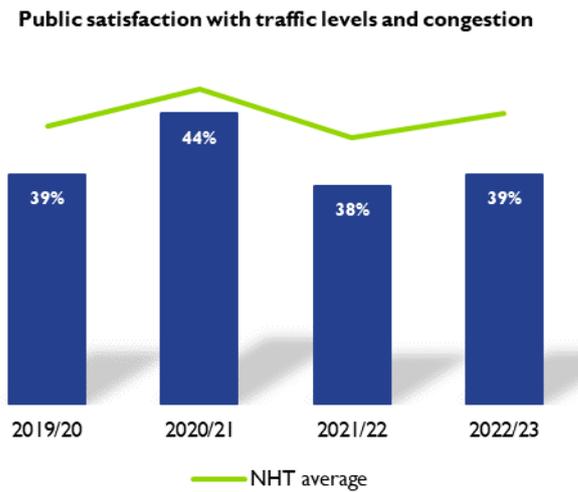
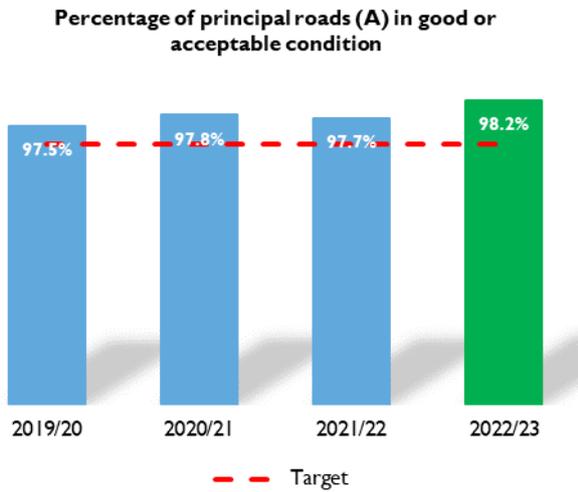
Number of visitors to Plymouth



Visitor numbers for 2021 were 4,039,000, which is up 66% on 2020 and shows strong recovery on the 2020 numbers during COVID-19. Visitor spend was £244,690,000, which was also 65% up on 2020. The numbers are still below pre-COVID-19 levels of 5,279,000 visitors and £334,081,000 spend in 2019; however, this is to be expected and it is not anticipated that numbers will return to pre-COVID-19 levels until at least 2024. Overseas visits in particular are taking time to recover nationally and are not predicted to improve to pre-COVID-19 levels until 2025.

Create a varied, efficient, sustainable transport network

Annual KPIs	2019/20	2020/21	2021/22	2022/23	Direction of travel	Target
13. Principal roads (A) in good or acceptable condition	97.5%	97.8%	97.7%	98.2%	▲	97%
14. Public satisfaction with traffic flow	39%	44%	38%	39%	▲	Monitor
Quarterly KPI	Q1 2022/23	Q2 2022/23	Q3 2022/23	Q4 2022/23	Direction of travel	Target
15. Carriageway defects completed on time (cumulative)	92.4%	94.0%	93.8%	94.0%	▲	97%



There was an increase in principal (A) roads that were in a good or acceptable condition, from 97.7% in 2021/22 to 98.2% in 2022/23. 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 an optimal and planned condition is maintained. It should be noted that this is bolstered by other schemes that have been undertaken on the network.

The 2022 National Highways and Transport (NHT) survey showed a slight increase in public satisfaction with traffic levels and congestion, with 39% of respondents being satisfied compared with 38% in 2021. The NHT average also improved to 44%. As stated previously, there was a backlog on statutory utility maintenance following the limitations of the pandemic, which further exacerbated the situation and satisfaction was unlikely to improve in the immediate future. We have 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, as well as city wide infrastructure programmes, which may also have impacted the public opinion on traffic levels and congestion.

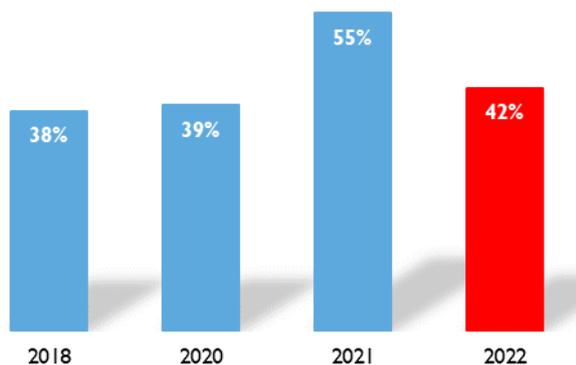
In 2022/23, 2,019 of the total 2,243 carriageway defects were completed within the required timescales, which equates to 94.0% and continues to be below the target of 97%. In quarter three alone, 93.1% (391/420) of the defects were completed on time. This measure includes carriageway defects carried out over three differing priorities with different timescales for completion. There have been ongoing resourcing issues throughout 2022/23, which has impacted on the timeliness of responding to carriageway defects. Our Contractor is currently drawing up an action plan to improve this.

Caring for people and communities

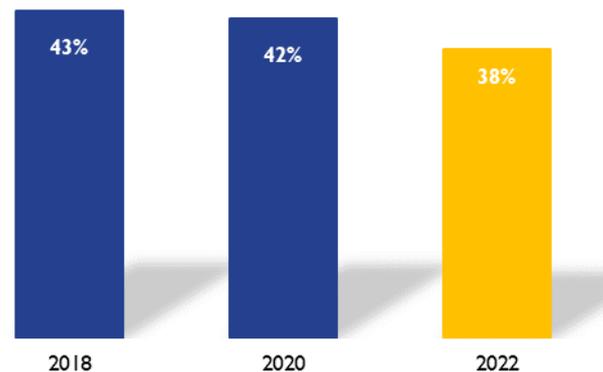
- ***A friendly welcoming city***
 - ***Reduced health inequalities***
 - ***People feel safe in Plymouth***
- ***Focus on prevention and early intervention***
- ***Keep children, young people and adults protected***
- ***Improved schools where pupils achieve better outcomes***

Plymouth City Survey (2020 collected pre-pandemic)	2018	2020	2021	2022	Direction of travel	Target
1. Residents who think their local area is a place where people from different backgrounds get on well together	38%	39%	55%	42%	▼	Trend increase
2. Residents who regularly do voluntary work	43%	42%	-	38%	▼	Trend increase

Percentage of 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

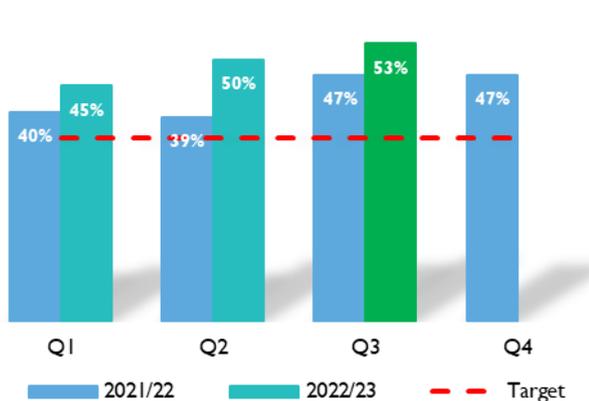


The question regarding residents who think that their local area is a place where people from different backgrounds get on well together was asked in the 2022 City Survey, which uses the same methodology as earlier Plymouth City Surveys. The results show that 42% of respondents agreed that Plymouth is a place where people from different backgrounds get on well together, while 14% disagreed. The proportion of residents agreeing with this statement has increased compared with 39% who agreed in 2020 and 38% in 2018, while Plymouth's cohesion score is currently 77%; this excludes the neutral options and is a significant increase from 74% in 2020. The overall result does however show a decrease from responses to the same question posed in the 2021 Residents Survey, which was 55%; this result is an outlier in terms of the trend over recent years and represented a significant increase over the scores recorded in 2020 and 2018. It is thought that this may be due to the Residents Survey being conducted during the COVID-19 pandemic and the questions being presented in a different context than they are in the City Survey. The fieldwork was conducted in August 2021 just after the COVID-19 social restrictions were lifted. The question was sandwiched between a question that asked whether local people had a role in looking after their own area and a series of questions that focused on the pandemic response, which may have led people to focus more on people getting on well together and less on the difference in background. There is a significant body of research to suggest 'community spirit' was significantly uplifted by the pandemic, and some evidence of a specific uplift associated with cohesion related activity on the ground. The Unify Plymouth programme, which was active over this time period, sought to promote cohesion in four targeted wards in the city. The average uplift in the cohesion rate over the 2018 figure used as a baseline for the Unify Plymouth Programme across these four wards was 30.2% compared with a city-wide figure of 20.1% and whilst this was not enough on its own to explain the increase, it may have been a contributory factor.

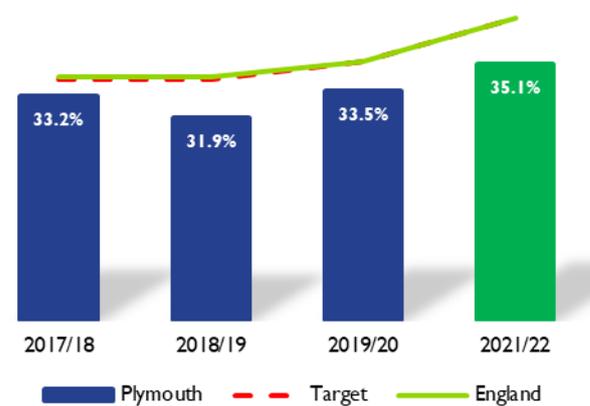
Recent data from the 2022 City Survey shows that 38% of respondents stated that they do voluntary work or help out, while 62% do not; this has fallen by four percentage points since the 42% in the 2020 City Survey. However, it is higher than the latest national average of around 32%. This reduction in volunteer numbers is not a surprise and can be linked to how the COVID-19 pandemic has had a profound impact on volunteer management, organisations and the experience for volunteers. We lost many of our older 65 to 74 year old volunteers, which is the age group most likely to volunteer regularly, and these were mainly replaced by people on furlough and younger people. In addition, we have seen a quick rise in informal volunteering, namely mutual aid groups; the survey reported that a fifth (19%) of respondents stated that they help out their neighbours on a regular basis. While numbers are slightly reduced nationally and locally, volunteering continues to thrive inside the Council; we have just signed up to the new GoVolunteering platform, provided by [Engaged Communities C.I.C.](#), which will help us to grow and manage our volunteering programmes. At the time of writing, the number of volunteers directly associated with Plymouth City Council is 537. These include volunteers supporting the Good Neighbour support scheme; Poole Farm; the Youth Justice Service; our Libraries; Youth Services teams; Plymouth Information Advice and Support for SEND teams; and The Box and Elizabethan House. There is also a large group of Ocean City Event volunteers who are supporting our city wide events, such as the upcoming Kings Coronation weekend. Recent additions have included the recruitment of more than 50 National Marine Park volunteers and a small number of Good Neighbour support volunteers.

Quarterly KPI	Q4 2021/22	Q1 2022/23	Q2 2022/23	Q3 2022/23	Direction of travel	Target
3. Stop smoking service successful quit attempts	47%	45%	45%	53%	▲	35.0%
Annual KPIs (academic year)	2018/19	2019/20	2020/21	2021/22	Direction of travel	Target
4. Excess weight in 10-11 year olds	31.9%	33.5%	Not recorded	35.1%	▲	37.8%
5. Eligible pupils taking benefit based Free School Meals (FSM) as a percentage of whole pupil population	13.4%	14.8%	18.6%	17.2%	▼	Monitor
6. Pupils achieving a Good Level of Development in the Early Years Foundation Stage Profile	-	-	-	63.5%	-	Monitor

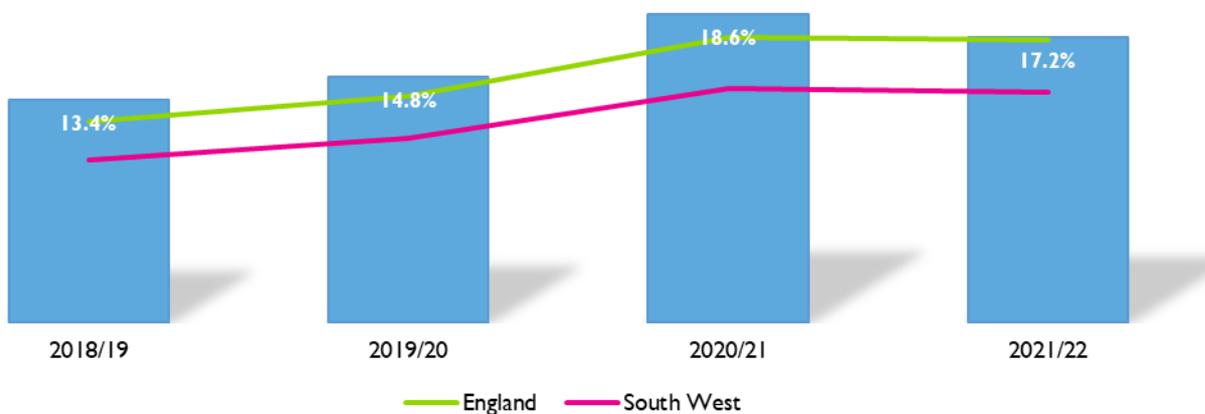
Percentage of people accessing the Stop Smoking Service who have quit



Excess weight in 10-11 year olds



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



In quarter three 337 people used the stop smoking service, 178 (52.8%) of whom successfully quit smoking. Plymouth's Stop Smoking Support continues to offer face to face and telephone based support. The majority of people are now switching back to face to face, although a significant number do continue to receive the service via telephone. The local Specialist Stop Smoking team continues to encourage referrals in to their service by targeting a range of resources towards those with the greatest and most complex needs, including people in Plymouth who smoke and have severe and enduring mental ill-health, substance misuse needs, and who are experiencing homelessness. The Swap to Stop offer of electronic cigarettes and behavioural support continues to improve the offer available and is expanding engagement. While vapes are making a real difference to our efforts to support people to stop smoking, we recognise concerns over the potential for children and young people who do not smoke to start vaping and are providing a webinar aimed at promoting an evidence based approach to vaping for the children and young people system in June. The Health Improvement Service continues to support the integrated Treating Tobacco Dependency Service with University Hospitals Plymouth, which is embedding tobacco treatment in all of their pathways. We also continue to take a system-wide approach to tobacco control through action that controls key supply side factors related to tobacco. Our Trading Standards colleagues in the Heart of the South West Trading Standards Service continue their vital work to disrupt the supply of illegal tobacco in Plymouth, ensuring that tobacco and vape sales are appropriately restricted by age and point of sale restrictions are adhered to.

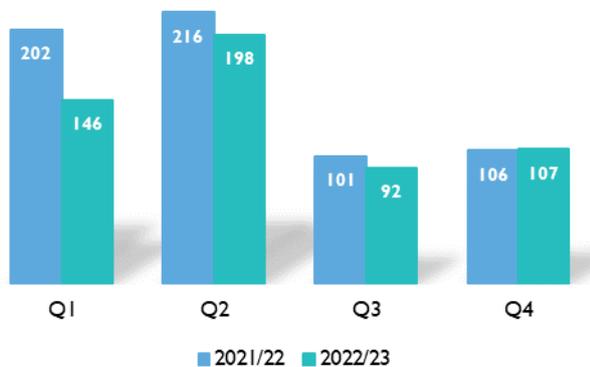
The prevalence of overweight (including obesity) among children from Year Reception (age 4 to 5) in Plymouth for 2021/22 was 24.4%, compared to 27.7% in 2019/20, which reflects a reduction of 3.3 percentage points. The Plymouth figure is higher (i.e. worse) than the England average of 22.3% for 2021/22. The prevalence of overweight (including obesity) among children from Year 6 (age 10 to 11) in Plymouth for 2021/22 was 35.1%, compared to 33.5% in 2019/20, which is an increase of 1.6 percentage points. The Plymouth figure is below (i.e. better) than the England average of 37.8% for 2021/22. A Compassionate Approach to Children and Young People Health and Weight: Strategic Plan 2023-2033 is our Plan that aims to transform our approach to this agenda through bringing together (1) weight science; (2) complex systems theory; (3) human learning systems approach; and (4) a compassionate approach/addressing weight stigma. We had our first Learning Event (launch) in March. We have a strong focus on creating a shared endeavour/collaborative advantage and helping to equip our communities and services to support children, young people and families to achieve health benefits. A wide range of activity is supporting this agenda, including the development of a wide collaboration of partners that will focus on areas of higher need. A new web page supporting the work can be found here: [Children and Young People's Health and Wellbeing | PLYMOUTH.GOV.UK](https://www.plymouth.gov.uk/children-and-young-peoples-health-and-wellbeing). This page will grow but currently you can access the Plan itself and sign up for e-learning (three sessions totalling one hour) and access two videos that are informed through weight science. Work continues via children's centres, education settings, health professionals and the voluntary and community sector. The Tier 3 Children and Young People Weight Management Service (pilot until 2024), commissioned by NHS England and based at University Hospitals Plymouth, continues to work with children and young people who have complex medical needs linked to excess weight.

The proportion of pupils eligible for Free School Meals (FSM) as a percentage of the whole pupil population increased to 24.8% in 2021/22 (up from 23.1% in 2020/21). Work to address awareness of eligibility for benefit-based FSM and for Universal Infant Free School Meals (UIFSM) continues to be undertaken with schools. It is important to note that since UIFSM is a universal provision, in theory, these families are not identified as being in need or eligible for FSM but it is vital that families are able to check eligibility for FSM since this brings with it essential Pupil Premium budget to schools. With the current deepening cost of living crisis, it is even more important to ensure that all families currently eligible for FSM have the opportunity to claim/access them if their circumstances change. The take-ups of FSM and UIFSM are showing an upward trend. Lack of central government funding for benefit-based FSM and UIFSM to address the cost of living and exceptional food inflation (>50-70%) is having a very real impact on services. Paid meals have increased and are close to pre-pandemic levels; however, we are mindful that the deepening cost of living crisis might be beginning to have an impact on these numbers and, whilst the upward trend continues, difficult decisions are having to be taken about the selling price of the paid for meal to cover increased costs of provision (food ingredients and labour). This may further affect affordability and families accessing the service where they do not meet the very low threshold for eligibility to FSM, and push families that are 'just about managing' to move towards less healthy packed lunches. This is reflected nationally.

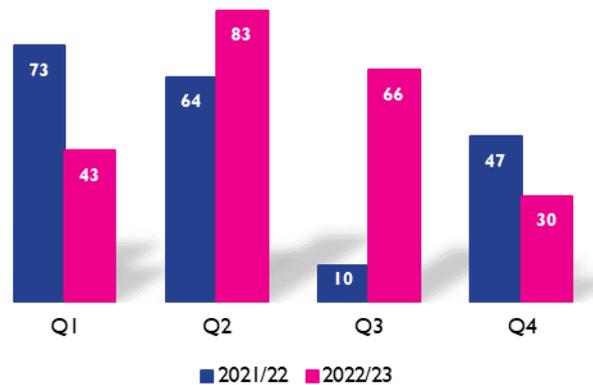
The new expected level of development is measured by looking at which children met all of the Early Learning Goals in the following areas of learning: Communication and Language (CL); Physical Development (PD); Personal, Social and Emotional Development (PSED); and Literacy and Maths. National published Department for Education (DfE) data shows that Plymouth's pupils (63.5%) sit below the England (65.2%), statistical neighbour (63.8%) and regional (66.3%) benchmarks. Supported by the Education Endowment Foundation and the National Children's Bureau, Plymouth has been chosen to be an early years stronger practice hub. These hubs provide advice, share good practice, and offer evidence-based professional development for early years practitioners. Early years stronger practice hubs are part of the early years education recovery support package, which also includes the early years experts and mentors programme. They are distributed across England. There was a launch event on 24 and 25 March, where early years providers were invited to learn about the work of the hub and had a chance to attend workshops that promoted good early years practice.

Quarterly KPI	Q1 2022/23	Q2 2022/23	Q3 2022/23	Q4 2022/23	Direction of travel	Target
7. Anti-social behaviour incidents reported to the Council	146	198	92	107	▲	Monitor
8. Number of early interventions to anti-social behaviour	43	83	66	30	▼	Monitor
Plymouth City Survey (2020 collected pre-pandemic)						
	2014	2018	2020	2022	Direction of travel	Target
9. Residents who feel safe outside (during the day)	88%	91%	90%	89%	▼	Trend increase

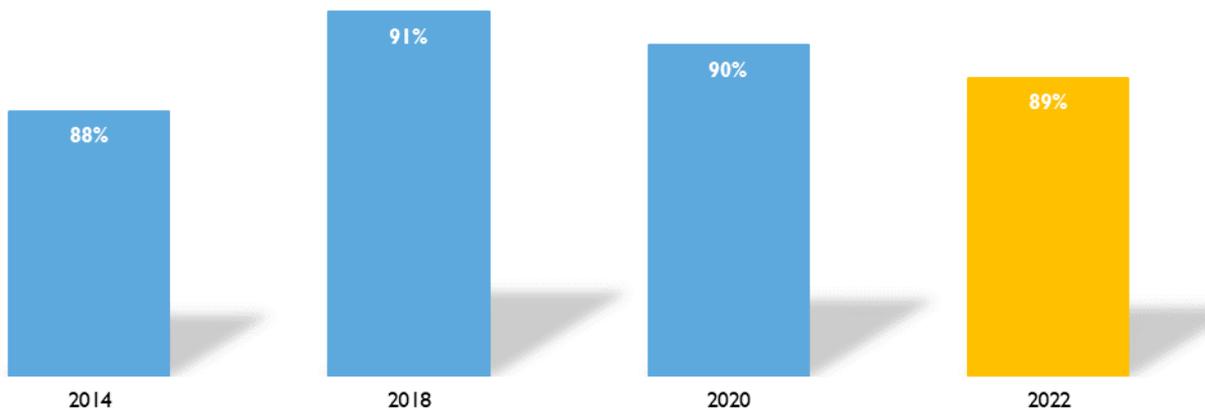
Number of anti-social behaviour incidents reported to the council



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 107 anti-social behaviour (ASB) reports directly into the Council via 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 by Community Connections in quarter four is higher than the number received in quarter three but less than reports in quarters one and two. It is usual to see reports of ASB decrease over the winter months due to the darker evenings and shorter days, resulting in people spending less time outdoors.

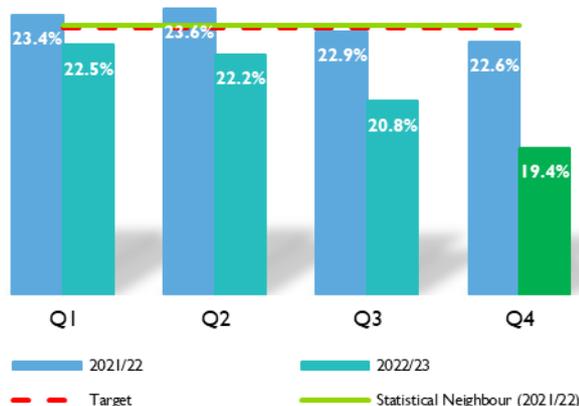
Community Connections works collaboratively alongside partner agencies, including Devon and Cornwall Police, to maximise opportunities for early intervention of ASB. It is universally recognised that by intervening at an earlier stage, ASB can often be prevented from escalating and therefore can be resolved more effectively. In quarter four, 30 early interventions were issued, which is much lower than in quarter three. Interventions include ASBI warnings issued to young people, under the age of 18, involved in ASB.

89% of respondents to the 2022 City Survey felt safe in their local area during the day and 50% felt safe after dark. These figures show no significant changes from those recorded in 2020 with regards to feeling safe during the day (90%), but a significant decline from 58% for those feeling safe after dark. The percentage of residents feeling safe during the day living in Plympton Chaddlewood (99%) was significantly higher than in 12 other wards including Devonport (74%), Ham (86%), Honicknowle (85%), Moor View (87%), Southway (87%) and St Peter & The Waterfront (81%). Those living in Drake (14%) and Honicknowle (10%) were most likely to feel unsafe during the day.

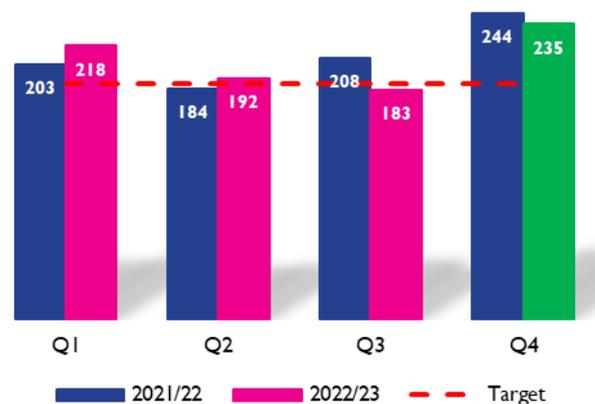
Focus on prevention and early intervention

Quarterly KPIs	Q1 2022/23	Q2 2022/23	Q3 2022/23	Q4 2022/23	Direction of travel	Target
10. Repeat referrals to Children’s Social Care	22.5%	22.2%	20.8%	19.4%	▼	23.0%
11. Households prevented from becoming homeless or relieved of homelessness	218	192	183	235	▲	188
12. Number of people rough sleeping	15	22	12	12	▲ ▼	Monitor
13. Long-term support needs met by admission to residential and nursing care homes (65+)	78	71	66	85	▲	Monitor

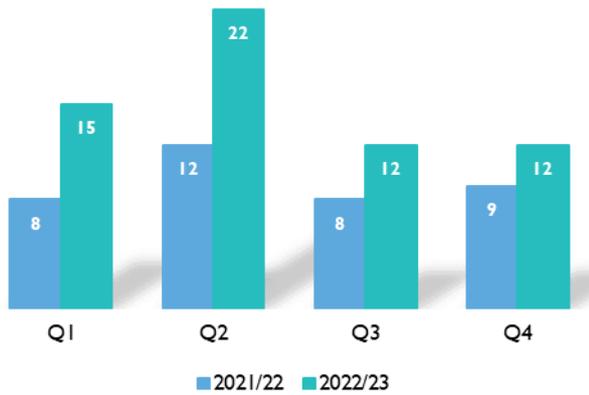
Repeat referrals to Children’s Social Care



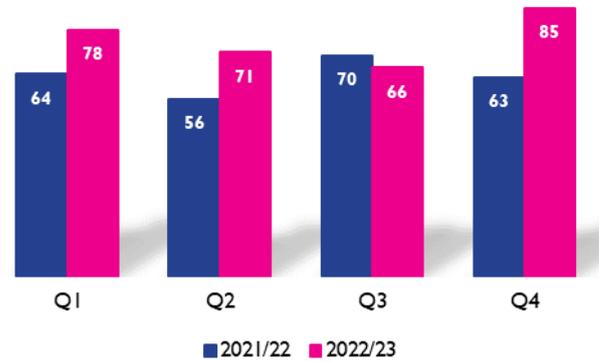
Number of households prevented from becoming homeless or relieved of homelessness



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 19.4%, equating to 457 of the 2,351 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. This has reduced from quarter three, when 470 (20.8%) of the 2,255 referrals received in the previous 12 months were repeat referrals. We are currently at a better level than both our statistical neighbours (23.1% for 2021/22) and the England average (21.5%). Whilst our current position continues to be favourable against our comparators, our ongoing work in the front door, around thresholds, will inevitably mean some variability in this data over the coming months.

During quarter four, 235 households were prevented from becoming homeless or relieved of their homelessness. However, there were some applications received late in the quarter that might progress to a prevention, which means that it is highly likely that when preventions are included retrospectively the quarterly target will be achieved by a greater margin. Pressures around homelessness and the number of people 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, 12 people were seen rough sleeping each week. The number of rough sleepers has been consistently higher than each quarter over the same period in 2021/22.

In 2022/23 we have recorded an increase of 16.9% in long term admissions to residential and nursing care (298 in 2022/23 vs 255 in 2021/22). A spike in March of 35 admissions has driven this increase up, and this has been followed by 33 admissions in April meaning that numbers are likely to remain high when we come to reporting the first quarter of 2023/24. Admissions to nursing homes also increased; in 2022/23 there were 113 admissions of people aged 65 and over to nursing homes, which is up from 72 in 2021/22 (+56.9%).

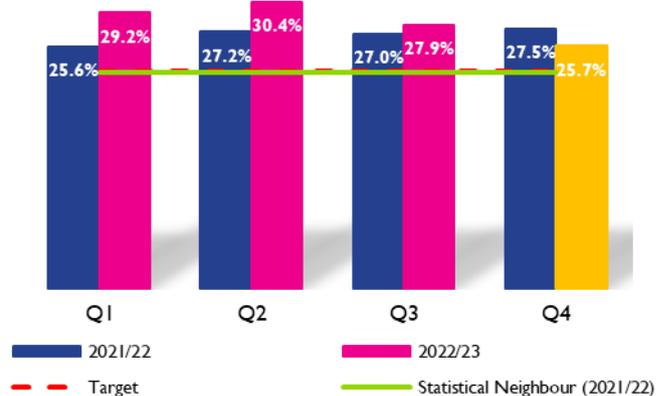
Quarterly KPIs	Q1 2022/23	Q2 2022/23	Q3 2022/23	Q4 2022/23	Direction of travel	Target
14. Children in care (rate per 10,000)	92.5	91.0	91.4	94.0	▲	Monitor
15. Children with multiple child protection plans (rolling 12 months)	29.2%	30.4%	27.9%	25.7%	▼	23.0%
16. Closed adult safeguarding enquiries with desired outcomes fully/partially achieved	95.3%	97.6%	96.9%	98.6%	▲	95.0%

Annual KPI	2017/18	2018/19	2019/20	2021/22	Direction of travel	Target
17. Adult social care service users who feel safe and secure	90.1%	89.8%	90.0%	87.9%	▼	90.0%

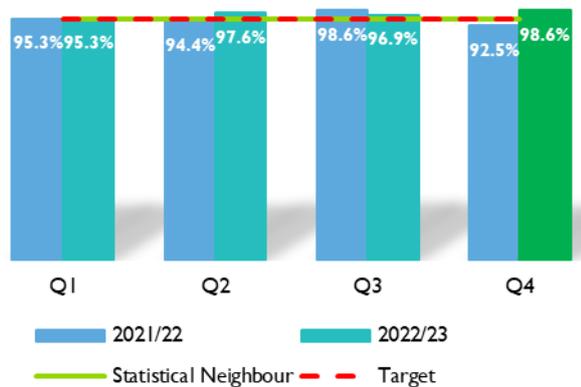
Number of children in care (rate per 10,000 children)



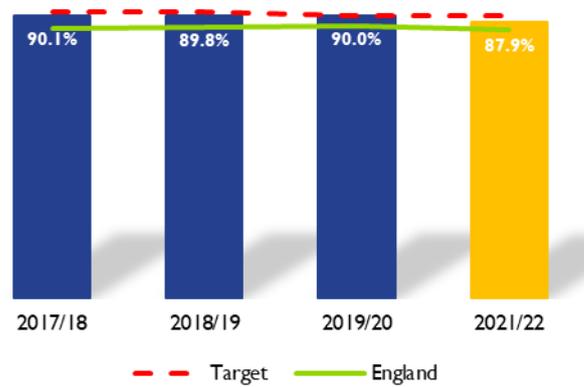
Percentage of children subject to multiple child protection plans (rolling 12 months)



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 children in care in quarter four saw an increase of seven children/young people on quarter three to 501, which is an increase of 62 children since the first national lockdown started on 23 March 2020. The number of children in care has plateaued at an average of 478 during the last 12 months (at the end of March 2022 we had 490 children in care), but during the last three months the average has been slightly higher at 494. Our rate per 10,000 children is currently 94.0, which is lower than our statistical neighbour average (published at 94.5r for 2021/22) and 24.5 children per 10,000 more than the England average. We are strongly focused on ensuring that children and young people at risk of care are provided with a supportive response to ensure that they remain with their families wherever possible. We know that this is not working well enough at present and as such is under review for further development. This work sits alongside the progression of offering intensive support for children to be reunited with their immediate or extended family network where this is in their best interest. We are developing our services to ensure that children will benefit from choice of placement so that we can reduce the use of residential care and keep our children in family homes wherever possible, such as Special Guardianship, connected care (friends and family) or foster care.

In the 12 months up to the end of quarter four 2022/23, 65 (25.7%) of 253 new Child Protection Plans were for children who had already been on a Child Protection Plan at some point in their lifetime. This is a 2.2 percentage point reduction on quarter three, which was 27.9% (84 out of 301 new Child Protection Plans). The number of children starting a Child Protection Plan (61) in quarter four has seen a reduction on 2021/22's quarterly average of 93, and is a lower number than quarter three (84). Within quarter four, 12 (19.7%) of the 61 new Child Protection Plans starting in the quarter were repeat plans. The overall number of Child Protection Plans has decreased by three on quarter three, with 233 children subject to a Child Protection Plan at the end of quarter four. There is a strong focus on requests for repeat Child Protection Plans with greater oversight by both the Safeguarding Service Manager and the requesting social workers' Service Manager. This provides more consistency and further opportunity to have reflective discussions to ensure that the care plan is right for these children, or whether we can work differently with the family.

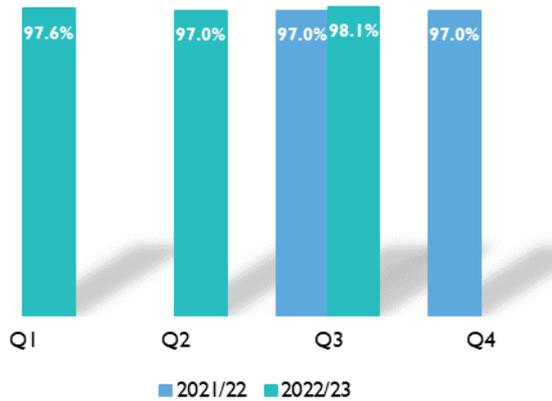
In 2022/23, 434 individuals were subject to a safeguarding enquiry, and 88.4% of those were asked if they had a desired Making Safeguarding Personal outcome at the start of the enquiry. In 2022/23 69.5% of desired outcomes were fully met; this is an increase from 67.0% in 2021/22. The percentage of outcomes partially met decreased to 27.4%, compared to 28.4% in 2021/22. Practitioners endeavour to support people to hold realistic desired outcomes but this is not always achievable. Overall, in 2022/23 96.9% of expressed outcomes were partially or fully met.

No annual Statutory Adult Social Care (ASC) Survey was carried out in 2020/21 due to COVID-19. The 2021/22 survey shows a slight decline in feelings of safety, both locally and nationally. In Plymouth, 87.9% of people stated that services made them feel safe and secure, which is higher than the national average of 85.4%. An ASC performance action plan remains in place, which is aimed at improving outcomes for people in receipt of social care services.

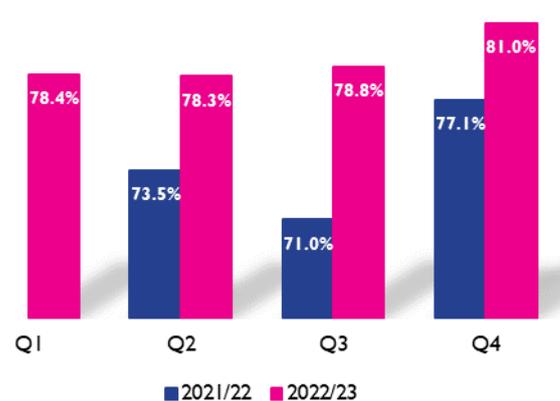
Improved schools where pupils achieve better outcomes

Quarterly KPIs	Q1 2022/23	Q2 2022/23	Q3 2022/23	Q4 2022/23	Direction of travel	Target
18. Percentage of early years settings judged by Ofsted as good or outstanding	97.6%	97.0%	98.1%	Not yet available	▲	Monitor
19. Percentage of pupils attending schools judged by Ofsted as good or outstanding	78.6%	78.3%	78.8%	81.0%	▲	Monitor
Annual KPI	2018/19	2019/20	2020/21	2021/22	Direction of travel	Target
20. Percentage of Key Stage 4 pupils achieving the Basics (5+ in English and Maths)	37.6%	47.1%	51.9%	45.9%	▼	Monitor

Percentage of early years settings judged by Ofsted as good or outstanding



Percentage of pupils attending schools judged by Ofsted as good or outstanding



Percentage of Key Stage 4 pupils achieving the Basics



The Early Years Team works to ensure that all children attend high quality settings, especially the most vulnerable children and children with Special Educational Needs and Disabilities (SEND). The Early Years Team is currently working with seven settings that have been judged as less than 'good' by Ofsted, as well as with other settings that have vulnerabilities due to leadership issues, new staff, turnover of staff, etc. Two settings closed within quarter two; one small provision has permanently closed, with 25 funded children finding childcare elsewhere, and the other charity has resigned its registration and merged with another charity. This merger has secured the employment of staff and childcare places. These settings received support from the Early Years and Childcare Team and we continue to monitor childcare sufficiency and any changes. The current priority is ensuring that the most vulnerable children and those with SEND attend quality settings and can take up their full entitlement; improving transitions; increasing the take up of two, three and four year olds; and supporting the sector with the recruitment and retention crisis. Data for quarter four is not yet available.

There are 98 state-funded schools in Plymouth and at the end of quarter four, 81.0% of pupils are attending a school judged as good or outstanding in our city; this is an increase of 2.2 percentage points on the previous quarter. 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 school improvements, reporting directly to the Plymouth Education Board and the Regional Schools Commissioner. Overall, the proportion of Plymouth schools rated as good or better by Ofsted has remained at 76.5% at the end of quarter four.

The 2021/22 academic year saw the return of the summer exam series, after they had been cancelled in 2020 and 2021 due to the impact of the COVID-19 pandemic. As part of the transition back to the summer exam series, adaptations were made to the exams (including advance information) and the approach to grading for 2022 exams broadly reflected a midpoint between results in 2019 and 2021. Therefore comparisons since 2018/19 should be treated with caution. In 2021/22, 47.5% of pupils achieved the 'basics' (5+ in English and Maths). This sits above the national (47.1%), and below the statistical neighbour (47.7%) and regional (48.7%) averages published by the Department for Education. 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
2021/22	7.29	7.48	8.50	8.74		7.00
2022/23	8.84	9.01	9.27	9.37	▲	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 9.37 days at the end of quarter four (up 0.10 days from quarter three of 2022/23), and remains at over two days above the corporate target of 7.0 days per FTE. When compared against the same quarter of 2021/22, the number of days lost is currently 0.61 days higher. These figures are inclusive of COVID-19 sickness.

The top five reasons for short term sickness absence are:

1. Cold/flu
2. COVID-19
3. Stomach/gastric/liver
4. Other musculoskeletal (excluding back and neck)
5. Respiratory/chest problems.

The top long term sickness absence reasons are:

1. Surgery/operation, if cause not on list
2. Anxiety/depression/psychological - personal
3. Stress - personal
4. Anxiety/depression/psychological - combined
5. Other musculoskeletal (excluding back and neck).

In total, 1,193 employees had a short term absence and 253 had a long term absence in the rolling 12 months to 31 March 2023.

An action plan is in place to further support managing sickness absence, which includes:

- A review of the Managing Attendance Policy and procedures
- Proactive management of all sickness absence cases when thresholds have been exceeded, with two areas of the Council putting additional resources into tackling and managing sickness absence
- Commissioning of training for managers and team leaders
- Ensuring that occupational health is used at the optimum time.

2. Staff engagement

We are continually thinking of how to engage with and motivate all employees to contribute to the continuous improvement of the organisation, recognising that different methods suit different areas of the workforce. We value and welcome the views and ideas of our employees. Our People Strategy demonstrates our commitment 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 recently reviewed and redesigned exit interviews.

Employees will experience:

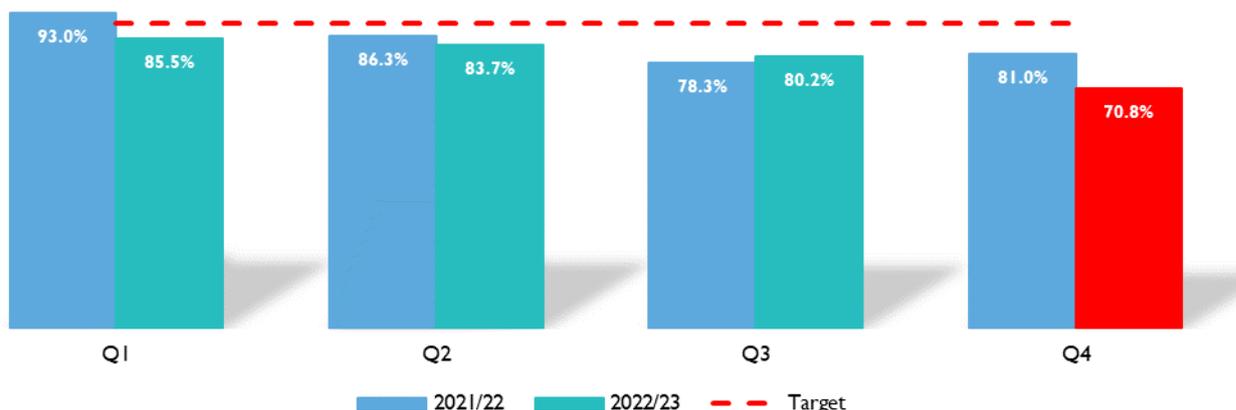
- Informal and formal consultation - when any changes are proposed during service reviews or restructures, engagement/consultation will take place
- Employee forums and networks - focus groups/forums such as Men’s; Disability; LGBTQ+; Race, Ethnicity and Cultural Heritage (REACH); Women’s; Faith and Belief; Veterans and Service Families; and Carers’. These are inclusive and open to all employees. These groups can be used as ‘sounding boards’ for new ideas and the feedback is truly valued
- Pocket Guide for frontline employees
- Surveys - following the Big Listen (the annual engagement survey), the Council has adopted a different approach to addressing the areas for improvement by engaging and empowering the workforce to consider solutions through focus groups
- Question and answer sessions chaired by the Chief Executive and Corporate Management Team panel
- 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 - currently for Green and Wellbeing, and Engagement Champions
- Engagement with senior managers - ‘back to the floor’ and site visits
- Focus groups are planned across the organisation. Facilitators are now trained to undertake sessions.

Providing a quality service to get the basics right first time

3. Customer complaints resolved within timeframe

Financial year	Q1	Q2	Q3	Q4	Direction of travel	Target
2021/22	93.0%	86.3%	78.3%	81.0%		
2022/23	85.5%	83.7%	80.2%	70.8%	▼	90%

Percentage of stage one complaints resolved within timeframe

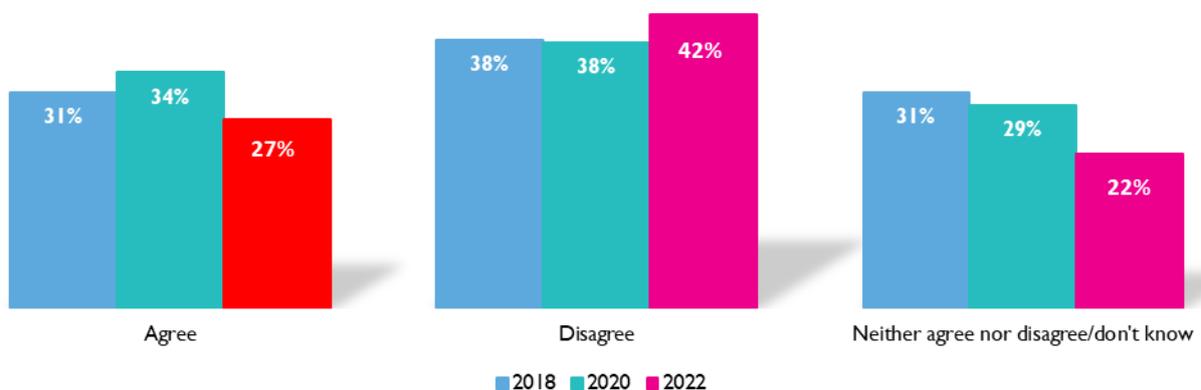


70.8% of the stage one complaints that were resolved in quarter four 2022/23 were resolved within the timeframe of 10 working days, which is a decline on performance in quarter three and remains below the 90% target. This is due to targeted work within Street Services to close older out of time complaints in order to reduce the backlog of open complaints. This work is now more advanced and quarter one is so far showing an improvement in timeliness for the service. For 2022/23 as a whole, we resolved 80.6% of our complaints within 10 working days, which is below 2021/22 (85.0%). We will continue to work on improving our response time to customer feedback. Of the complaints resolved within quarter four, 36.6% were upheld, which is above the upheld rate that we saw last year (29.6%) and slightly above the total upheld rate for 2022/23 (32.0%). The number of complaints received in quarter four 2022/23 (1,431) increased by 424 when compared with quarter three (1,007), while we received significantly more compliments in quarter four (88) than in quarter three (59). Throughout 2022/23 we received 5,744 stage one complaints, which is a 21.6% reduction on the number received in 2021/22 (7,325).

Engaging with and listening to our residents, businesses and communities

Plymouth City Survey	2018	2020	2022	Direction of travel	Target
4. Residents who know how to get involved in local decisions	30.8%	33.7%	27%	▼	Trend increase

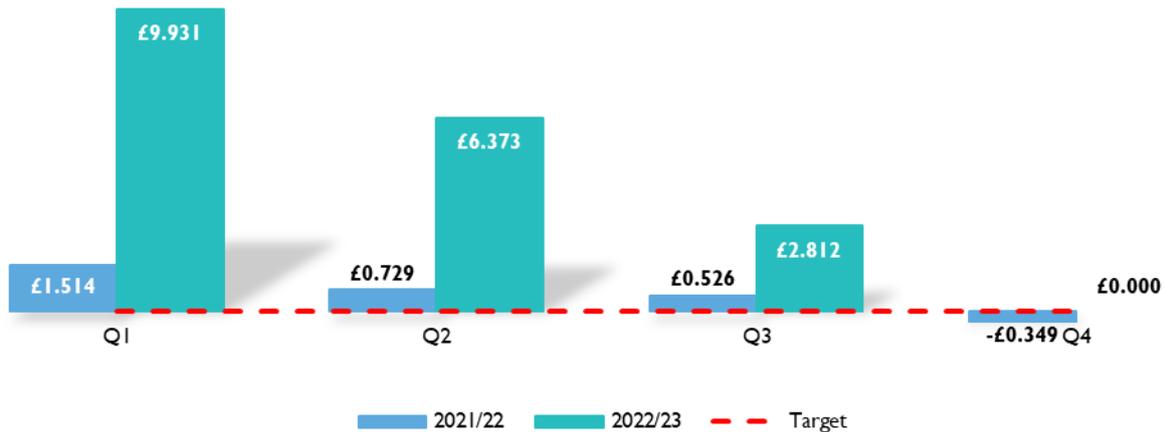
Percentage of Plymouth City Survey respondents who know how to get involved in decisions affecting their local area



A third Plymouth City Survey has recently been completed, which provides a snap shot of residents' views about the city. These results tell us that 27% of respondents are aware of how they can get involved in decisions in their local area. The Community Empowerment Community Builders Programme aims to support collaboration, build connectivity, increase resilience and improve wellbeing. Twelve Community Builders are now in post and working within 15 communities of geography, interest, diversity and identity. As part of their role they have started to embed within these communities, building relationships, mapping assets and using appreciative enquiry to listen to what is important to people.

Quarterly KPIs	Q1 2022/23	Q2 2022/23	Q3 2022/23	Q4 2022/23	Direction of travel	Target
5. Spend against budget	£9.931m	£6.373m	£2.812m	£0.000m	▼	£0.000m
6. Council tax collected (YTD)	27.8%	55.1%	81.6%	96.7%^c	▼	96.5%
7. Business rates collected (YTD)	35.4%	62.4%	84.6%	99.0%^c	▲	99.0%

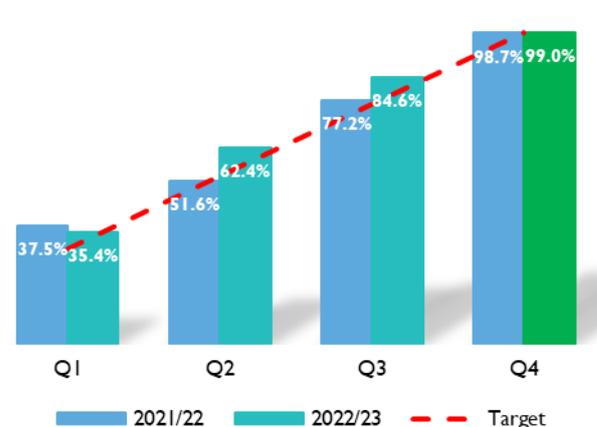
Forecast year end variation spend against budget (£million)



Percentage of council tax collected (YTD)



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



2022/23 was again affected by the legacy of COVID-19 and other costs outside the Council's control, including general inflation increases plus the exceptional rise in the cost of fuel. There was a need for the Council to respond to and mitigate the effects of these additional costs in terms of service delivery and additional savings. Management therefore developed a financial recovery plan, with the aim of eliminating the forecast overspend. As a result of the mitigating actions, the provisional revenue outturn for 2022/23 shows a balanced budget.

96.66% of council tax had been collected by the end of quarter four 2022/23, which is slightly below the proportion collected by the end of 2021/22 (96.75%) but above our end of year target of 96.5%. In total, £145.755 million had been collected by the end of 2022/23. We have seen a greater number of reminder notices being issued this year, which is a sign of the rising cost of living.

99.01% of business rates had been collected by the end of quarter four 2022/23, equating to £84.964 million. This is slightly above both the end of year target (99%) and the total collected last year (98.74%). However, unlike last year, retail and leisure properties have had to pay rates from April at 50%.

8. Offers and Asks

Throughout quarter four we continued to engage with ministers and senior civil servants on the issues that are important to Plymouth. This included continuing to find a solution to unlock funding for the delivery of the West End Health Hub through meetings and correspondence with the Parliamentary Under Secretary of State responsible for the NHS Estate. There has also been a focus on moving forward with a devolution deal for the Devon, Plymouth and Torbay area. Leaders from across the area met with the Parliamentary Under Secretary of State at the Department for Levelling Up, Housing and Communities in February, and in March it was announced that outline approval for a Level 2 Devon-wide devolution deal had been given by Government. The deal will not require a change to the established democratic structures across the area or the need for an elected Mayor. Local partners across Devon have now been invited to work together to prepare a final business case to present to the Government (see regional influence below).

9. Regional influence

Negotiations for a Level 2 Devolution Deal are moving forward. Devon, Plymouth and Torbay have collectively been invited to work together with the Department for Levelling Up, Housing and Communities to prepare a final business case to present to Government for final approval later in the year. A Devon, Plymouth and Torbay Devolution Deal, subject to agreement, would involve the area being granted increased powers, as well as direct control over more of the public funding that is spent in the area on things like skills, housing and transport.

Alongside the Deal, a new statutory partnership between the three councils will need to be established in the form of a Combined County Authority to manage the new functions devolved from government. Work is currently underway to develop the operational detail under the Devolution Deal asks, including preparing the required consultation and communication proposals.

The Heart of the South West (HotSW) Joint Committee will continue to meet during the negotiations and preparations towards a Combined County Authority. It will provide a forum for the Leaders from all of the councils across Devon, Somerset, Plymouth and Torbay, as well as the Local Enterprise Partnership, to discuss the transition towards a Devolution Deal, and the changing role of the HotSW Local Enterprise Partnership.

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), which allows us to 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.
	4. Carbon 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. Inward investment	The total value of Foreign Direct Investments (FDIs) brought into the city or facilitated by the Council.
	11. 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	12. Number of visitors to Plymouth	<p>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.</p> <p>This year’s outputs are for the COVID-19 hit year of 2021 and as a result, our approach to the project again needed to change. There has been very limited national survey data available for the subject year due to the pandemic and certainly nothing at a regional level or below, so as a result, 2019 outputs were used as the foundation from which 2021 outputs were estimated. COVID-19 impact data was gathered by The South West Research Company (TSWRC) from February 2020 onwards, which was used alongside other local survey data and national level outputs and forecasts and applied to the 2019 outputs for each area to model the 2021 input data. Once the input data was calculated, the Cambridge Model was then used to produce the outputs for 2021 and as such, they are comparable with previous years whilst noting the changes above.</p>
Create a varied, efficient, sustainable transport network	13. Principal roads (A) in good or acceptable condition	The condition of principal roads (A roads) in the city, collected via a mechanical condition survey.
	14. 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.
	15. 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. Pupils achieving a Good Level of Development in the Early Years Foundation Stage Profile	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, 2021/22 data is not comparable to previous years.
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',

19. Percentage of pupils attending a school judged by Ofsted as good or outstanding	<p>'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.</p>
20. Percentage of Key Stage 4 pupils achieving the Basics (5+ in English and Maths)	<p>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 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.</p> <p>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'.</p>

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. Stage one complaints resolved within timeframe	The percentage of stage one customer complaints resolved within the period that are resolved within the timeframe of 10 working days.
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



Date of meeting:	26 July 2023
Title of Report:	Risk Management Monitoring Report
Lead Member:	Councillor TBC
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:	RS/RMJUL23
Key Decision:	No
Confidentiality:	Part I - Official

Purpose of Report

The attached report provides an update on the Strategic and Operational risk registers for the organisation.

Strategic Risk Register

The total number of strategic risks being managed is 23. Seven risks have a rating of Red; these relate to responding to Council expenditure, the growing volume and complexity of demand on the Children, Young People and Families Service, IT supply chain constraints, cyber-attacks, lack of adult social care workforce, accounting methods concerning a pension transaction and the Sustainable Drainage Systems (SuDS) Approval Body.

Risk number 17 “Risk of failure to deliver the range of housing to meet Plymouth’s need” has had its risk score decreased to 9 and is now green.

Risk number 6 “Risk to vulnerable children and young people in the care system” has been reported as green at the last two reviews and now is considered sufficiently mitigated and has been moved to the Operational Register.

There is one new strategic risk concerning the Council having insufficient statutory senior leadership capacity and resilience to deliver the required to meet statutory obligations.

Recommendations and Reasons

The Committee is recommended to note the current position with regard to the Strategic and Operational Risk Registers.

Alternative options considered and rejected

Effective risk management processes are an essential element of internal control and good corporate governance. For this reason alternative options are not applicable.

Relevance to the Corporate Plan and/or the Plymouth Plan

The Strategic Risk and Opportunity Register includes links to the Corporate Plan priorities – monitoring of control action for strategic risks therefore contributes to the delivery of the council’s core objectives.

Implications for the Medium Term Financial Plan and Resource Implications:

None arising specifically from this report but control measures identified in Directorate Operational Risk and Opportunity Registers could have financial or resource implications.

Financial Risks

None arising specifically from this report but control measures identified in Directorate Operational Risk and Opportunity Registers could have financial or resource implications.

Carbon Footprint (Environmental) Implications:

Failure to deliver against actions in the Net Zero action plan are included on risk registers.

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 risk registers supports the council’s overall governance arrangements in relation to these issues.

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	Risk Monitoring Report							

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	CH 13.07 .23 0858	Leg		Mon Off	LS/00 00107 5/2/A C/13/7 /23	HR		Assets		Strat Proc	
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Originating Senior Leadership Team member: Giles Perritt

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

Date agreed: 14/07/2023

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RISK MANAGEMENT MONITORING REPORT

July 2023



1. Introduction

- 1.1. This report provides the position with regard to the strategic and operational risk registers.
- 1.2. The next formal review of the strategic risk and opportunity register will take place in September 2023, the operational risk register will also be reviewed at this time. Risk registers are however a live document and should be regularly discussed at Directorate Management Teams.

2. Strategic Risk Register

- 2.1. There are 23 strategic risks currently being managed. In total there are seven risks with a rating score of high amber / red which are reported in line with the City Council's approved risk tolerance levels and are shown below –
 - **Risk Number one in appendix A** relates to the Council's expenditure exceeding the resources available to meet that expenditure within the medium term financial plan period. The risk score is 25 which means extensive management of the risk is essential.
 - **Risk number 20** concerns Lawful Accounting Treatments in Respect of the Pensions Fund. The risk score is 20 which means considerable management of the risk is required.
 - **Risk number two** relates to possible failure to meet statutory duties due to growing volume and complexity of demand for children's social care services. The risk score is 20 which means considerable management of the risk is required.
 - **Risk number three** relates to the potential for a cyber-attack to render all of the Council's IT inaccessible for an extended period of time therefore impacting on the Council's ability to deliver services. The risk score is 20 which means considerable management of the risk is required.
 - **Risk number four** relates to IT supply chain constraints results in increased costs and extended lead times for equipment. This will lead to budget pressures for the Council plus Service delivery pressures as new and replacement IT equipment experiences considerable delays. The risk score is 20 which means considerable management of the risk is required.
 - **Risk number five** relates to workforce concerns and the growing fragility of the Adult Social Care Market that might lead to the inability of the Local Authority to meet statutory duties and meet eligible need. The risk score is 20 which means considerable management of the risk is required.
 - **Risk number 21** relates to Schedule 3 of the Flood and Water Management Act in 2024 and the requirement to put in place a Suds Approval Body (SAB). The risk score is 20 which means considerable management of the risk is required.
 - **Risk number 24** Cater-Ed: PCC still carries pension and redundancy liability for Cater-Ed staff. The risk score is 20 and requires considerable management effort to respond to the risk. This risk was moved from the Operational to Strategic Register.
- 2.2 Five of the 23 risks on the strategic risk register have a risk rating of 16 and above, indicating higher risk and where management effort is required to adequately mitigate the risk. These are –

- **Risk number six** insufficient economic performance to sustain the City's economy and growth plans.
- **Risk number seven** Ongoing COVID-19 rates (with potential for further peaks)
- **Risk number eight** Failure to reduce Health Inequalities will mean our poorest residents continue to live shorter lives as well as more years in ill health.
- **Risk number nine** Increased and sustained pressure on Adult Social Care budget due to increased costs of providing care, growing numbers of people and increased complexity of need.
- **Risk number ten** Adult Social Care (ASC) Reforms - There are a number of reforms to ASC that have created significant financial uncertainty in terms of being able to accurately understand the cost, volume and funding that will be made available to deliver these reforms.

3. Operational Risk Register (Appendix B)

- 3.1. There are currently 119 risks on the operational register. This is a reduction of 11 risks during this reporting period. The main reason for removal of risk that they were no longer relevant as advised by risk owners. (removed risks remain on the register struck out).
- 3.2. There is a total of seven red risks on the operational register, an increase of two in this reporting period. These relate to -
 - Failure to meet statutory duties due to growing volume and complexity of demand for children's social care services. The overall risk score has been increased due to an increase in the probability score from three to four. (Children and Young People Directorate)
 - Risk of loss of life, injury or property damage due to tree falling within the city and at Mount Edgcumbe. (Place Directorate)
 - Inadequate Asbestos Management Arrangements - resulting in closure of buildings/services, legislation breach, potential litigation for health claims, failure of duty of care, poor corporate governance (Resources Directorate)
 - Risk of loss of confidential/sensitive data and fines by not ensuring there is adequate business continuity processes in place following an information security breach to protect the council's assets (Resources Directorate)
 - Failure to ensure staff retention, maintain resourcing requirements and recruit quality employees (Resources Directorate)
 - Home Working - Increasing risk of detrimental impact on staff wellbeing with increased pressure within role and reduced customer service, could see an increase in wellbeing/stress absence type moving forward (Resources Directorate)
 - Overall Department Budget and School Transport Budget impacting on capacity to plan and deliver services. The overall risk score has been increased due to an increase in the probability score from four to five. (Children and Young People Directorate)

Appendix A - Strategic Risk Register

Risk No.	Directorate	Description	Key Controls	Previous Probability	Previous Impact	Previous Rating	Mitigation	Current Probability	Current Impact	Current Rating	Responsible Officer
1	Resources Directorate	The Council's expenditure exceeds the resources available to meet that expenditure within the medium term financial plan period (2022/23-2025/26).	To adopt a system of monthly financial reporting to DMT's, CMT, and Cabinet and Quarterly to Full Council, with monthly consideration of directorate level financial issues at each Scrutiny Committee. In addition the Council has introduced a system of detailed monitoring of the delivery of savings targets so that a view is published monthly in Cabinet reports. The Council also holds an annual review of fees and charges and has annual and ongoing programmes of work to identify and understand potential savings opportunities. The governance system of the Council - as unpacked in the Annual Governance Statement comprise a rigorous system of financial control.	5	5	25	As reported to CMT 18 April 2023 the Council has a balanced Outturn for financial year 2022/23. Although general reserves have been used in the sum of £9m there has been no drawdown on the Working Balance. A balanced budget and Council tax was agreed at the February 2023 Full Council meeting. These are major pieces of the MTFP update to cover the 5 year period to 2017/18. A revised MTFP is currently being updated with continued input to be given by SLT ahead of the September 2023 Council sign off. Revisions will also be implemented to the monthly monitoring reports to focus on savings delivery, given the £23m target. For Capital, a revised capital governance is being proposed to tighten the reporting and understanding of the programme, with additional information included in each monitoring report.	5	5	25	David Northey
20		Lawful Accounting Treatments in Respect of the Pensions Fund		5	5	25	Options appraisal undertaken with Chief Executive and Assistant Chief Executive with a view to finding an acceptable closure. Risks still remain until resolved; resultant risks will be evaluated once a way forward is agreed	5	5	25	David Northey
2	Children's Services	Failure to meet statutory duties due to growing volume and complexity of demand for children's social care services	Trend analysis informing projections about the numbers of children coming into care to monitor activity. Regular scrutiny via lead member for children and finance.	4	5	20	New approach on reviewing unregistered, use of residential care Enhanced oversight of the Improvement Plan for Fostering and increasing in-house foster care sufficiency. New model of intervention children at risk of care. Ongoing rigour in decision making to manage demand via a new Children's Resource Panel with a focus on all requests for Local authority care and/or the initiation of legal proceedings. From May, this will take place weekly and be chaired by the Service Director. Ensuring action plan milestones are reached via monthly monitoring at Programme Board/Finance DMT. Service redesign is occurring to ensure an operating model that supports much earlier intervention and prevention of children coming into care wherever possible.	4	5	20	Jane Anstis

3	Resources Directorate	A Cyber-attack renders all of the Council's IT inaccessible for an extended period of time therefore impacting on the Councils ability to deliver services.	IT Security Policy current and adhered to Business Continuity plans tested and fit for purpose IT Infrastructure patched to current levels All IT providers assessed regularly All connected partners / Suppliers assessed and accredited	5	4	20	LGA Cyber 360 review completed in March - review findings and recommendations due in April. Cyber 360 recommendations will be included in the Cyber improvements plan overseen by the Cyber Governance Board and Optimising our Assets Programme Board Cyber security briefing for SLT planned in April to raise awareness further of the threat and requirements of staff to reduce the risk of attack. Hackney Council are due to speak about their experience recovering from a major ransomware attack Cyber security awareness week planned for May 23, including a business continuity exercise, Member awareness training and staff briefings Finance, Customer and Performance Scrutiny Panel reviewed PCC cyber security and readiness in February and have requested a further update (date TBC) IT Health check (previously PSN certification) testing to take place in March, remediation's to be included into the Cyber improvements plan	4	5	20	John Finch
4	Resources Directorate	IT supply chain constraints results in increased costs and extended lead times for equipment.	Regular IT Budget monitoring Regular Delt engagement Procurement liaison' Business Continuity plans tested and fit for purpose ICT Review Group Other project and programme boards Management teams overseeing the purchase of new technical capability	5	4	20	PCC to pre plan as far ahead as possible on any purchases of technical goods or services, notifying Delt during the planning phase of such work. Delt have been provided with the Capital plan for 2022/23 Delt engagement with current suppliers and escalation of any changes to current prices / lead times Assessment of alternative suppliers	5	4	20	John Finch / Peter Honeywell
21	Place	The Government intends to implement Schedule 3 of the Flood and Water Management Act in 2024 and put in place a Suds Approval Body (SAB). Schedule 3 provides a framework for approval and adoption of drainage systems, an approving body (SAB) and national standards on the design, construction, operation and maintenance of SUDS. This is highly likely to be introduced from 2024 and will be a risk for the local authority from FY 2024/2025. No provision has been made in the MTFP although Government grant may be	Resource and funding implications of legislation being implemented to bring into operation 'Suds Approval Bodies' or SAB, within Lead Local Flood Authorities, that could require PCC to adopt and maintain SUDS surface water drainage assets such as underground storage tanks, pipes, ponds, swales etc that serve Private development. This has implications for the Council in that it is likely that the Council will be required to technically approve and formally adopt, inspect and maintain SUDS features in a similar to a new estate road. General lack of resources but there will be a requirement to: set up a SAB, run and operate it, and the operation and maintenance of SuDS.	5	4	20	At the moment this is a proposal and would not be implemented until 2024. No information provided at present. Previously when the LLFA's were established, ring fenced GOV'T funding was provided for the first 3 years on a reducing basis. Consultation likely in 2023 and therefore responses need to reflect the need for funding to take on this function. The key considerations will be: Policy requirements; national standards and guidance requirements; cost and funding; future working with partners; skills and capability of local authority to take on this function.	5	4	20	Paul Barnard

		provided at the outset but could decline year on year.	Technical review of application, currently LLFA looks at adherence to LFRMS and industry standards. Inspection during construction and upon completion using CCTV. Formal adoption and handover procedure. Ongoing maintenance and operation as part of the highway. 4 additional FTEs are reckoned to be required at an annual staff cost pf £150,000.								
24	Children's Services	Cater-Ed: PCC still carries pension and redundancy liability for Cater-Ed staff.	Monitoring contracts	2	4	8	CATERed has seen significant operating costs in terms of food prices, energy costs and wages and there is a significant risk that this organisation is not a financially viable company. Cost cutting reductions have been made where possible. The board are meeting in May 23 to discuss and agree the business plan and in June they will meet with Shareholders to discuss. CATERed is a going concern within the period but the long term viability is a significant concern - Escalated to Strategic Risk	4	5	20	Tina Brinkworth
6	Place	Insufficient economic performance to sustain the City's economy and growth plans.	Account management of our key businesses will help early identification of risks. Labour market remains very tight and we are working closely with people directorate to support the skills launch pad. The freeport has been launched and is now live. The defence sector and HM Naval Base has significant construction plans we are working closely with government and Homes England to position Plymouth for additional investment and help attract new people/workforce to the City. Shared Prosperity Funding is targeted at support for Port development, City Centre and Skills	4	4	16	Alongside this we are seeking to maximise all opportunities to secure additional funding for economic initiatives including focussing on creating new jobs in the Blue and green economy. The initiatives include: The Plymouth and South Devon Freeport, National Marine Park. We will continue to maximise all funding opportunities for our city region.	4	4	16	David Draffan
7	ODPH	Ongoing COVID-19 rates (with potential for further peaks)	Plans are in place to respond, should a new variant with concerning properties be detected. Health Protection Group established and meets fortnightly to discuss issues related to COVID-19 and other infectious diseases.	4	4	16	The key mitigation of vaccination has now reached around 85% (one or more doses) of those eligible. Mitigations have been removed and we have been seeing sustained low levels but fewer surges. The longstanding advice to the general public remains in place and is re-emphasised at regular intervals.	3	3	12	Ruth Harrell / Rob Nelder

8	ODPH	Failure to reduce Health Inequalities will mean our poorest residents continue to live shorter lives as well as more years in ill health.	The Thrive Plymouth framework Plymouth Plan and Integrated Commissioning Strategies	4	4	16	Persistent action across the Council and the city is required at many levels to tackle inequalities by addressing the wider detriments of health, as embedded in the Plymouth Plan. Austerity, the pandemic, and the current economic downturn and cost of living crisis all serve to widen health inequalities. Thrive Plymouth continues, with a wide range of partners, and work to tackle child poverty and support people in need is ongoing but is unlikely to sufficiently mitigate the impact of the current risks to narrow HI.	4	4	16	Ruth Harrell / Rob Nelder
9	People	Increased and sustained pressure on Adult Social Care budget due to increased costs of providing care, growing numbers of people and increased complexity of need.	Real time management information Strong Reablement Offer Established Review Programme Commissioning Intentions and Commissioning Activity to develop new models of care.	4	4	16	Real time management information - Strong Reablement Offer - Established Review Programme - Commissioning Intentions through Market Sustainability Plans to develop new models of care - Budget containment meetings in place - Focus on reviews and reablement to right size packages of care including focused work on 18 to 64's	4	4	16	Gary Walbridge
10	People	Adult Social Care (ASC) Reforms - There are a number of reforms to ASC that have created significant financial uncertainty in terms of being able to accurately understand the cost, volume and funding that will be made available to deliver these reforms.	National and regional groups including Local Government Association and ADASS ASC reform programmes established Fair cost of care exercise to better understand position Departmental and directorate management teams	4	4	16	Charging and Liberty Protection Safeguards reforms have been pushed back by government. We will continue cost of care exercises locally, including working with our local care market to better understand impact on finance and resources. We will continue engagement with Local Government Agency and regional and national groups (such as ADASS) to determine approach to managing all reforms. We will continue to seek to understand impacts of all reforms through our established transformation programmes, and will consider potential use of Offers and Asks due to cost of new burdens on the service.	4	4	16	Gary Walbridge
5	People	Lack of adult social care workforce and growing fragility of Adult Social Care Market leading to inability of Authority to meet statutory duties and meet eligible need.	Real time management information Provider Contingency Plans and Mutual Aid Protocol Established Review Programme to release hours Activity Dialogue with Care Market Enhanced risk management process around individual client list.	4	5	20	Health & ASC Winter Plan which will bring in additional elements of contingency planning Uplift in fee rate across the care market appears to have helped support a current stabilising of the market. Local Authority has set up a Care Company to ensure continuity of provision in the event of market failure We remain committed to supporting the care market through; Community Capacity Command Centre, Care Home liaison, workforce recruitment / retention across residential and domiciliary sector and the remodelled Bed Bureau/Brokerage	3	5	15	Gary Walbridge

11	Resources Directorate	The Council having insufficient workforce capacity and resilience to deliver the required range of services to meet statutory obligations and administration priorities	Workforce data. Employee Assistance Programme. Organisational Restructure toolkit.	5	3	15	Targeted support for Children Services – resourcing and capacity Introduction of new assistant social worker positions Review of People Strategy for 2024 Recruiting to key chief officer roles Presented proposals to SLT in relation to Recruitment and retention strategy. These will now be developed and implemented as appropriate Improving induction processes Market factor supplements have been reviewed. Implementation in May 2023 Support for employee wellbeing - Well-being week commences w/c 15 May 2023	5	3	15	Kim Brown
12	Resources Directorate	The Council not meeting its obligation to keep data secure by failing to adhere to Data Protection Act 2018 Regulations results in loss of trust in the Council and/or financial penalty from the Information Commissioner's Office (ICO)	Annual IT Health Check Vulnerability scan IT Infrastructure patching policy ICO Action Plan Information Audit Staff workshops GDPR	5	3	15	Continued roll out staff awareness training to all staff. Implement greater reporting consistency within directorates. Implement improved incident analysis within the Service Desk. Improved contract management with partners. Improve Privacy notice templates and ensure all gaps are addressed Standardised breach management processes distributed to key staff. Reviewed policies to be communicated to all staff	5	3	15	Peter Honeywell
14	Resources Directorate	The Council not meeting its legal obligations regarding the health, safety and wellbeing of its workforce.	Safe Systems of Work Programme Display Screen Equipment (DSE) guidance in place COVID-19 Homeworking checklist implemented to ensure employees working from home have all standard DSE equipment, and specialist assessment where required Delivery service instigated following COVID-19 infection control guidelines COVID-19 wellbeing pages has DSE advice and support cited Access to ergonomist assessment via medigold available Wellbeing Pulse survey repeated at regular intervals Risk assessments of vulnerable staff PPE Policy in place with ordering and supply process operational	3	5	15	Reviewing of risk assessments and DSE assessments to ensure compliance Review of mandatory training to ensure compliance to be completed by May 2023 Targeted audits across the council - audit plan in place and shred on staffroom IOSH for senior managers - to be completed by first week in May Development at SLT and Team Plymouth Independent review of Health & Safety culture to be undertaken	3	5	15	Kim Brown

19	Place	Viability of commercial bus operators	5	3	15	<p>Monitor patronage levels locally both fare paying and concession pass holders. Frequent liaison meetings with bus operators. The Council continues to pay concession fare reimbursement above actual level of travel, although this is reducing in line with Government guidance by 5% every 2 months until such time it is less than reimbursement based on actual trips. To address loss of commercial services from 4th September, a virement from concession fares reimbursement budget to non-commercial services budget of £557K in 23/24 to pay for non-commercial services secured through competitive tender and enable all areas of Plymouth to continue to have a bus service, at least on Mondays to Fridays. To make the budget go as far as possible, routes have been redesigned where possible to be able to use developer contributions to part or wholly fund some non-commercial routes. Enhanced cleaning regime of buses to continue. Ensure clear messaging by transport providers about maximising messages about maintaining safe travel. In March 2021, the Government announced its new National Bus Strategy "Bus Back Better" making a further £3bn of funding available for the 3 years from April 2022 to significantly improve bus services across the country. In the end only £1bn was available and although PCC has not received any additional BSIP funding from the £1bn released, PCC has confirmed that it will introduce an Enhanced Partnership from the 31st October 2022. At the moment it is not possible to deliver Plymotion to encourage the take up of bus services. Schemes continue to be delivered through the Transport Capital Programme to encourage patronage returning to pre-Pandemic levels as soon as possible. Increased commitment to non-commercial services is up until March 2024. Tenders will be sought late in 2023 when it is envisaged that commercial viability on a number of routes will have improved.</p>	5	3	15	Paul Barnard	
15	Place	<p>Risk of financial impact of delivering proposed changes to Waste Services as set out in the Government's Draft Environment Bill.</p>	<p>Joint working group between Street Services & SPI Service Management Teams</p>	3	4	<p>12</p>	<p>The Council have partnered with the Waste Industry body WRAP to jointly commission external support to assess the likely impacts and opportunities of the Environment Act. The funding for this work has been wholly met by DEFRA. The initial report was completed with broadly inconclusive findings. The scope of ongoing work is as follows:</p>	3	4	<p>12</p>	Phil Robinson

						<ul style="list-style-type: none"> - To understand the implications of, and ensure the Council meets, the government's requirements as proposed in the Resources & Waste Strategy - To help inform the future design of the Council's household waste collection service and understand the implications in terms of reprocessing infrastructure - To understand the likely impact that changes to the current household waste collection service will have on the Council's recycling performance - To consider where operational efficiencies can be achieved whilst still delivering a service that meets the needs of its residents and allows the Council to maintain high levels of customer satisfaction - To appraise whether existing waste management infrastructure and assets in Plymouth, and the surrounding area, are likely to be sufficient for future requirements; and if they are deemed not to be then to provide options to inform the Council's waste strategy and spatial planning. 					
16	Place	Risk of failing to meet carbon reduction targets to reach net zero by 2030.	A governance structure is in place to ensure that the city and council climate emergency objectives are led, managed and delivered. Led by the Cabinet member for Environment and Street Services, all key decisions are made by Cabinet and Full Council. The Strategic Director for Place leads the Climate Emergency Board with oversight of the corporate objectives. Management and deliverables are led by the service director for strategic planning and infrastructure. Progress updates on the delivery of the plans are provided 6 monthly. The aspiration for Plymouth to achieve net zero by 2030 is set out in the Plymouth Plan, Policy GRO7. The City Council identifies the part it will play in working to this aspiration in annual Corporate Carbon Reduction Plans (CCRP) and Climate Emergency Action Plans (CEAP).	3	4	12	Year 1, 2 and 3 CCRPs and CEAPs have been prepared to date, covering the period 2020-2022. The focus of the CCRP is on the things in the direct control of the City Council; the focus of the CEAP is on the wider things the Council is able to influence as well as some of the climate actions of City partners. The Climate Emergency strategy and action plan process is currently under review, with a view to making revisions from 2023, providing a more strategic approach. Growth and Infrastructure Overview and Scrutiny Committee receive 6 monthly performance updates	3	4	12	Paul Barnard
25	Resources Directorate	The Council having insufficient statutory senior leadership capacity and resilience to deliver the required to meet statutory obligations.	Through the People Strategy- Develop a peer-support network of leaders Deliver Our Leaders Programme - A leadership framework delivered through Annual Appraisal Processes			0	Current gaps in senior leadership positions will be addressed through interim appointments. Recruitment for Senior Manager Appointments are underway through appropriate executive search / recruitment agencies.	4	3	12	Pamela Moffat

			Develop our managers through Chartered Management Programmes								
17	Place	Risk of failing to deliver the range of housing to meet Plymouth's need	<p>Driving progress on previous Plan for Homes site releases to seek accelerated construction of new homes, progress regularly reviewed with Portfolio Holder.</p> <p>Sites identified in the JLP 5 year land supply regularly reviewed to consider what actions might bring forward sites currently in years 6 and 7 into 5 year supply.</p> <p>Each JLP site now has a Delivery Strategy, with options identified for potential intervention based upon the identification barriers and resources. Data base established to allow for more effective review of actions and progress.</p> <p>Review of partnerships and partners to manage delivery and ensure capability and maximise capacity, including funding for new homes.</p> <p>Working with DLUHC & Homes England to develop a Place Based Strategic Partnership to maximise joint working, funding and alignment of housing delivery priorities. Proposal to establish a tripartite partnership between DLUHC, HE and PCC/SH&WD with the vision to transform the pace and quality of housing provision to fully meet housing need.</p>	3	4	12	<p>Strategic Land Review completed and released 50 housing sites to the market. Established Housing Investment Fund in Plan for Homes 3 to support interventions to unlock housing delivery. Working with Homes England to develop a Placed Based Strategic Partnership to unlock and deliver a pipeline of housing sites, support City Centre renaissance and to help align Government funding with housing site opportunities. Proposal to establish a tripartite partnership between DLUHC, HE and PCC/S&WD with the vision to transform the pace and quality of housing provision to fully meet housing need including the 35% urban uplift. Work with Homes England has led to agreed solutions and Deeds of Variations on four legacy sites to unlock delivery. Launched the Plymouth Eco-Homes Programme to support building a pipeline of over 250 low-carbon and net-zero homes across Plymouth. Embarking on our Direct Delivery of new homes to drive up good design, quality and sustainable living, and identifying a pipeline of future sites to support our direct delivery ambitions. Developed two Housing Partnership Agreements with key Housing Association Partners to maximise their investment and delivery in the city. Considering site acquisitions and provided funding to help unlock stalled JLP sites. Reviews of JLP sites completed and monitored, with delivery strategies being implemented. Secured £2.2m Brownfield Land Release Funding to help unlock 325 affordable homes on PCC owned land. Ongoing innovation to improve the proactive and fast track approach to planning to deliver housing. Monitoring development activity in the construction sector to understand the effect of COVID-19 on housebuilding. We will manage the 5 year land supply position to ensure that decisions on sites are taken using a balanced and objective assessment of market conditions. We will work with DLUHC and Homes</p>	3	3	9	Paul Barnard

							England. Continuing to bring long term empty homes back into use.				
23	Children's Services	Response to Ofsted Focused Visit to the Front Door does not result in required improvements.	Systems and Processes in place for response to initial inspection and follow up.	3	3	9	<ul style="list-style-type: none"> • A new Improvement Board is in place for the Children's Services across the Plymouth (March 2023). • Service Director chairs a fortnightly Improvement Board for the Front Door which has partner engagement (Feb 23). • Improved capacity in management structures has been in place since January 2023. • Review of processes and focus on performance improvement in place. • Key metrics are reviewed alongside Audit activity to test quality of decision making. 	3	3	9	Sharon Muldoon
22	Place	The DfT has set out expectations of the Peninsula Transport Sub-National Transport Body in that the current governance arrangements are not working and that there needs to be a single Lead Authority employing a core team of staff representing a single point of contact between the STB and the DfT but also to have the skills and capacity to perform a wider strategic role supporting individual Local Transport Authorities. The DfT has set out minimum staffing levels, but recognising that as the DfT, it will need to cover the cost of salaries and redundancies. As we stand, the DfT is unable to confirm funding to cover the cost of salaries for 23/24 and for covering any redundancy costs should that be required. The 2022/23 allocation of funding for the STB from the DfT is £585K but only £338K is indicated of which none has yet found its way to PCC's account as Accountable Body for the STB. The DfT as with other Government Departments is under	Plymouth City Council is the Accountable Body for Peninsula Transport Sub-National Transport Body and subject to final Board approval on the 2nd March will become the Lead Authority and also to be the employer and host to the proposed Core Peninsula Transport Staff. A governance structure is already in place for Peninsula Transport to ensure that the STB's annual business plans are managed and delivered. DfT has set out its expectations for minimal staffing levels required within each STB in order that they can perform their strategic role and in doing so continue to receive central government support. In moving to a permanent core staff structure, the DfT are keen for Peninsula Transport to provide more support in the future, to individual constituent local authorities that make up Peninsula Transport. The additional core staff resource is likely to reduce the need for the STB to commission work from external consultees to those tasks which require specialist knowledge and skills not available within the core staff resource.	2	4	8	The DfT has restated their commitment to ensure that the host authority for these positions will not be liable for all costs relating to these posts and any redundancies should they be required. Hold a meeting between the STB, DfT and PCC to understand whether DfT are able to honour their commitment to cover cost of salaries and underwrite cost of redundancies before commencing recruitment. Agreement of annual business plans with DfT and monitoring progress against the business plan. Monthly monitoring of income and expenditure as part of the Council's role as the Accountable Body and receiving funding directly from DfT.	2	4	8	Paul Barnard

extreme budget pressure and
are still working on priorities.

Appendix B - Operational Risk Register

Risk No.	Directorate	Description	Key Controls - Three Line of Defence SEE THE RISK MANAGEMENT STRATEGY	Previous Probability	Previous Impact	Previous Rating	Mitigation	Current Probability	Current Impact	Current Rating	Responsible Officer
1	Children's Services	Failure to meet statutory duties due to growing volume and complexity of demand for children's social care services	<p>Trend analysis informing projections about the numbers of children coming into care to monitor activity. These projections have been accurate. Regular scrutiny via lead member for children and finance.</p> <p>Project groups to monitor placement sufficiency and reunification activity. Monthly scrutiny via Children's DMT and Programme Board with DCS scrutinises progress of key project group activity and outcomes.</p> <p>Federated Leadership Team Scrutiny and oversight to monitor and manage budgets.</p> <p>Medium Term Financial Planning arrangements to consider cost and volume in relation to demand.</p> <p>CYPFS Panel review all decisions for children coming into care. Placement Review of all high cost placements weekly by dedicated manager. Adolescent Support Team working with families and social workers where reunification is viable for children. They are also working with children at the edge of care to prevent care where viable. Fortnightly management meetings held to review and monitor performance in key areas of practice.</p>	3	5	15	<p>Additional social work capacity agreed to support effectively delivery of casework.</p> <p>Fostering Project Delivery Plan in place High cost placement review supported by named Service Manager Adolescent Support Team reunification and edge of care service supporting over 60 young people at any one time, .</p> <p>Ongoing rigour in decision making to manage demand via Placement Panel which takes place weekly and overseen by a dedicated service manager with responsibility for reducing costs of individual placements and ensuring timely step down.</p> <p>Ensuring action plan milestones are reached via monthly monitoring at Programme Board/Finance DMT.</p> <p>All delivery plans have been reviewed and progress is being achieved to mitigate delays caused by Covid response.</p>	4	5	20	Sharon Muldoon

17	Place	<p>Risk of loss of life, injury or property damage due to tree falling within the city and at Mount Edgumbe.</p> <p>Ash dieback</p>	<p>QTRA assessment underway at Mt Edgumbe and rangers have been trained. Park zoned and areas of high footfall tree assessments moving towards completion. Extra Ranger hired to carry out remedial tree works. We have identified a number of trees requiring immediate safety work and require funding to undertake [update 20/1/21 - funding will be built into 22/23 revenue budget and manager instructed to prioritise commencement of work].</p> <p>Plan for Trees Investment Programme Exec Decision published Nov 2020 allocated £1.2m funds over 3 years for additional resource for managing tree risk and mitigation planting. Recruitment & Appointment in PCC of new Operational Manager for Arboriculture, 2 new NI Officers, 1 new Tree Officer, 2 new Arborists & 2 new Apprentice Arborists completed providing additional capacity to manage this risk effectively. Roll out of new digital asset management system - Alloy - completed for PCC trees providing clear ability to schedule, record and monitor tree safety inspections and defect work. Ash Dieback Action Plan completed - being used internally and awaiting internal sign off and confirmation of this will become a published plan. Now published</p>	5	4	20	<p>Feb 2023</p> <p>High turnover of staff in SSW has impacted rate of progress in last two quarters of 2022/23. Acting up arrangements in place to alleviate this but still a lag. PFT investment budget is able to continue into 24/25 but is forecast to be expended in that FY. This puts additional posts at risk. Review and plan refresh required during 23/24.</p> <p>Alloy system implementation now aiding data capture better, still improvements to be made to utilise this to best effect to target work efficiently.</p> <p>Works ongoing due to large backlog of work. Initial assessment of Ash dieback and report issued. Tree Risk Management Review complete.</p>	5	4	20	Kat Deeney
29	Customer and Corporate	<p>Inadequate Asbestos Management Arrangements - resulting in closure of buildings/services, legislation breach, potential litigation for health claims, failure of duty of care, poor corporate governance</p>	<p>Asbestos surveys and management plans in the process of being procured; programme has been adjusted to ensure happen as quickly as possible</p> <p>PIC monitoring where asbestos is known to exist and compliance visits / audits from Hard FM annually</p> <p>Asbestos registers for review by Contractors in place</p> <p>Health and Safety Policy updated to include PIC roles</p> <p>High risk areas are properly managed</p>	4	5	20	<p>1. Completion of the pilot of 3 buildings (80% as at Oct 2019)</p> <p>2. Roll out of the MAC initiative to all remaining buildings</p> <p>3. Management of the buildings, linked to PIC changes and take up within all risk areas.</p> <p>19/08/2022</p> <p>1. Deliver procurement activity for full suite of Asbestos Management Surveys</p> <p>2. Link to Term Contract delivery for ongoing Management Plans</p>	4	5	20	Dan Williams

32	Customer and Corporate	Risk of loss of confidential/sensitive data and fines by not ensuring there is adequate business continuity processes in place following an information security breach to protect the council's assets	Adherence to PCC policies. Staff training. Security incident management. Strong contract management with ICT suppliers. Pro-active protective monitoring. Tested Business Continuity plans	4	5	20	Revised eLearning package has been rolled out to all staff with PC access. Booklet to be produced for staff who do not have access to a pc. 04/09/20. Impact reduced on risk as a result of the learning and success of the data centre fail over testing performed w/e 21 and 22 Aug BC currently being updated, exercise expected during 2023.	4	5	20	John Finch
100	Customer and Corporate	Failure to ensure staff retention, maintain resourcing requirements and recruit quality employees		5	4	20	Focus on priority services. mitigating risk to service delivery on key tasks by training temporary staff on these, but risk still there due to temporary nature of these roles additional I21 line management support required for new starters, who are building their knowledge, need more support and are new to the role Review staffing levels, continue to highlight risk and any changes, look to ensure recruitment where required. Cross-training ongoing to ensure resilience as best as possible should individuals leave, as well as training being provided to a number of the team at a time, accepting a dip in answer rates during training period	5	4	20	Paul Walshe
101	Customer and Corporate	home Working - Increasing risk of detrimental impact on staff wellbeing with increased pressure within role and reduced customer service, could see an increase in wellbeing/stress absence type moving forward	Checking in with staff frequently via I21 conversations, RPD's, team meetings, performance feedback and meetings with service areas to highlight any concerns Ensuring staff have access to all online support, Pam Assist, Occupational Health referrals, support with home-worker checklists Providing details to the covid-19 specific wellbeing pages, covering a range of concerns employees may have Asking team to be open and honest when they do have concerns in or out of work which might impact performance or attendance	5	4	20	Checking in with staff frequently via I21 conversations, RPD's, team meetings, performance feedback and meetings with service areas to highlight any concerns Ensuring staff have access to all online support, Pam Assist, Occupational Health referrals, support with home-worker checklists including covid-19 specific wellbeing pages Ensure team are open and honest when they do have concerns, and that these are acted on by line managers and escalated when needed covid-19 allowing individuals back to an office environment for some of working week moving forward for those that need it	5	4	20	Paul Walshe
118	Children's Services	Overall Department Budget and School Transport Budget impacting on capacity to plan and deliver services.	Star Chambers	4	4	16	Standing item on SMT meeting agenda	5	4	20	Annie Gammon

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**Performance, Finance and Customer Focus
Overview and Scrutiny Committee**



Date of meeting:	26 July 2023
Title of Report:	Finance Monitoring Report May 2023
Lead Member:	Councillor Mark Lowry (Cabinet Member for Finance)
Lead Strategic Director:	David Northey, (Interim Service Director for Finance)
Author:	Stephen Coker, Lead Accountancy Manager (CEO & CCS) Wendy Eldgridge, Lead Accountancy Manager (Capital and Treasury Management)
Contact Email:	David.northey@plymouth.gov.uk
Your Reference:	
Key Decision:	No
Confidentiality:	Part I - Official

Purpose of Report

This report sets out the revenue and capital monitoring position of the Council forecast to the end of the financial year 2023/24 at Period 2.

Recommendations and Reasons

That the Committee notes:

1. The forecast revenue monitoring position at Period 2 as set out in this report in the sum of £8.140m.
2. The Capital Budget 2023-2028 is revised to £544.214m as shown in Table 4.
Reason: controlling the outturn within budget is essential to maintain financial control.

Alternative options considered and rejected

There are no alternative options – our Financial Regulations require us to produce regular monitoring of our finance resources.

Relevance to the Corporate Plan and/or the Plymouth Plan

The 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 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.

Financial Risks:

Financial risks concerning period 2 reporting are discussed in the body of the report and relate to the attainment of a balanced budget position in financial year 2023/24.

Carbon Footprint (Environmental) Implications:

There are no impacts directly arising from this report.

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

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 within budget is paramount to ensuring the Council can achieve its objectives

Appendices

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

Background papers:

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	CH 12.07.23 0900	Leg	EJ/1114 /12.7.2 3	Mon Off	Click here to enter text.	HR		Assets		Strat roc	
Originating Senior Leadership Team member: David Northey (Interim Service Director for Finance)											
Please confirm the Strategic Director(s) has agreed the report? Yes CMT Date agreed: 23/06/2023											
Cabinet Member approval: Cabinet Member for Finance, after discussion with Cabinet colleagues Date approved: 10/07/2023											

SECTION A: EXECUTIVE SUMMARY**Table 1: End of year revenue forecast**

	Budget £m	Forecast £m	Variance £m
Total General Fund Budget	218.440	226.580	8.140

1. This report highlights a revised monitoring position at Month 2 (May 2023) of £8.140m over budget. A breakdown of this is set out in Table 2.
2. The movement reflects volume pressures in Childrens and People and legacy saving pressure in Customer & Corporate Services and Chief Executives Office.
3. Considerable work will be required to reduce spend and increase income. The one off use of reserves has not been considered at this stage.
4. The planned in-year savings targets amount to £23.435m. A review of the delivery of these savings has taken place and an update of this is included below. Officers will continue to pursue these savings to ensure full delivery by the end of the financial year.

SECTION B: Directorate Review**Table 2: End of year revenue forecast by Directorate**

Directorate	Budget £m	Forecast £m	Forecast Net Variance £m	Status
Executive Office	5.997	6.105	0.108	over
Customer and Corporate Services	49.646	51.205	1.559	over
Children's Directorate	61.858	62.710	0.852	over
People Directorate	95.387	101.008	5.621	over
Public Health	2.628	2.628	0.000	nil variance
Place Directorate	26.961	26.961	0.000	nil variance
Corporate Account & Council wide items	(24.037)	(24.037)	0.000	nil variance
Total	218.440	226.580	8.140	over

Executive Office

Executive Office	Variance £m
Pressures	
3 x By Elections	0.080
Other	0.028
	0.108

Executive Office pressure is due to 3 by-elections which were not budgeted and planned subscriptions saving not taking place.

Customer and Corporate Services Directorate (CCS)

Customer and Corporate Services	Variance £m
Pressures	
Legacy savings from 2022/23	1.559
	1.559

The Directorate is forecasting an overall pressure of £1.559m. This is due to legacy savings budgets brought forward from 2022/23 relating to ICT, Business Support and Directorate savings.

Children's Directorate

Children's	Variance £m
Pressures	
Home to School Transport	0.852
	0.852

Home to school transport additional costs reflect the impact of additional routes and increased number of children requiring transport. This is a statutory function.

People Directorate

People	Variance £m
Pressures	
Strategic Commissioning Care Packages	3.198
Community Connections	2.423
	5.621

People Directorate is forecasting an overspend at month 2 of £5.621m. ASC care packages shows a pressure of £3.499m, this is offset by an increased forecast for client income of an extra (£0.301m) which brings a net pressure of £3.198m.

Community Connections are reporting a pressure of £2.423m relating to BAU pressures within emergency accommodation for homelessness.

Office of the Director of Public Health (ODPH)

ODPH	Variance £m
	0.000
	0.000

No variance is reported for ODPH. The net budget now includes Registration Service (previously CCS) and Leisure Management (previously People).

Place Directorate

Place	Variance £m
Pressures	
Offset by Savings	
	0.000

The May 2023 (month 2) Place DMT position is a net nil variation to revenue budget.

In summary, £1.515m of savings delivery plans are considered at risk, alongside £0.560m of other BAU risks. The BAU risks include items such as annual legacy savings and increased costs in areas such as grass cutting and pollarding; plus lost income due to a policy change to corporate parking permits. The savings pressures are attributed to areas such as the non-charging at park and ride sites, reduced savings through route optimisation and street lighting CMS, as well as a lack of clarity on funding support linked to the Environment Act.

Management actions are in place and being pursued which will monitor all spend profiles, to seek additional and new income, to minimise spend and to re-negotiate commercial contracts to seek higher income.

Corporate Items & Council wide

Corporate Items	Variance £m
Pressures	
Offset by Savings	
	0.000

Corporate Items is reporting a balanced budget at month 2. Any uncertainties such as pay award are being monitored closely and potential mitigations are being identified to manage them within budget.

Savings Budgets

The budget includes £23.435m of savings to be delivered in 2023/24. The current position is that full delivery is still being forecast but some have not been fully achieved by month 2. The full year forecast is still to fully achieve all savings. The table below sets out the position at month 2.

Table 3 Savings Status

Savings Proposals 2023/24	Achievability Forecast £m				
	£m	Q1	Q2	Q3	Q4
Customer & Corporate services	(3.898)	(3.026)	0.000	0.000	0.000
Chief Executives Office	(0.601)	(0.416)	0.000	0.000	0.000
Childrens	(4.575)	(0.250)	(0.758)	(1.995)	(1.572)
People	(5.780)	(5.280)	0.000	0.000	(0.500)
ODPH	(0.542)	(0.542)	0.000	0.000	0.000
Place	(7.289)	(5.754)	(0.020)	0.000	0.000
Corporate Items	(0.750)	(0.750)	0.000	0.000	0.000
Grand Total Savings 23-24	(23.435)	(16.018)	(0.778)	(1.995)	(2.072)

Capital Finance Report Month 2 2023/24

The approved capital budget (representing forecast resources) is made up of two elements. One is the Capital Programme representing projects that have been approved and the other is future funding assumptions which are estimates of capital funding the Council is likely to receive in the future or has received and is awaiting business case approval to add to the capital programme.

The five year capital budget 2023-2028, is currently forecasted at £332.584m as at 31 May 2023. Movement from the previous 2022 – 2027 programme was reported to Cabinet on 12 June 2023 as part of 2022/23 Capital Outturn Report as at 31 March 2023. This is detailed in Table 4. The main change is to the actual years within the 5 year scope. A further breakdown of new projects that have been added to capital programme is listed in table 5.

Capital Programme movement

Table 4 The Capital budget consists of the following elements:

Description	£m
Capital Programme as at 31 March 2023 for 5 year period 2022 - 2027	407.502
Change of years within 5 year scope – remove 2022/23	(86.653)
Addition of 2027/28 to 5 year scope	10.454
Slippage to 2028/29 now outside 5 year scope	(0.092)
New Approvals – April / May 2023 breakdown see table 2	1.881
Variations – April / May 2023	(0.508)
Capital Programme as at 31 May 2023	332.584
Future Funding Assumptions	211.630
Total Revised Capital Budget for Approval (2023/24 -2027/28)	544.214

Table 5 Breakdown of new approvals

Governance	New Approvals as at 31 May 2023	5 Year Programme Approvals
		£
S151 ?	Theatre Royal Car Park - Solar Scheme	199,000
S151 ?	Eastern Corridor Strategic Cycle Network (Colesdown Hill)	34,108
	Subtotal Strategic Planning & Infrastructure	233,108
S151 ?	Derriford Community Park - Phase 1 Biodiversity Improvements	107,845
	Subtotal Street Services	107,845
S151 ?	Mount Edgumbe Mower	9,000
	Subtotal Economic Development	9,000
Exec Decision	Local Authority Housing Fund (passporting monies)	1,531,181
	Subtotal People	1,531,181
	Total Capital Approvals	1,881,134

A breakdown of the current approved capital budget by directorate and by funding is shown below in Table 6.

Table 6 Capital Programme by Directorate

Directorate	2023/24	2024/25	2025/26	2026/27	2027/28	Total
	£m	£m	£m	£m	£m	£m
Children's Services	3.423	0.130	0.130	-	-	3.684
People	9.576	5.837	0.241	-	-	15.654
Place - Economic Development	65.818	38.666	5.279	2.868	10.397	123.029
Place - Strategic Planning & Infrastructure	74.982	46.126	0.831	-	0.018	121.958
Place - Street Services	31.605	8.269	2.309	0.023	0.023	42.229
Customer & Corporate Services	10.831	0.605	-	-	-	11.436
Office for Director of Public Health	11.923	2.671	-	-	-	14.594
Total	208.158	102.305	8.791	2.892	10.438	332.584
Finance by:	2023/24	2024/25	2025/26	2026/27	2027/28	Total
	£m	£m	£m	£m	£m	£m
Capital Receipts	8.137	0.512	0.811	0.026	0.608	10.094
Grant Funding	71.463	22.331	1.836	0.023	0.023	95.675
Corporate Funded borrowing	55.567	33.489	5.185	0.243	0.043	94.528
Service dept. supported borrowing	67.528	39.768	0.916	2.598	9.746	120.556
Developer contributions	4.749	6.073	-	-	0.018	10.840
Other Contributions	0.714	0.133	0.043	-	-	0.891
Total	208.158	102.305	8.791	2.892	10.438	332.584

Capital Programme 2023/24 monitoring

Further changes within table 1 is the reprofiling to projects totalling £26.799m. This is included at the end of month 2 against an opening budget of £233.592m.

Specific projects reprofiled include:

- Chelson Meadow Solar Farm (£6.574m)
- Woolwell to the George (£9.774m)
- Armada Way (£4.217m)
- St Budeaux to Dockyard TCF (£2.491m)

Table 7 below includes a breakdown by directorate of actual cash spend as at 31 May 2023 shown as a value and percentage against latest forecast, overall 3.27%. This low figure reflects outstanding accruals processed in 2022/23 accounts which are yet to be matched off with actual invoice payments.

Comparable percentage for 2022 was 2.47%.

Profiling of the capital programme will continue to review the robustness of forecasts to spend as project officers assess the inflationary impact to schemes and challenges to meet grant funding conditions.

Table 7 2023/24 Programme including actual spend and % spent compared to latest forecast

Directorate	Latest Forecast 2023/24 £m	Actual Spend 2023/24 as at 31 May 2023 £m	Spend as a % of Latest Forecast %
Children's Services	3.423	0.011	0.33
People	9.576	0.335	3.50
Place – Economic Development	65.818	0.377	0.57
Place – Strategic Planning & Infrastructure	84.431	2.566	3.42
Place – Street Services	22.156	2.782	8.80
Customer & Corporate Services	10.831	0.212	1.96
Office for Director of Public Health	11.923	0.529	4.44
Total	208.158	6.812	3.27

Finance Officers will continue to challenge spending profiles in preparation for budget setting. With further work planned to incorporate an assessment of the inflationary impact to the overall capital programme and a project officer review to planned project delivery across 2023 to 2028.

Originally, the £51.264m TCF2 grant awarded by the DfT (to facilitate more sustainable transport links in the city), was due to be fully spent by 31st March 2023. Following Change Control and an Independent Assurance Review, £6.075m has now slipped into 2024/25 and a further £1.656m has slipped beyond into 2025/26. The delivery of the Western Corridor, City Centre, Woolwell to the George and the Mobility Hubs programmes have all been re-profiled.

A detailed monitoring project forecast has been issued to Service Directors highlighting projects with grant risk, specifically within Children's services. £15m grant funding has been awarded by the Department for Education with an element of risk of clawback unless specific devolved funds which were received before 2021/22 is spent.

Freeport seed capital funding (which is currently shown within future funding assumptions) with business cases to be approved before they are added to the capital programme have a spend deadline of 31 March 2024. Reviews of the Plymouth element of the programme are ongoing including consideration on the interest rate risk to this and wider projects.

Further analysis will be included in next month's monitoring report covering the interest rate risk, with PWLB short term rates now approaching 6%.

The financial cost of borrowing to fund existing borrowing maturing during 2023/24 needs consideration and action is required to reduce the element of the capital programme which is reliant on corporate and service borrowing this financial year. This is currently forecast at £123.095m (Corporate £55.567m and Service borrowing £67.528m) as per breakdown in table 6. This represents 59% of the year's funding, which is too high and not sustainable.

Performance, Finance and Customer Focus Overview and Scrutiny Committee



Date of meeting:	26 July 2023
Title of Report:	Plympton District Car Parks
Lead Member:	Councillor Mark Coker (Cabinet Member for Strategic Planning and Transport)
Lead Strategic Director:	Anthony Payne (Strategic Director for Place)
Author:	Mike Artherton, Group Manager, Plymouth Highways
Contact Email:	Mike.artherton@plymouth.gov.uk
Your Reference:	PIAC170723
Key Decision:	No
Confidentiality:	Part I - Official

Purpose of Report

To brief Scrutiny Members on changes implemented within district car parks, including Plympton, as part of a Cabinet decision in November 2022.

Recommendations and Reasons

There no proposals or recommendations within this report, this report is to brief members on what and why changes were previously introduced in Plympton District car parks as part of a Cabinet decision in November 2022.

Alternative options considered and rejected

Not applicable, there are no proposals or decisions set out within the briefing report

Relevance to the Corporate Plan and/or the Plymouth Plan

There are no proposals or decisions within the briefing report. The changes set out with the briefing report were subject to public consultation, specifically relating to 'Democracy – Because we listen and hear what people want' and 'Responsibility – Because we care about the impact of our decisions and actions'.

Implications for the Medium Term Financial Plan and Resource Implications:

There are no financial implications as there are no proposals or decisions to be made within this report

Financial Risks

There are no financial risks as there are no proposals or decisions to be made within this report.

Carbon Footprint (Environmental) Implications:

There are no adverse or favourable impact on carbon footprint as there are no proposals or decisions to be made within this report

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

None

* 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.

There are no proposals or recommendations within the briefing 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
A	District Car Parking							
B	Equalities Impact Assessment (not applicable)							

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	Click here to enter text.	HR	Click here to enter text.	Assets	Click here to enter text.	Strat Proc	Click here to enter text.
Originating Senior Leadership Team member: Anthony Payne											
Please confirm the Strategic Director(s) has agreed the report? Yes											
Date agreed: 17/07/2023											
Cabinet Member approval: Cllr Coker, Cabinet Member for Strategic Planning and Transport											
Date approved: 16/06/2023											

Briefing Paper – District Car Parking

1. Introduction

1.1. This briefing paper sets out changes implemented at the Plympton Ridgeway car parks, the process undertaken to implement changes, why these changes were implemented and initial insights following the changes.

2. Process

2.1. On 7th July 2022 Cabinet approved for consultation to be undertaken on the Parking Modernisation and Environmental Plan, a plan which contained a wide range of proposals which included requiring motorists to register for their free parking in district locations. The public were consulted on these proposals from 19th July 22 to 10th September 22.

2.2. On 10th November 2022 Cabinet approved changes set out within the Parking Modernisation and Environmental Plan, which included the requirement motorists to register for their free parking in district locations.

2.3. Whilst a number of changes to fees and charges were to be implemented from 1st December, changes to district car parks were expected to be implemented from April 23.

3. Why were changes proposed?

3.1. Short stay parking at district locations is critical to supporting local businesses and shops that thrive on short stay high turnover parking. Motorists who overstay, sometimes for long periods, can make finding parking difficult for other motorists, impacting on local shops and businesses. In the absence of systems to manage free parking it is exceptionally difficult for officers to ensure appropriate and fair use of free parking.

3.2. Systems to manage the use of free parking are now common place, such as requiring someone to register their car to obtain free parking. These systems are effective as they ensure people operate within the allocated free parking. This approach was also recommended as we know it works. Plymouth first adopted this approach in Crownhill district car park in 2011 and along Embankment road, St Judes in 2013. Following the introduction of these systems motorists have found it easier to park and visit local shops and businesses.

4. What was and was not changed?

4.1. The Council re-affirmed it's committed to supporting free parking in district centres and, following the new system, all parking remains free in all short stay and long stay car parks at the Plympton Ridgeway.

- 4.2. The short stay car parks at the Plympton Ridgeway have applied a maximum stay of two hours for more than fifteen years. Under the changes all of the Plympton Ridgeway short stay car parks have been increased from two to three hours maximum stay, giving all visitors to the shops and businesses an additional hours parking time. The period to which the short stay maximum stay applies has not changed, the restriction applies from 8am to 6pm daily.
- 4.3. Blue Badge holders have received additional support where we now give We Blue Badge holders an additional hour's stay. This means a Blue Badge holder can now park for up to four hours in short stay car parks.
- 4.4. Motorists using the short stay car parks are now required to register a free parking session using one of a number of terminals that have been installed in the car parks. This involves entering their registration number into a terminal. There is no ticket to display in the car, all sessions are 'virtual' so once registered the motorist can just go about their business.
- 4.5. Motorists registering for a free parking session may come and go as they wish during their free session without the need to re-register. Upon expiry of a three hour session a motorist cannot obtain a further session until two hours has passed.
- 4.6. Anyone wanting to arrive before the 8am maximum stay restriction applies, such as someone attending an appointment, can register their session before 8am and it will still start at 8am.
- 4.7. Unlike many other city district locations, the Plympton Ridgeway has a number of long stay car parks, which allow people to park without restriction and without payment. This has not been changed.

5. *How did we implement the change?*

- 5.1. We phased the implementation of these systems across district locations, staggering the start dates, which enabled us to provided dedicated staff to each to engage and support customers with the changes.
- 5.2. We adopted a supportive approach, focusing on helping and supporting motorists, with no enforcement activity undertaken at this early stage. The focus being ensuring awareness and familiarisation with the new systems.

6. *What challenges did we have?*

- 6.1. Whilst details of the changes were advertised and publicised, and staff engaged customers in the car parks, there was some incorrect information on social media in respect to what was and was not changing. In response to this we released further communications to ensure that people had the correct information.

6.2. In preparing for the change an error was made where the small Mudge Way South long stay car park was signed as a short stay car park. We apologised for this error and the car park was reverted to a long stay car park within 48 hours. During this 48 hours there was available spaces within other long stay car parks, however we accept it would have been an inconvenience for someone who may have had a preference to park in the Mudge Way South car park.

7. Initial Impact

7.1. We understand parking can be a very emotive subject and therefore it is important conclusions and assessments refer to actual facts and data when seeking to understand the impact of these changes. The new systems installed record the number of registered parking sessions, such information was not previously available.

7.2. Figure 1.1 details the number of weekly parking sessions since the system went live, through to, and including, week 23 (week starting 5th June). Figure 1.2 illustrates the number of short stay sessions at both the Ridgeway and Mudge Way short stay car parks.

Figure 1.1 – Comparison of registered short stay parking sessions

Week	Week Starting	Ridgeway Parking Sessions	Comparison to Week 1	Mudge Way Parking Sessions	Comparison to Week 1
1	17 th April	4415	N/A	5,802	N/A
2	24 th April	4767	7.4%	6,262	7.9%
3	1 st May *	4417	0%	5,750	-0.9%
4	8 th May *	4415	0%	5,642	-2.8%
5	15 th May	4481	1.5%	5,806	0%
6	22 nd May	4457	1%	5,747	-1%
7	29 th May *	4181	-5.3%	5,553	-4.3%
8	5 th June	4657	5.5%	6,106	5.2%
9	12 th June	4,788	8.4%	6,321	8.9%
10	19 th June	4,467	1.2%	5,824	0%
11	26 th June	4,741	7.4%	6,160	6.2%
12	3 rd July	4,496	1.2%	5,882	1.4%
13	10 th July	4,516	2.3%	6,213	7.1%

* Week contained bank holidays

7.3. The data shows that following the introduction of the system there has been no sustained or significant reduction in motorists registering to use the short stay car parks, numbers of visitors have remained relatively consistent over the three month period.

From: Councillors Patrick Nicholson and Terri Beer
Council House
Plymouth

Ross Jago, Head of Governance
Mike Artherton, Group Manager Parking
Plymouth City Council

24th March 2023

Dear Ross & Mike,

PETITION – PLYMPTON RIDGEWAY CAR PARKS

We write to you as the City Council's Head of Governance, Performance and Risk and Group Manager Parking, to lodge our Petition of approximately 3000 names, on behalf of Plympton Ridgeway Traders, Customers and Local Residents, who have all signed the following statement:

'We the undersigned, call on Plymouth City Council to remove the recently installed car parking machines at the Ridgeway Shopping Centre Car Parks until the Council undertakes a full risk and impact assessment on adjacent Health Care Facilities, Harewood House and Park, Local Schools and Neighbouring Residential Communities and makes a final decision on whether to introduce District Centre Car Parking Charges.'

We request that this Petition is formally acknowledged by the City Council and that a full risk and impact assessment on adjacent health care facilities, Harewood House and Park, local schools and neighbouring residential communities is undertaken and published by the City Council for which we request a copy.

We also request that the current risk assessment, ensuring adherence to safe systems of work and relevant Health and Safety legislation, is provided to us by 31st March 2023 please.

We look forward to hearing from you both.

Yours sincerely,



**Cllr Patrick Nicholson
(Plympton St Mary Ward)**



**Cllr Mrs Terri Beer
(Plympton Erle Ward)**

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Performance, Finance and Customer Focus Overview and Scrutiny Committee

Draft Work Programme 2023-24



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
26 July 2023	Finance Monitoring Report	5-6	To consider the Finance Monitoring Report	Councillor Lowry
	Petition – Ridgeway Parking Plympton	5-6	Petition submitted by Councillors Nicholson and Mrs Beer	Councillor Coker
	Corporate Plan Performance Report Q4 – and Risk Update	5-6	To consider the Corporate Plan performance report Q4	Councillor Penberthy
28 September 2023	Finance Monitoring Report	5-6	To consider the Council's financial position.	Councillor Lowry
	Corporate Plan Performance Report and Risk Update	5-6	To consider the Corporate Plan Performance Report.	Councillor Penberthy
15 November 2023	Finance Monitoring Report	5-6	To consider the Council's financial position.	Councillor Lowry
	Corporate Plan Performance Report and Risk Update	5-6	To consider the corporate plan performance report and risk update.	Councillor Penberthy
21 February 2024	Finance Monitoring Report	Standing item	To consider the Council's financial position.	Councillor Lowry

Items carried over from 2022/23 and not yet allocated a date:

TBC	<p>Staff registrations – (where council officers were required to have registrations to undertake their role)</p> <p>Discussed at 30 November 2022 meeting. Scrutiny to discuss with the aim to understand costs, what registrations were required and for whom, and to understand the impact upon the Council – Trade Union representatives to be included in the discussion at scrutiny;</p>	
TBC	<p>The Big Listen Staff Survey – Action Plans required for:</p> <ul style="list-style-type: none"> - Staff wellbeing; - Communications – how cascading to all staff happened; - How we can support being a green council (transport plans/ climate emergency element of the action plan and impact on workforce); - Senior Leadership – seek action plan to improve those areas 	
Autumn 2023	<p>Elections 2022 “that a review of the May 2023 elections process is provided to the Performance, Finance and Customer Focus Overview and Scrutiny Panel in the Autumn detailing true costs of the elections, funding received from the Government, financial implication upon the Council as to the new requirements introduced and next steps” (Minute 51 – 14 December meeting)</p>	
June/July 2023	<p>Bereavement Services Update – “The Committee agreed that the Bereavement Services Update would no longer be a standing item on the panel’s work programme, and that a detailed report would be provided to scrutiny in six months’ time upon the transition to opening and the future of the Western Mill and Efford sites.” (30.11.22 meeting)</p>	
Select Committee Reviews		
TBC	<p>Customer Services Strategy (to include the contact centre and libraries update as well as digital transformation and inclusion) (digital exclusions and council’s measures to address it – this is a budget scrutiny recommendation - 2022)</p>	
TBC	<p>Review of the Corporate Estate (to include community assets) (this is a budget scrutiny recommendation - 2022)</p>	

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

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Performance, Finance and Customer Focus Overview and Scrutiny Committee – Tracking Decisions 2023/24

Minute No.	Resolution	Target Date, Officer Responsible and Progress
30 November 2022 Minute 38 – Finance and Capital Monitoring Report - Month 6 (to include a focus on the Children's budget)	The Committee agreed: <ol style="list-style-type: none"> 1. to provide Members with a written response outlining the updated information on the figures and budget associated with children and young people with SEND; 2. to provide Members with a written response on the number of young people in care that had been housed through independent housing in the past two months; 3. that a mitigations sheet (working document) would be provided to all future Performance, Finance and Customer Focus scrutiny meetings detailing an update on children's services and progress made on the budget and pressures; 4. to refer the following items to the Education and Children's Social Care Overview and Scrutiny Panel for further scrutiny: mitigation and weaknesses surrounding partner income (£500k identified), action plan to reduce agency spend, housing pressures and what being done to ensure housing is provided, bespoke arrangements, home to school transport and the action plan for the red rag performance rating associated with children with multiple child protection plans; 5. recommend that the Cabinet Member for Children and Young People actively intervenes in the conversations with partners around the processes in place for partner income, in a timely manner, to ensure a good outcome is achieved for the Council and children and young people affected; 6. to note the Finance and Capital Monitoring Report – Month 6 and childrens budget update. 	Date: November 2022 Progress: <ol style="list-style-type: none"> 1.complete – emailed 14.2.23 2.complete - information emailed 14.2.23 3.will be provided at 22.2.23 meeting 4.complete – information referred. 5.complete – information referred. 6.complete

Performance, Finance and Customer Focus Overview and Scrutiny Committee – Tracking Decisions 2023/24

<p>22 February 2023 Minute 57 Appeal Against Petition Response</p>	<p>The Committee agreed that:</p> <ol style="list-style-type: none"> 1. to mandate the Monitoring Officer to work in conjunction with the Audit and Governance Committee to establish a sub group to review the petitions process as contained within the Council’s Constitution in order to learn lessons moving forward; 2. to recommend to the Audit and Governance Committee, as part of their overall review of the Constitution, consider specifically the consultation and engagement approach and processes linked to petitions so that they were clearly defined and understood; 3. that the Cabinet Member for Transport write to the Parliamentary Minister for Transport requesting an extension to the programme of works/ funding for the Armada Way Development Scheme 	<p>Date: February Progress: 1.Complete – this action was referred to the Audit & Governance Committee and is contained on their work programme. 2. As above. 3.Complete</p>
<p>22 February 2023 Minute 58 Policy Brief</p>	<p>The Committee agreed:</p> <ol style="list-style-type: none"> 1. that the Audit and Governance Committee Sub Group dealing with the Election Cycle/ voter identification would be referred to in the Councillor Bulletin to enable Councillor input; 2. to note the policy brief. 	<p>Date: February Progress: 1.Complete 2.Complete</p>
<p>22 February 2023 Minute 59 Finance Monitoring Report – Month 9</p>	<p>The Committee agreed to note the Finance Monitoring Report Month 9.</p>	
<p>22 February 2023 Minute 60 Corporate Plan</p>	<p>The Committee agreed to note the Corporate Plan Performance Report.</p>	

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Performance Report		
22 February 2022 Minute 61 Strategic Risk Update	<p>The Committee <u>agreed</u></p> <ol style="list-style-type: none"> 1. to recommend to the Audit and Governance Committee that they pay particular attention to risk 11 ‘The Council having insufficient workforce capacity and resilience to deliver the required range of services to meet statutory obligations and administration priorities’, specifically the pay conditions of staff and staff retention when next discussing the strategic risk register; 2. to include Plan for Homes to their work programme, with specific consideration of risk 19 ‘Risk of failing to deliver the range of housing to meet Plymouth’s need’; 3. to recommend to the Growth and Infrastructure Overview and Scrutiny Committee that they add to their work programme risk 18 ‘Risk of financial impact of delivering proposed changes to Waste Services as set out in the Government's Draft Environment Bill’ from the Strategic Risk Register, specifically the potential impact this legislation would have on food waste disposal; 4. to recommend to the Growth and Infrastructure Overview and Scrutiny Committee that they add to their work programme risk 21 ‘Viability of commercial bus operators with patronage not yet back to pre-Covid levels’ from the Strategic Risk Register, specifically the impact this would have upon Plymouth’s residents. 	<p>Date: February</p> <p>Progress:</p> <ol style="list-style-type: none"> 1.Complete - recommendation forwarded to Audit and Governance Committee and included on their work programme. 2.Complete 3.Complete – recommendation forwarded to scrutiny panel. 4.Complete – recommendation forwarded to scrutiny panel.
22 February 2023 Minute 62 Cyber Security	<p>The Committee <u>agreed</u>:</p> <ol style="list-style-type: none"> 1. that the hints and tips advice associated with cyber security is circulated to all Members; 	<p>Date: February</p> <p>Progress:</p> <ol style="list-style-type: none"> 1.Complete 2.Complete – this is being included as part of the

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	<ol style="list-style-type: none"> 2. that as part of the Councillor Induction Programme, a specific short session on cybersecurity is included so that new Members are aware of how to be secure both on Council equipment and on using their own personal device; 3. that a part 2 (private) briefing session is scheduled in the new municipal year (2023/2024) upon cyber security in order to provide Members with a broader understanding of the technical knowledge associated with cyber security; 4. to note the Cyber Security report. 	<p>Councillor Induction Programme 3.Forwarded to Officers to be actioned – currently being planned 4.Complete</p>
<p>22 February 2023 Minute 64 Our Commitment to Equality and Diversity</p>	<p>The Committee <u>agreed</u>:</p> <ol style="list-style-type: none"> 1. that a written response would be provided to Members on the numbers of Councillors that had completed the LGA Equality and Diversity training course; 2. a written response would be provided to Members as to if there was an industrial diseases register maintained by the Council for local residents where those with disabilities were registered; 3. a written response would be provided to Members as to if the public sector equality duty extended to the Council’s commissioning of services, partnership working and commercial arrangements; 4. in terms of the decline in percentage of residents from different backgrounds that considered they got on well together in Plymouth from 55% in 2021, to 42% in 2022 (as detailed in the Corporate Plan Performance Report), a breakdown of Plymouth’s demographic and at Ward level would be provided to Members; 5. to note the progress set out in the Our Commitment to Equality and Diversity document; 6. to note the accompanying updated Equality and Diversity Action Plan for 2023/24. 	<p>Date: February Progress: 1 – 4 – Complete – emailed. 5.complete 6.complete</p>

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<p>22 February 2023 Minute 65 Safer Plymouth Update</p>	<p>The Committee <u>agreed</u>:</p> <ol style="list-style-type: none"> 1. to recommend to the Education and Children’s Social Care Overview and Scrutiny Committee that the consideration of hate crime is added to their work programme, specifically with regards to the link between schools and the community safety partnership, and how to best build links into schools, and other children youth settings to ensure that hate crime is tackled from an education and prevention perspective; 2. that hints and tips on dealing with hate crime would be developed by officers and provided to all Members for their information; 3. that a workshop upon the Prevent draft action plan and risk assessment (in response to the Independent Review of Prevent by William Shawcross) is scheduled for all Members to accommodate wider engagement in its development; (4) that the Chair writes to the Cabinet Member for Customer Services, Leisure and Sport requesting that he lobbies Government for more funding to specifically help with the prevention of drug abuse for under eighteen year olds in Plymouth; 	<p>Date: February Progress: 1.Complete – referred 2. This is being developed 3. This is being arranged 4.Complete</p>
<p>22 February 2023 Minute 66 Work Programme</p>	<p>The Committee discussed the work programme and <u>agreed</u>:</p> <ol style="list-style-type: none"> 1. that controlled parking zones would be removed from the work programme; 2. the Equality and Diversity Select Committee Review to be removed; 3. the Homelessness/ Community Empowerment Select Committee Review is to be removed from the work programme. 	<p>Date: February Progress: 1.complete 2.complete 3.complete</p>

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