

Public Document Pack



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CABINET

DATE: TUESDAY 16 MARCH 2010
TIME: 2.00 PM
PLACE: COUNCIL HOUSE, PLYMOUTH

Members –

Councillor Mrs Pengelly, Chair
Councillor Fry, Vice Chair
Councillors Bowyer, Brookshaw, Jordan, Michael Leaves, Monahan, Ricketts, Dr. Salter and Wiggins

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

Members and Officers are requested to sign the attendance list at the meeting.

BARRY KEEL
CHIEF EXECUTIVE

CABINET

PART I (PUBLIC MEETING)

1. APOLOGIES

To receive apologies for non-attendance submitted by Members.

2. DECLARATIONS OF INTEREST

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

3. MINUTES

(Pages 1 - 4)

To sign and confirm as a correct record the minutes of the meeting held on 9 February 2010.

4. QUESTIONS FROM THE PUBLIC

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

5. CHAIR'S URGENT BUSINESS

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

CABINET MEMBER: THE LEADER

**6. CABINET RESPONSE TO OVERVIEW AND SCRUTINY
MANAGEMENT BOARD SCRUTINY REVIEW REPORT
2010**

(Pages 5 - 12)

CMT Lead Officer: Assistant Chief Executive

CABINET MEMBER: THE DEPUTY LEADER

7. PLACE MANAGEMENT STRATEGY

(Pages 13 - 32)

CMT Lead Officer: Director for Development and Regeneration

CABINET MEMBERS: COUNCILLORS BOWYER AND RICKETTS

8. JOINT FINANCE AND PERFORMANCE REPORT

(Pages 33 - 102)

CMT Lead Officer: Corporate Management Team

CABINET MEMBER: COUNCILLOR RICKETTS

- 9. 2010 REFRESH OF PLYMOUTH'S LOCAL AREA AGREEMENT 2008 - 2011 (Pages 103 - 124)**

CMT Lead Officer: Assistant Chief Executive

- 10. EXEMPT BUSINESS**

To consider passing a resolution under Section 100A(4) of the Local Government Act 1972 to exclude the press and public from the meeting for the following item(s) of business on the grounds that it involves the likely disclosure of exempt information as defined in paragraph 3 of Part 1 of Schedule 12A of the Act, as amended by the Freedom of Information Act 2000.

PART II (PRIVATE MEETING)

MEMBERS OF THE PUBLIC TO NOTE

That under the law, the Committee is entitled to consider certain items in private. Members of the public will be asked to leave the meeting when such items are discussed.

CABINET MEMBER: COUNCILLOR MONAHAN

- 11. INFORMATION, ADVICE AND GUIDANCE FOR YOUNG PEOPLE - EXEMPTION TO TENDER AND EXTENSION OF CONTRACT (E3) (Pages 125 - 132)**

CMT Lead Officer: Director of Services for Children and Young People

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Cabinet

Tuesday 9 February 2010

PRESENT:

Councillor Mrs Pengelly, in the Chair.

Councillor Fry, Vice Chair.

Councillors Bowyer, Brookshaw, Jordan, Michael Leaves, Monahan, Ricketts, Dr. Salter and Wigans.

The meeting started at 2.00 pm and finished at 3.05 pm.

Note: At a future meeting, the Cabinet 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.

120. DECLARATIONS OF INTEREST

There were no declarations of interest in accordance with the Code of Conduct from Members in relation to items under consideration at this meeting.

121. MINUTES

The minutes of the meeting held on 19 January 2010 were signed as a correct record.

122. QUESTIONS FROM THE PUBLIC

There were no questions from the public for this meeting.

CHAIR'S URGENT BUSINESS

123. 2010/11 Budget Update

The report of the Director for Corporate Support was submitted and it was agreed that it would be considered under the item referred to in minute 128.

(In accordance with Section 100(B)(4)(b) of the Local Government Act, 1972, the Chair brought forward the above item for urgent consideration to provide Members with the most up to date information).

124. DRAFT CORPORATE PLAN 2010 - 2013

The report of the Assistant Chief Executive was submitted together with the draft Corporate Plan 2010 – 2013.

The Cabinet Member for Finance, Property, People and Governance invited the Leader and Cabinet Members to see the changes made to working arrangements on Floor 5 of the Civic Centre.

Resolved that –

- (1) the integrated strategic approach to delivering on priorities, as set out, is endorsed;
- (2) the draft Corporate Plan is commended to the City Council for adoption subject to minor amendments and editorial changes being delegated to the Chief Executive and the relevant portfolio holder;
- (3) any subsequent consideration of the adoption of the related reports and strategies will be done in the context of this aligned framework;
- (4) arrangements will be made for the Leader and Cabinet Members to visit the offices in the Civic Centre.

125. **OVERVIEW AND UPDATE OF PEOPLE, ICT AND ACCOMMODATION STRATEGIES**

The report of the Director for Corporate Support was submitted as a supplement to the 2010/11 budget papers.

Resolved that the report is noted.

126. **CORPORATE ASSET MANAGEMENT PLAN**

The report of the Director for Corporate Support was submitted.

Resolved that the City Council is Recommended to approve the Corporate Asset Management Plan 2005 – 2015 (incorporating the capital programme for 2010/11 - 2014/15).

127. **TREASURY MANAGEMENT STRATEGY STATEMENT AND INVESTMENT STRATEGY 2010/11**

The report of the Director for Corporate Support was submitted.

The Treasury Management Strategy Statement for 2010/11 and the Investment Strategy for 2010/11 had been endorsed by the Audit Committee on 5 February 2010.

With reference to minutes 123 and 128 concerning the report of the Director for Corporate Support on the 2010/11 budget update,

Resolved that –

- (1) approval is given to the Treasury Management Strategy Statement for 2010/11;
- (2) approval is given to the Investment Strategy for 2010/11 as outlined in Section 13 of the report;
- (3) approval is given to the Lending Organisations and Counter Party Limits as outlined in Appendix E to the report;
- (4) the Director for Corporate Support acting under delegated authority in accordance with Financial Regulations, is requested to keep the lending list under review and update the list during the year as dictated by market circumstances;
- (5) the City Council is Recommended to approve –
 - (a) the authorised borrowing limits of £347m, £337m and £324m for the period 2010/11 to 2012/13;
 - (b) the Operational Boundary of £295m, £295m and £293m for 2010/11 to 2012/13;
 - (c) the prudential indicators as now set out in the Appendix to the report of the Director for Corporate Support on the 2010/11 budget update;
 - (d) the statutory borrowing limits for 2009/10 be amended as follows -
 - authorised limit - £495m;
 - operational boundary - £465m;

- (e) the Minimum Revenue Provision Policy for 2010/11.
- (6) a formal mid year review and monitoring report be taken to the Audit Committee;
- (7) officers seek to develop a set of benchmarking targets for the treasury management activity against which performance can be measured.

128. **2010/2011 BUDGET (REVENUE AND CAPITAL)**

The report of the Director for Corporate Support was submitted and with reference to minutes 123 and 127 above, the further report of the Director for Corporate Support was also considered.

Resolved that –

- (1) the following amounts are capitalised in 2009/10 -
 - (a) redundancy pension strain payments totalling a maximum of £2m;
 - (b) potential Icelandic Bank losses totalling £5.8m;
- (2) approval is given to increase the capital programme by £7.8m in 2009/10;
- (3) the increased capital financing requirement is noted and approval is given for £2m to be met from capital receipts and £5.8m from temporary borrowing;
- (4) an additional transfer to the pension fund of up to £7m be considered prior to year end subject to identification of capital resources;
- (5) approval is given for the previously ring-fenced capital receipt of £4.4 million to be transferred to general capital receipt fund;
- (6) a virement of £0.425m be approved from the Council's general contingency in 2009/10 to the Carefirst project;
- (7) the impact on the revenue budget on 2010/11 is noted and officers are requested to report to the City Council on 1 March 2010 on options to reduce the revenue budget spending plans to match anticipated resources;
- (8) the proposed target budget requirement for 2010/11 is Recommended to the City Council, subject to the consultation and scrutiny process;
- (9) officers continue to develop delivery plans to address the funding pressures faced for 2011/12 and beyond.

129. **ADVERTISING SERVICES**

Consideration of this item was deferred to the end of the meeting so that Members could consider the item referred to in minute 132 below.

(See minute 133 below)

130. **PROPOSAL TO EXTEND THE AGE RANGE, REDESIGNATE AND CEASE THE RESIDENTIAL STATUS OF WOODLANDS SCHOOL**

The report of the Director of Services for Children and Young People was submitted.

The Cabinet Member for Children and Young People advised Members that the proposals would not impact upon two children who currently had residential status at the school

Resolved that –

- (1) in accordance with the Schools Standards and Framework Act 1998, the Director of Services for Children and Young People is authorised to hold formal consultations with all interested parties on the proposal to extend the age range of Woodlands Community Special School from 2-17 to 2-19 to incorporate post-16 places, to change the school's official designation and to cease the residential status of the school;
- (2) the Cabinet Member for Children and Young People, in light of the outcomes of and responses to the formal consultation, is authorised to determine whether to publish formal proposals to undertake the proposed changes affecting Woodlands Community Special School;
- (3) if a public notice is published, the Cabinet Member for Children and Young People is authorised to make a final determination as to this proposal.

131. **EXEMPT BUSINESS**

Resolved that under Section 100(A)(4) of the Local Government Act, 1972, the press and public be excluded from the meeting for the following item of business on the grounds that it involves the likely disclosure of exempt information as defined in paragraph 3 of Part 1 of Schedule 12A of the Act, as amended by the Freedom of Information Act 2000.

132. **ADVERTISING SERVICES (E3)**

The report of the Director for Corporate Support was submitted together with the detailed contract award report.

Cabinet was advised that issues had been raised with Councillor Bowyer in relation to this report.

Resolved that the report is noted.

(See also minute 133 below)

(At the end of the item, the meeting moved back into Part 1 (Public Meeting))

133. **ADVERTISING SERVICES**

The report of the Director for Corporate Support was submitted.

Further to minute 132 above,

Resolved that –

- (1) Euro RSCG Riley ('Euro Riley'/'Riley') is awarded a contract for the Advertising Services across the Council, for three years with an option for the City Council to extend for a further two years, following a review and approval from main stakeholders;
- (2) this matter having been raised with Councillor Bowyer, the Council will give full and open feedback in line with the usual procedures.

CITY OF PLYMOUTH

Subject: Cabinet response to Overview and Scrutiny
Management Board Scrutiny Review Report
2010

Committee: Cabinet

Date: 16 March 2010

Cabinet Member: The Leader

CMT Member: Assistant Chief Executive

Author: Assistant Chief Executive

Contact: ian.gallin@plymouth.gov.uk

Ref:

Part: Part 1

Executive Summary:

Full Council on 1 March 2010 referred a number of recommendations from the Overview and Management Boards scrutiny of the councils corporate plan 2010-2013 and revenue and capital budget 2010-2011 to cabinet.

This report sets out the Cabinet's response to those recommendations.

Corporate Plan 2010-2013:

The Corporate Plan refresh was the subject of the review report.

**Implications for Medium Term Financial Plan and Resource Implications:
Including finance, human, IT and land**

All the above are considered in the report.

**Other Implications: e.g. Section 17 Community Safety, Health and
Safety, Risk Management, Equalities Impact Assessment, etc.**

As above

Recommendations & Reasons for recommended action:

Cabinet are recommended to endorse the responses as set out in the attached schedule.

Alternative options considered and reasons for recommended action:

Cabinet must demonstrate that it has taken account of the recommendations from Scrutiny Management Board. Clearly in this case the alternative actions for Cabinet are to give different responses to the recommendations proposed in the attached schedule.

Background papers:

Corporate Plan 2010 – 2013
 Revenue and Capital Budget Papers 2010 -2011
 Scrutiny Review Report

Sign off:

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|------------------------|-----------------------------------|-----|------------|----|--|--------------|--|----|--|---------------|--|
| Fin | PC. 091 0.02 1 | Leg | LT1 105 | HR | | Corp Prop | | IT | | Strat Proc | |
| Originating SMT Member | | | | | | | | | | | |

Schedule of Recommendations for consideration by Cabinet

The numbering in the schedule related to the original numbering and references used by management board.

2. Overview / General

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| To Cabinet - | |
| 2.2 | The People Strategy is amended to reflect more specifically the support that will be given to the Council's workforce in addressing the significant changes envisaged during the lifetime of the strategy. |
| Cabinet response – Recommendation agreed. As 3.6 below. | |
| 2.3 | Progress at developing and implementing value for money plans and targets for Departments should form part of the Council's reporting cycle including the Overview and Scrutiny Management Board, and any possible impact on service recipients should be made clear. |
| Cabinet response – Recommendation agreed. | |
| 2.4 | That a review of the arrangements surrounding the negotiation of the stretch targets for the Local Area Agreement 2007-10 be carried out, to highlight any lessons to be learned for future negotiations of this kind. |
| Cabinet response – Recommendation agreed . | |
| 2.5 | That appropriate interim targets are put in place so that progress towards addressing major inequalities across the city can be measured effectively through the performance management cycle. |
| Cabinet response - Recommendation agreed. This will be addressed through a review of Corporate Improvement Priorities during the coming year (as per 2.7 below). | |
| 2.6 | That an action plan is prepared setting out the measures that the Council and partners will take to ensure that population data influencing revenue support and strategic planning is accurate and consistent. |
| Cabinet response - Recommendation agreed. This will form part of the preparations for Census 2011. | |
| 2.7 | That a review of the Corporate Improvement Priorities should be conducted, so that overriding priorities within them are highlighted, and ensuring that targets and milestones are SMART. |
| Cabinet response - Recommendation Agreed. There is an existing commitment to review Corporate Improvement Priorities during the coming year. | |

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| To Cabinet - | |
| 2.8 | That further clarity is needed into how all Corporate Improvement Priorities (CIPs) are being resourced, with specific attention to cross cutting CIPs. |
| Cabinet response – Resources have been allocated to deliver CIPs within mainstream budgets or corporate items. Disaggregation of mainstream budgets against individual priorities is not considered appropriate. | |
| 2.9 | That, in the interests of openness and transparency, governance arrangements for the allocation of ‘spend to save’ resources, including the role of scrutiny panels are prepared and published. |
| Cabinet response - Recommendation agreed. | |

3. Corporate Support / Chief Executives

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| To Cabinet - | |
| 3.1 | Overall impact on customers is used as a measure of the benefit of efficiency savings rather on whether savings come from the ‘back office’ or ‘front line’ service delivery. |
| Cabinet response - Recommendation agreed. This recommendation will be incorporated within value for money planning. | |
| 3.2 | Confirmation required that the Place Survey is accepted as part of the city’s performance management framework, and that targets set against Place Survey responses will be used to measure progress against objectives. |
| Cabinet response - The Leader and Chief Executive provided this confirmation to the Board in the closing session. A range of other customer perception measures will also be used to measure progress against objectives. | |
| 3.3 | A thorough review is conducted of how customer satisfaction will be measured, monitored and assessed, and in particular of how and what targets will be set. |
| Cabinet response - Recommendation agreed. This recommendation will be incorporated within Corporate Improvement Priority 1 ‘Improving Customer Service’. | |
| 3.4 | Clarification is sought of the overall approach to all key income collection streams during the recession, including a review as to whether targets are sufficiently challenging. |
| Cabinet response - Recommendation agreed. | |
| 3.5 | A comprehensive and prioritised list of ICT support for Corporate Improvement Priorities including ‘business as usual’ is published and maintained throughout the year. |
| Cabinet response – Recommendation agreed | |

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| To Cabinet | |
| 3.6 | Measures of success for the combined ICT, Asset Management and People Strategies are developed and monitored through scrutiny. Firm plans for cooperation with partners addressing a range of measures to share resources including buildings, people and ICT are included in the relevant strategies. |
| Cabinet response – Recommendation agreed – this recommendation will be incorporated into the review of the above strategies. | |
| 3.7 | Data sources for value for money judgements of all relevant services should be agreed and published as part of overall financial and performance monitoring arrangements. |
| Cabinet response - Recommendation agreed (As 2.3 above). | |
| 3.8 | Proposals for major changes in office accommodation are set out in the asset management strategy or associated plans, and are communicated more effectively across the organisation. |
| Cabinet response - Recommendation agreed. | |

4. Department for Community Services

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| To Cabinet - | |
| 4.1 | A risk assessment of the impact of the delay in addressing issues in the Care First management system on adult social care is prepared and published. |
| Cabinet response - Recommendation agreed. This has already been prepared. | |
| 4.2 | The revenue delivery plan for Community Services is fully completed and includes a risk assessment for delivery with mitigation measures. |
| Cabinet response - The plan has been updated during the budget setting process, and will be reported as part of the bi-monthly performance and finance process. | |
| 4.3 | Monitoring and evaluation of the Localities project, including contributions from partners be prepared, together with an assessment of resource requirements. |
| Cabinet response - Recommendation agreed. As a part of ongoing evaluation of the project. | |
| 4.4 | Targets should be set for all relevant National Indicators and Place Survey results for Community Services, with reasons given when no targets are set. |
| Cabinet response - This work is being completed as a matter of course as baseline data becomes available. | |

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| To Cabinet - | |
| 4.6 | What specific actions are being taken to address our failure to achieve recycling targets, and how are they to be funded? |
| Cabinet response - Action against this performance indicator will be reported as part of the performance and finance cycle. | |
| 4.7 | The Dementia Strategy is subject to scrutiny, and includes realistic delivery arrangements. |
| Cabinet response - Recommendation agreed. | |

5. Department for Services for Children and Young People

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| To the Building Schools for the Future Sub Committee - | |
| 5.1 | Formal engagement between school governors and Third Sector organisations takes place over the Memoranda of Understanding with new schools to maximise the extent to which their facilities are available and accessible to local communities. |
| BSF Sub Committee response - This is an existing commitment within BSF. | |
| To Cabinet - | |
| 5.2 | Plans are published for better coordination of 'back office' functions between Children and Young People's services and the rest of the organisation to avoid duplication and to gain efficiencies. |
| Cabinet response – Recommendation agreed – this is a priority for the coming year. | |
| 5.3 | Performance management arrangements between the Children's Trust and the Council's executive and scrutiny arrangements are harmonised and clarified. |
| Cabinet response – Recommendation agreed. | |
| 5.4 | That, in light of the poor results of the recent unannounced inspection in Children's services, the department responds to concerns raised over caseloads of Children's Social Workers, resources for Foster Care and the lack of evidence of new and innovative ways of making efficiency savings in co-operation with other departments and partners. |
| Cabinet response – Cabinet recognise that there are issues to address arising from the unannounced inspection but does not recognise the description of either the service or the inspection outcome as poor. | |
| 5.5 | The board responsible for the improvement of the CareFirst management system clarify the key elements of the project plan with respect to children's social care, including investment, people resources and key milestones and timelines. |
| Cabinet response - This detail is already available. | |

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| To Cabinet - | |
| 5.6 | Further details are provided of efficiency savings contained within the budget reduction in Lifelong Learning. |
| Cabinet response - Action against this budget line be reported as part of the performance and finance cycle. | |
| 5.8 | Initiatives contributing to the reduction of teenage pregnancy should be part of an overall plan, and properly highlighted to relevant stakeholders. |
| Cabinet response – Recommendation agreed. | |

6. Department for Development and Regeneration

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| To Cabinet - | |
| 6.2 | Use of 'invest to save' resources is considered to prioritise bringing abandoned property back into use, including consideration of greater use of private or not for profit sector partners. |
| Cabinet response - All suitable business cases will be considered. | |
| 6.3 | A map of key executive boards is produced showing terms of reference and governance arrangements. |
| Cabinet response – Recommendation agreed. | |
| 6.4 | Asset management strategy should better reflect innovative use of the Council's estate and partner contributions during the recession, including asset transfer to the Third Sector. |
| Cabinet response - Agreed – as 3.8 above. | |
| 6.7 | A review of the Amey contract should be undertaken, including the key learning points for future similar partnering arrangements. |
| Cabinet response – This is already part of contract management arrangements. | |
| 6.8 | A position statement be provided setting out the Council's current status with respect to DDA compliance of its key public buildings. |
| Cabinet response – Recommendation agreed. | |
| 6.9 | An analysis be prepared on the budgetary impact of the recent cold weather emergency on Transport. |
| Cabinet response - Issues will be highlighted during the finance and performance cycle. | |

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CITY OF PLYMOUTH

Subject: Place Management Strategy
Committee: Cabinet
Date: 16 March 2010
Cabinet Member: Councillor Fry
CMT Member: Director for Development and Regeneration
Author: David Draffan, Assistant Director Economic Development
Contact: Tel: 01752 304325
e-mail: david.draffan@plymouth.gov.uk
Ref:
Part: I

Executive Summary:

The Local Economic Strategy identifies the visitor economy as a priority growth sector which will generate 7000 additional jobs over the next ten years. The visitor economy is also identified as a priority in the Council's Corporate Plan (CIP12) requiring sector action plans to be developed enhancing economic performance. The development of the visitor economy and promotion of the tourism offer were also highlighted as areas of weaknesses that needed addressing in the Council's recent CAA report.

The Plymouth City Development Company (PCDC) has taken responsibility for developing the strategic marketing, branding and inward investment functions of the City (known as The Plymouth Offer). The City Council's newly created Economic Development Service has a defined responsibility to support the economic development of the visitor economy, i.e. tourism, leisure, hospitality and retail sectors (through Place Management). These sectors support over 30,000 jobs and remain an important part of Plymouth's economy with 3.5m day visitors and 2.4m staying visitors spending £275m per annum.

This paper outlines a strategy and associated partnership architecture to ensure effective co-ordination of place management activities (defining clear roles and responsibilities) across the geographical areas of the City Centre, Barbican, Hoe and Waterfront. It also proposes the creation and appointment of a new 'Place Manager' for the Barbican, Hoe and Waterfront area.

Place Management defines the process of working in partnership, to make places better, through proactive interventions, for the benefit of users and the important role that 'Place Managers' play in bringing partners together. This partnership model of delivery has already been successfully developed in the City Centre where the Business Improvement District (BID) has transformed the visitor experience with public and private sectors working closely together and jointly investing in a wide range of improvements co-ordinated by an independent City Centre Manager (Place Manager).

This new proposed partnership architecture will co-ordinate the activities of the existing City Centre Company and the Barbican, Hoe and Waterfront Partnership (currently evolving from Visit Plymouth) by bringing them together under an overarching Strategic Place Management Organisation. It will ensure a consistent high quality visitor experience, rationalise the numbers of existing partnerships, drive economies of scale, deliver value for money and ensure there is no duplication of resources or effort.

The Strategic Place Management Organisation will work closely with the Economic Development Service, to develop the City's overall visitor strategy working closely with the PCDC to develop a 5 year business plan which will be presented to the Growth and Prosperity Overview and Scrutiny Panel. This will include developing new additional private sector income streams to deliver improvements and marketing activity.

A Barbican, Hoe and Waterfront Manager (Place Manager) will be appointed on a 2 year fixed term contract employed by the Barbican, Hoe and Waterfront Partnership (evolving from Visit Plymouth) to build capacity, and develop strong partnership working with Barbican and Waterfront businesses in developing a business plan. This will include considering the feasibility, consulting upon, and if appropriate supporting the development of a second Business Improvement District for the Barbican, Hoe and Waterfront

The Economic Development Service will contribute £30,000 per annum for 2 years (2010/11 & 2011/12), delivered within existing budgets, to the Barbican, Hoe and Waterfront Partnership (evolving from Visit Plymouth). This pump priming funding will contribute towards recruitment and employment costs of the Barbican, Hoe and Waterfront Manager. This funding is wholly conditional on private sector match funding of £30,000 / annum also being confirmed (co-ordinated by Visit Plymouth). Recruitment will not commence until the Barbican, Hoe and Waterfront Partnership has been formally created with its own bank account within the overarching legal structure of the Strategic Place Management Organisation.

Corporate Plan 2010-2013:

Corporate Improvement Priority 12, *Delivering Sustainable Growth* identifies the key improvement areas: "Deliver 42500 new jobs in 6 key economic sectors" and "enhance capacity to deliver city growth".

Implications for Medium Term Financial Plan and Resource Implications: Including finance, human, IT and land

Plymouth City Council (Economic Development Service) will commit to contribute £30,000 in 2010/11 and £30,000 in 2011/12 to the new Barbican and Waterfront Partnership (evolving from Visit Plymouth) as part of a £120,000 package of funding towards the employment costs of the recruiting a 'Place Manager' for the Barbican, Hoe and Waterfront. This cost will be met in full from within existing Economic Development budgets in line with the agreed Medium Term Financial Plan.

The Barbican, Hoe and Waterfront Manager will be employed on a 2 year fixed term contract. The Barbican, Hoe and Waterfront Partnership will then be responsible for funding the post after the initial 2 year period. It should be noted that if successfully adopted, it is estimated that a successful Business Improvement District on the Barbican and Waterfront could generate an additional income stream of £250,000 per annum for the 5 year period for the partnership.

The Strategic Place Management Organisation will be supported by the Economic Development Service where existing work programmes and objectives, outlined in CIP 12 and the Local Economic Strategy, are aligned.

The Barbican and Waterfront Manager will be located in the Civic Centre, with the City Centre Management team. ICT and stationery costs will be met by the partnership.

The set up costs of the new structure will be met jointly by Visit Plymouth and the City Centre Company under existing professional services arrangements. Any additional support (financial or legal) from the City Council over and above existing agreements will be funded by the Strategic Place Management Organisation.

An additional report will need to be brought to Cabinet in the event of a BID proposal coming forward from the Barbican, Hoe and Waterfront Partnership to deal with any financial or legal impact upon the Council.

Other Implications: e.g. Section 17 Community Safety, Health and Safety, Risk Management, Equalities Impact Assessment, etc.

The Place Management Strategy will directly address the issue of promoting the tourism economy as identified in Plymouth's December 2009 Area Assessment. Plymouth's CAA stated that: "The Council and its business partners do not effectively promote the city as a place to visit for tourists to enjoy Plymouth's natural environment and the many activities available. More relevant and up to date information needs to go on tourist web sites to better promote the city. Festivals and events need to be better coordinated to ensure they are part of a wider package of activities that can boost the economy and pride in the city".

Recommendations & Reasons for recommended action:

It is recommended that the cabinet:

- 1) Approve the overall partnership architecture for Place Management as set out in this report.

Reason: To clarify roles and responsibilities between strategic partners and stakeholders involved in place management through the creation of an overarching strategic partnership (Strategic Place Management Organisation) and 2 area based delivery companies (City Centre Company and Barbican, Hoe and Waterfront Partnership)

- 2) To delegate authority to the Assistant Director of Economic Development to work with the Chairman of the City Centre Company, the Chairman of Visit Plymouth, PCDC, Chamber of Commerce and in consultation with the relevant Ward Councillors, to develop an effective governance structure to enable the creation of the Strategic Place Management Organisation and legal relationship with the Barbican, Hoe and Waterfront Partnership and City Centre Company.

Reason: To introduce effective co-ordination of destination management activity across the City Centre, Barbican, Hoe and Waterfront areas avoiding duplication of resources and effort. To ensure the delivery of a consistent and high quality of visitor experience focussing on improving gateways, visitor facilities and welcome, marketing, access, orientation and interpretation.

- 3) To approve the recruitment of a Place Manager for the Barbican, Hoe and Waterfront on terms set out in this report and subject to formal confirmation of the £60,000 private sector match funding from the Barbican, Hoe and Waterfront Partnership (evolving from Visit Plymouth).

Reason: To build management capacity and develop strong partnership working with Barbican and Waterfront businesses through the introduction of a Place Manager. To develop this partnership to improve the visitor experience bringing strategic partners and stakeholders together to develop strategies, lever private sector income and then implement sustainable solutions.

- 4) To approve the Council contribution of £60,000 over 2010/11 and 2011/12, to the Barbican, Hoe and Waterfront Partnership (evolving from Visit Plymouth), towards employment costs of the Barbican, Hoe and Waterfront Manager on the terms set out in the report.

Reason: Pump priming funding is required to match private sector funds to enable the recruitment of the new 'Place Manager'.

- 5) To instruct the Economic Development Team to assist the newly created Strategic Place Management Organisation to consider the feasibility, consult upon and if appropriate support the development, of a BID for the Barbican and Waterfront in close partnership with strategic partners and stakeholders.

Reason: To develop a sustainable funding model for place management activity within the Barbican, Hoe and Waterfront area, building on the knowledge, experience and best practice that already exists within Plymouth developed through the City Centre Company Business Improvement District and recent BID renewal process.

- 6) To consult with the Growth and Prosperity Overview & Scrutiny Panel regarding the development of the City's overall visitor strategy and 5 year plan.

Reason: To ensure that full consultation has been carried out.

Alternative options considered and reasons for recommended action:

- 1) **To continue as we are** - This is not recommended because it fails to deal with the lack of clarity of roles and responsibilities that exists between the current organisations involved in Place Management, which has led to duplication of effort and resources and a poor unco-ordinated provision. The lack of a 'Place Manager' for the Barbican, Hoe and Waterfront has also meant that new income streams have not been developed and it is felt that without the creation of a new post that the situation is unlikely to change.

- 2) **To create 2 separate, independent place management structures for the City Centre and Barbican** - This is not recommended because of the additional high levels of administration costs that it would incur and the high risk of an ad hoc approach developing to important issues such as marketing, events, websites, signage etc.

Background Papers

- 1) Place Management Strategy briefing paper (attached).
- 2) Plymouth City Centre Company BID Business Plan.
http://www.plymouth.gov.uk/bid_business_plan_2010_2015.pdf
- 3) Strategic Place Management Organisation proposed structure chart (attached).

Sign off:

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|------------------------|-------------------------|-----|-------------|----|-----|--------------|-----|----|-----|---------------|-----|
| Fin | Dev F91 000 68 | Leg | DVS 1100 | HR | N/A | Corp Prop | N/A | IT | N/A | Strat Proc | N/A |
| Originating SMT Member | | | | | | | | | | | |

Place Management Partnership Architecture

Place Shaping

“A Place Management Strategy for Plymouth”

1. Introduction

This paper seeks to outline a strategic approach to Place Management with a particular focus on the Plymouth’s retail, tourism and leisure sectors located in the City Centre, Barbican, Hoe and Waterfront areas.

The Plymouth City Development Company (PCDC) Board has agreed that it will lead the delivery of the strategic marketing, branding and inward investment functions for Plymouth (The Plymouth Offer). This will however exclude visitor and retail marketing.

At the PCDC’s September 2009 Board meeting it was agreed that the Council’s Economic Development Service will lead the development of a Place Management strategy. The agreed approach will seek to expand on the success of the City Centre Company whilst developing closer ties and building capacity with the City’s Area Tourism Partnership - ‘Visit Plymouth’ and its current evolution to the Barbican, Hoe and Waterfront Partnership

This paper seeks to deal with the following issues:

- To define ‘Place Shaping’ and ‘Place Management’.
- To set out a strategic management approach for Plymouth’s retail, tourism, leisure and hospitality sectors.
- To review the effectiveness of current partnership architecture.
- To explore how the management capacity of the City Centre Company and their experience of BIDs can be shared.
- To propose a simplified management and governance structure for place management in the City.
- To set out the newly formed Economic Development Service’s strategy for developing the visitor economy.
- To define ongoing responsibilities and avoid duplication of effort between partners involved in place management.

2. Strategic Context - “Place Shaping”

2.1 Lyons Review

The 2007 Lyons Review and subsequent legislation have placed a duty on Local Authorities to be “Agents of Place Shaping”. Place Shaping describes the ways in which local players collectively use their influence, powers, creativity and abilities to create attractive, prosperous and safe communities, where people want to live, work and do business.”

Place Management Partnership Architecture

This approach is firmly embedded in Plymouth's Local Development Framework (LDF), Local Transport Plan (LTP) and Local Economic Strategy (LES)

2.2 The Concept of Place

The following elements can be considered as essential elements of creating a successful sense of place: a balanced mix of uses, strong community, sustainability, a quality built environment, good public realm, community safety, strong brand and identity, economic development, strategic planning, marketing and events.

2.3 Partnership Working

Place Shaping is best delivered through partnerships which bring the public and private sectors together to deliver additional resources and added value.

The CBI/LGA Joint Statement on Economic Growth in 2007 entitled "Making Place Shaping a Reality" said:

"Local Authorities and the business community have shared ambitions to create prosperous, safe, vibrant and strong communities where people want to live, work and do business"

It is clear that any strategy for Place Shaping and Place Management must be firmly embedded in and delivered through partnerships, which both seek to deliver 'value added' and clearly define the roles of partners.

2.4 City Centre, Barbican & Waterfront

The City Centre and Barbican provide good examples of the importance of Place Shaping where a strategic approach and strong partnerships have transformed the sense of place. This has manifested itself over the last ten years through new landmark buildings, enhanced public realm, residential development, the growth of the University, major events, café culture, public art, transport improvements, enhanced community safety and strong community engagement.

2.5 Place Shaping and Economic Development

Place Shaping is not only about creating strong communities but has a strong Economic Development rationale. When you consider what makes a successful shopping centre, conference venue, holiday destination, major event or even a good night out it is the same elements that make a good sense of place.

Visitors to a City are looking for well planned, well managed, vibrant and exciting places that have a strong identity. A link can be clearly drawn between economically successful regeneration and a strong sense of place. Good examples include Birmingham, Manchester, Sheffield and Cardiff.

Place Management Partnership Architecture

3. “Place Management” - A Shared Retail & Tourism Agenda

3.1 What is Place Management?

Whilst Plymouth has set out a clear strategic direction for ‘Place Shaping’ articulated through the LDF, LTP and LES. One of the key issues is how we manage places on a day to day basis.

The Institute of Place Management at Manchester Metropolitan University defines Place Management as:

“The process of making places better through proactive interventions improving the area for the benefit of the users” They go on to define the important role that Place Managers play in the process bringing partners together to develop strategies and then implement sustainable solutions.

The effective management of place, whether dominated by retail, tourism or leisure, share many of the same elements. These can be characterised in 6 areas which will form the basis of a Place Management strategy:

- 1) **Transport Routes**
E.g signage, park and ride, public transport and pedestrian access.
- 2) **Gateways**
E.g car parks, railway station, bus station and public realm.
- 3) **Welcome**
E.g toilets, cleanliness, security, ambassadors and customer service.
- 4) **Orientation and Interpretation**
E.g way-marking, visitor information and maps.
- 5) **Visitor Facilities**
E.g shops and restaurants, big screen and café culture.
- 6) **Marketing**
E.g identity, PR, events, Christmas lights and public art.

Effective management of a destination requires a holistic approach that reflects the way in which visitors experience a City, rather than on artificial management defined boundaries such as the City Centre or Barbican.

3.2 Plymouth City Centre Company - A Case Study

The City Centre Company is an award winning example of Place Management delivered within a pedestrianised shopping precinct.

Place Management Partnership Architecture

- A private sector led partnership between City Centre businesses and the Council.
- A formal legal structure; a not for profit company limited by guarantee
- A £10m 5 year rolling businesses plan (Business Improvement District)
- £2.2m private sector contribution (membership scheme)
- £1.6m City Council Match Funding (staff resources and BID levy)
- £1m commercial income.
- 5:1 match funding ratio.
- 20 major projects to enhance the visitor experience including public realm, car park improvements, marketing & PR, major events, Ambassadors, clean team and additional Policing.

3.3 Visit Cardiff - A Case Study

Visit Cardiff is an award winning example of Place Management within the tourism and visitor economy.

- A private sector led partnership between the Council and tourism and leisure sectors
- A not for profit company limited by guarantee
- £250,000 private sector membership scheme
- £500,000 Council investment
- A remit to promote Cardiff as an international capital City in which to visit, invest, study, work and live
- Dedicated events and conferencing team
- Vision to be a top 5 shopping destination and a top10 location for short breaks, university study and conferences

3.4 Benefits of a Joint Approach

Whilst different parts and sectors of a City require individual solutions, there are very significant benefits to be achieved from close collaboration between the retail, tourism, leisure and hospitality sectors; and a single unified approach to place management. These are described below:

Strategic Benefits

- Holistic management of a destination as the visitor experiences it.
- A single Board and governance structure
- A single private sector membership scheme
- Synergies between Barbican and City Centre; daytime and night time economy; tourism and retail sectors.

Operational Benefits

- The avoidance of duplication and dilution of effort
- A strategic approach to marketing
- A single City visitor website
- Economies of scale

Place Management Partnership Architecture

Economic Benefits

- Shared administrative and human resources
- Increased leverage
- Increased private sector income.
- Additional visitors

3.5 Best Practice

There are an increasing number of examples nationally where a single approach to destination management can be found incorporating retail, tourism and leisure sectors across a number of geographical areas.

Bristol - The Broadmead Board (City Centre Management) merged with Visit Bristol (Destination Management Organisation) in 2008.

Coventry - CV one (City Centre Management) merged with Visit Coventry (Destination Management Organisation) in 2006.

Birmingham - Birmingham City Centre Partnership has been expanded its remit delivering 4 BIDs covering retail, evening economy, arts and culture, tourism and conferences.

4. Review of Current Management Arrangements

4.1 Overview

The sector led approach to rebuilding post war Plymouth can help explain the current disjointed approach to place management. We have a series of geographically based partnerships, working in isolation, servicing distinct sectors e.g retail in the City Centre, tourism and leisure in the Barbican.

The current situation is described below:

4.2 City Centre Company

A company limited by guarantee, with a private sector led Board, brings together retailers, landlords and the Council. The City Centre Company operates a Business Improvement District with businesses contributing 1% of rateable value bringing in £1.5m. This is matched by the Council, who also provide staff resources. An further £7m of match funding is also secured.

4.3 Visit Plymouth

Visit Plymouth, the Area Tourism Partnership, was established in 2007 as part of the Regional Tourism Strategy "Towards 2015". It is a Company limited by guarantee with an Independent Board. In contrast to the City Centre Company, Visit Plymouth has no paid executive and a voluntary membership scheme. Its annual turnover is less than £25,000 and the current lack of private sector funding make the existing model unsustainable.

Place Management Partnership Architecture

4.4 Conference Plymouth

Conference Plymouth is a voluntary partnership representing stakeholders with an interest in the conference market. It operates a voluntary membership scheme for hotels and venues raising money to provide subsidy and marketing to attract public sector conferences. It shares many members with both Visit Plymouth and the City Centre Company.

4.5 Plymouth Summer Festival

Plymouth Summer Festival is a subsidiary of Plymouth City Centre Company. It operates an umbrella marketing initiative promoting the City's summer events programme targeting the £160m day visitor market. It has to date received £75,000/annum from the PCDC matching this with cash contributions from the private sector.

4.6 Plymouth Against Retail Crime

PARC is a subsidiary of the City Centre Company operating a retail crime reduction partnership accredited by the Home Office excluding prolific shop lifters from member's premises. PARC also operates a membership scheme. The Police are keen to roll out this scheme into the Barbican and evening and night time economy sector.

4.6 Pub/Club Watch

Pub Watch is a Police administered membership scheme similar to PARC operating in the leisure sector and evening and night time economy.

4.7 Others

There are also a number of other voluntary partnerships and organisations active in the tourism and retail sectors who are currently involved in some aspect of destination/Place management. These include Plymouth Attractions Group, Barbican Jazz and Blues Festival, Premier Hotels Group, Barbican Traders Association, Plymouth Chamber of Commerce and Industry, Plymouth Offer Group, Maritime Events Partnership and Maritime Plymouth.

4.8 Analysis of Current Place Management Activities

The current arrangements for Place Management in Plymouth are therefore confused, leading to a great deal of duplication, dissipation of effort and inconsistencies in the quality of experience delivered on the ground. As can be seen below there are over 10 organisations operating at least 9 distinct membership schemes within the retail and tourism sectors:

Place Management Partnership Architecture

| Organisation | Board | Strategy | Website | Membership | Marketing | Events | Stakeholder Comms. |
|-----------------------------------|-------|----------|---------|------------|-----------|--------|--------------------|
| City Centre Company | x | x | x | x | x | x | x |
| Visit Plymouth | x | x | x | x | x | | x |
| Plymouth Summer Festival | x | x | x | | x | x | x |
| Hospitality licensed retail group | | | | x | | | x |
| Conference Plymouth | x | x | | x | x | | x |
| Attractions Group | x | | x | x | x | | x |
| Plymouth Hospitality Association | x | | x | x | x | | x |
| Barbican Traders | x | | | x | x | x | x |
| PARC | x | | x | x | | | x |
| Pub Watch | x | | | x | | | x |

4.9 Conclusions

It is apparent that there is currently no clear strategy for place management within the City. The current geographical based approach with the Barbican, City Centre, and Waterfront areas managed independently needs review.

It is both confusing for the private sector and difficult for the public sector to engage because of the sheer number of groups involved. It has also led to inconsistencies in the quality of experience that a visitor can expect across different parts of the City. These include poor gateways, varying standards of cleanliness, pockets of antisocial behaviour, poorly co-ordinated marketing, poorly managed and signposted events, poor communication and way marking.

This situation was recognised in the City's Comprehensive Area Assessment published in December 2009 which said: "The Council and its business partners do not effectively promote the city as a place to visit for tourists to enjoy Plymouth's natural environment and the many activities available. More relevant and up to date information needs to go on tourist web sites to better promote the city. Festivals and events need to be better coordinated to ensure they are part of a wider package of activities that can boost the economy and pride in the city".

5. A New Approach

5.1 Summary

It is proposed that a new simplified 'umbrella' organisation is created, evolving from the existing City Centre Company partnership architecture, with responsibility for developing a Place Management Strategy. This organisation will co-ordinate the activities of Plymouth City Centre Company and Visit Plymouth with a clear strategic responsibility for developing the day visitor economy and the development of a 5 year business plan. This proposed structure can be described at three levels.

Place Management Partnership Architecture

5.2 Strategic

- **Strategic Place Management Organisation** - It is proposed to create a new single overarching private sector led strategic partnership with responsibility for co-ordinating place management activity within Plymouth. This single organisation will replace the current partnership framework. A primary function of this board will be to agree the annual work programmes of the 2 proposed area based partnerships to avoid duplication of resources and effort.
- **Place Management Strategy** – The Strategic Place Management organisation will also be responsible for developing a single strategy with a 5 year business plan for the day visitor economy developing synergies between the retail, tourism, hospitality and leisure sectors and between the City Centre, Barbican, and Waterfront. In particular it will focus on cross cutting issues such as marketing, events, signage, transport and gateways.
- **Rationalisation of Groups** – A further element of the strategy in creating an overarching partnership is the rationalisation of groups. Consultation has been undertaken with a number of these groups already including the City Centre Company, Visit Plymouth, Barbican Traders, Plymouth Hospitality Association, Plymouth City Development Company, Hospitality Licensed Retail Group, and Conference Plymouth. They have all indicated a willingness to operate through the Strategic Place Management organisation and have accepted that this will be a condition of City Council funding.
- **Governance** – A single new legal entity will be created that is easy to administer and based on the existing City Centre Company constitution (a not for profit company limited by guarantee) with the Board of Directors drawn from stakeholders located within the City Centre, Barbican, Hoe and Waterfront areas. It is proposed an initial Shadow Board is created consisting of Plymouth City Council, PCDC, City Centre Company, Visit Plymouth and the Chamber of Commerce to drive the process.
- **Strategic Marketing and Branding** - The PCDC will have responsibility for establishing the Plymouth Offer and co-ordinating a strategic approach to marketing and inward investment for the City.

5.3 Stakeholder Engagement

- **Area Based Stakeholder Partnerships** - It is proposed that the Strategic Place Management Organisation is supported by 2 independent operationally focussed, area based partnerships (within the single legal structure outlined above) each with a clearly defined boundary. These partnerships will articulate stakeholder's interests, developing annual work programmes creatively funded from a variety of income streams including events and sponsorship. These are:
 1. **Plymouth City Centre Company** - This extremely mature partnership has existed for over 5 years and has recently secured a record second mandate for its business improvement district and is fully funded for the next 5 years.

Place Management Partnership Architecture

2. Barbican, Hoe and Waterfront Partnership (evolving from Visit Plymouth) - Visit Plymouth is currently in the process of reorganising to become an area based partnership for the Barbican, Hoe and Waterfront. This new geographical focus will provide the platform for developing a membership scheme, generating the income required to work more closely with the City Centre Company, collaborating on joint place management initiatives such as web development and marketing. A lack of executive capacity has slowed the progress of Visit Plymouth to date. However the partnership has now raised £60,000 from the private sector to contribute towards the employment of a 'Place Manager' and is carefully considering the development of a BID. A working group has been formed to manage the process which includes representatives from the Barbican Traders Association, Plymouth Hospitality Association and the Hospitality Licensed Retail Group.

- **Membership Scheme** - It is proposed to establish a single membership scheme adapted for each geographical area. Each area based partnership will tailor its own membership scheme for businesses in its area to fund place management activity. NB the City Centre Company has already delivered a membership scheme for the next 5 years through the recent BID ballot.
- **Work Programmes** – To ensure the work programmes of the City Centre Company and Barbican, Hoe and Waterfront partnership are complimentary and resources are maximised they will be required to agree their annual work programmes with the Strategic Place Management Organisation.

5.4 Delivery

- **Appointment of Place Managers** - It is proposed the Strategic Place Management Organisation is supported by 2 'Place Managers' working directly to the 2 area based partnerships. The City Centre Company is already employing a City Centre Manager and this report proposes the creation and employment of a Barbican, Hoe and Waterfront Manager. To ensure close working relationships it is a condition of funding that they work as part of the same team housed within the City Council's Economic Development service.
- **Task and Finish Groups** – There will be a series of delivery focussed task and finish groups under the area based partnerships to deliver specific projects. These will be cross cutting and will include Plymouth Against Retail Crime, Plymouth Summer Festival, Maritime Events and Licensed Hospitality and Leisure.

6. Visitor Economy Strategy

Whilst this report predominantly deals with the partnership architecture and leadership capacity necessary to drive forward the visitor economy one of the outputs will be a clear 5 year rolling strategy for the economic development of the Visitor Economy. This will be produced by the City Council's Economic Development Service in close consultation with the Strategic Place Management Organisation. This strategy will be subject to scrutiny by the Growth and Prosperity Overview and Scrutiny Panel.

Place Management Partnership Architecture

7. City Branding and the role of the PCDC

Place management and the development of the City Branding are closely related projects. The PCDC and the City Council have therefore been developing the projects in tandem with a joint working group. There are a number of areas where place management activities will be informed by the Plymouth Offer including day visitor marketing, web development, events, publications and PR. The development of a strong Plymouth personality through the toolkit will be vital to the successful promotion of Plymouth as a visitor destination in the future. We will therefore continue to develop these projects in tandem and jointly commission and fund activity as appropriate.

8. The role of the Culture Board

One of the key recommendations of The 'Vital Spark' cultural strategy was to establish the first ever Plymouth Culture Board to guide and influence cultural development across the city. The Board's role is to facilitate a strong and unified voice for the development of the cultural life of the city. The Board will be looking at culture in its broadest sense: access to sport, open spaces, leisure, arts, entertainment, environment, architecture, tourism and creative industries.

There are very strong links between Place Management activity and the aspirations of the Culture Board. A strong and vibrant arts and cultural life within the City will be essential to the effective promotion and development of the visitor economy and we will therefore be ensuring strong organisational links and, where appropriate, joint work programmes are in place.

9. Financial Implications

8.1 Funding Model

The long term funding model for Place Management has three elements and the model can already be seen operating in the City Centre Company BID. These are:

- 1) Private Sector - A membership scheme or BID.
- 2) Public Sector - The alignment of existing service provision, relating to the day visitor economy within the Economic Development Service, to the work programmes identified by the Strategic Place Management Organisation.
- 3) Commercial Income - Income from events, advertising, sponsorship etc.

It is anticipated that it will take 18 months to implement the new structure with a fully sustainable funding model. This is mainly because the Barbican, Hoe and Waterfront Partnership has yet to be formally created and there is currently no 'Place Manager' to develop the membership scheme.

8.2 Gap Funding Requirement.

There is a gap funding requirement to initially employ the Barbican, Hoe and Waterfront Manager. The employment of the 'Place Manager' is a vital step to build confidence within the sector delivering some immediate benefits and then developing the membership scheme possibly via a BID. Without pump priming from the public sector it is likely that the current situation will continue to stagnate.

Place Management Partnership Architecture

8.3 Sustainable Funding and the role of BIDs

City Centre Businesses have contributed to a BID for the last 5 years where all 560 businesses pay a 1% levy on their rates. This mechanism is achieved when 51% of business ratepayers vote to approve a 5 year business plan. This allows City Centre businesses to really take control and drive improvements in their own area as well as providing £350,000 / annum income. BIDs are equitable with proportionate payments and prevent freeloading with either everyone paying or no one. Visit Plymouth currently doesn't operate a membership scheme and therefore generates little income for improvements. A feasibility study was undertaken in 2008 to consider the role a BID might play in the Barbican, Hoe and Waterfront areas. It concluded that a BID was both deliverable and desirable and would generate £250,000 income / annum for 5 years. A key role of the new 'Place Manager' will therefore be to consider what role BIDs might play in the Barbican, Hoe and Waterfront and consult closely with the business community to see what appetite there is for creating a second BID.

10. City Council Support, Funding Conditions and Outputs

The new Economic Development service was created in part to take a leadership role in creating wealth and jobs in priority areas such as the day visitor economy. The Council is addressing a lack of focus and leadership that has been long recognised within the City in this area with a strategic approach that has been well received by stakeholders and formally endorsed by a minute of the Board from both the City Centre Company and Visit Plymouth. However there are a number of different elements to this support as well as conditions of funding and economic outputs that the Council is seeking. These are outlined below:

9.1 City Council Support

- Barbican, Hoe and Waterfront Manager Funding – The City Council's Economic development service will contribute £30,000 in 2010/11 and £30,000 in 2011/12 towards the employment costs of the Barbican and Waterfront manager.
- Accommodation – Furnished office space and stationery will be provided for the Barbican and Waterfront manager within the Economic Development Service (excluding ICT costs).
- Project Manager – Project management for the Place Management initiative will be provided from within the Economic Development Service.
- Staff resources – The Strategic Place Management Organisation will be supported where possible by aligning work programmes within the City Centre and Economic Development teams (Tourism officers).
- BID Feasibility – The Economic Development Service will directly support the feasibility and consultation exercise, in connection with developing a second BID within the Barbican and Waterfront area.

9.2 Conditions of Funding

- Private sector match funding – The proposed City Council funding (£60,000 over 2 years) for the Barbican, Hoe and Waterfront Manager will be conditional on £60,000 match funding from the private sector (co-ordinated by Visit Plymouth).

Place Management Partnership Architecture

- Strategic Place Management Organisation – The creation of this overarching partnership is also key condition of funding to the Barbican, Hoe and Waterfront Partnership.
- Rationalisation of groups - The City Council will now seek to engage with partners and direct economic development activity in relation to the day visitor economy primarily through the Strategic Place Management Organisation.
- Major initiatives – Likewise the City Council will seek to drive major initiatives and requests for funding, impacting on the day visitor economy, including conferences, cruise ships business, maritime events, Plymouth Summer Festival, City Dressing through the strategic partnership.

9.3 Outputs Sought

- CIP 12 - Corporate Improvement Priority 12, *Delivering Sustainable Growth* Identifies the key improvement areas: “Deliver 42500 new jobs in 6 key economic sectors” and enhance capacity to deliver city growth”.
- Local Economic Strategy C1, C2 and C3 – To “enhance the tourism offer”, “improve linkages with the waterfront and the rest of the City” and to establish “clear leadership and a tourism strategy”.

11. Consultation Undertaken and Planned

- CDC Board November 2009
- Visit Plymouth Board December 2009
- City Centre Company Board January 2010
- Plymouth Maritime Partners group January 2010
- Chamber of Commerce Stakeholder Group February 2010
- Wealthy Theme Group February 2010
- Barbican Traders Association March 2010
- Plymouth Hospitality Association March 2010

12. Suggested Timescale if Approved

- **March 2010** - Stakeholder consultation.
- **March 2010** – Cabinet report.
- **April 2010** - Strategic Place Management Organisation shadow board.
- **April 2010** - Commencement of new City Centre BID.
- **May 2010** - Barbican, Hoe and Waterfront Manager advertised.
- **June 2010** - Place Management legal structure created.
- **September 2010** – Barbican and Waterfront Manager appointed.
- **January 2011** - Barbican, Hoe and Waterfront BID feasibility & consultation.
- **February 2011** - Launch of visitor economy strategy (subject to Growth & Prosperity Overview and Scrutiny Panel)
- **April 2011** – Barbican, Hoe and Waterfront Partnership membership scheme.
- **April 2012** - Waterfront and Tourism BID (if appropriate).

Place Management Partnership Architecture

13. Recommendations

- 1) Approve the overall partnership architecture for Place Management as set out in this report.

Reason: To clarify roles and responsibilities between strategic partners and stakeholders involved in place management through the creation of an overarching strategic partnership (Strategic Place Management Organisation) and 2 area based delivery companies (City Centre Company and Barbican and Waterfront Partnership)

- 6) To delegate authority to the Assistant Director of Economic Development to work with the Chairman of the City Centre Company, the Chairman of Visit Plymouth, PCDC, Chamber of Commerce and in consultation with the relevant Ward Councillors, to develop an effective governance structure to enable the creation of the Strategic Place Management Organisation and legal relationship with the Barbican, Hoe and Waterfront Partnership and City Centre Company.

Reason: To introduce effective co-ordination of destination management activity across the City Centre, Barbican and Waterfront areas avoiding duplication of resources and effort. To ensure the delivery of a consistent and high quality of visitor experience focussing on improving gateways, visitor facilities and welcome, marketing, access, orientation and interpretation.

- 2) To approve the recruitment of a Place Manager for the Barbican and Waterfront on terms set out in this report and subject to formal confirmation of the £60,000 private sector match funding from the Barbican and Waterfront Partnership (evolving from Visit Plymouth).

Reason: To build management capacity and develop strong partnership working with Barbican and Waterfront businesses through the introduction of a Place Manager. To develop this partnership to improve the visitor experience bringing strategic partners and stakeholders together to develop strategies, lever private sector income and then implement sustainable solutions.

- 3) To approve the Council contribution of £60,000 over 2010/11 and 2011/12, to the Barbican and Waterfront Partnership (evolving from Visit Plymouth), towards employment costs of the Barbican and Waterfront Manager on the terms set out in the report.

Reason: Pump priming funding is required to match private sector funds to enable the recruitment of the new 'Place Manager'.

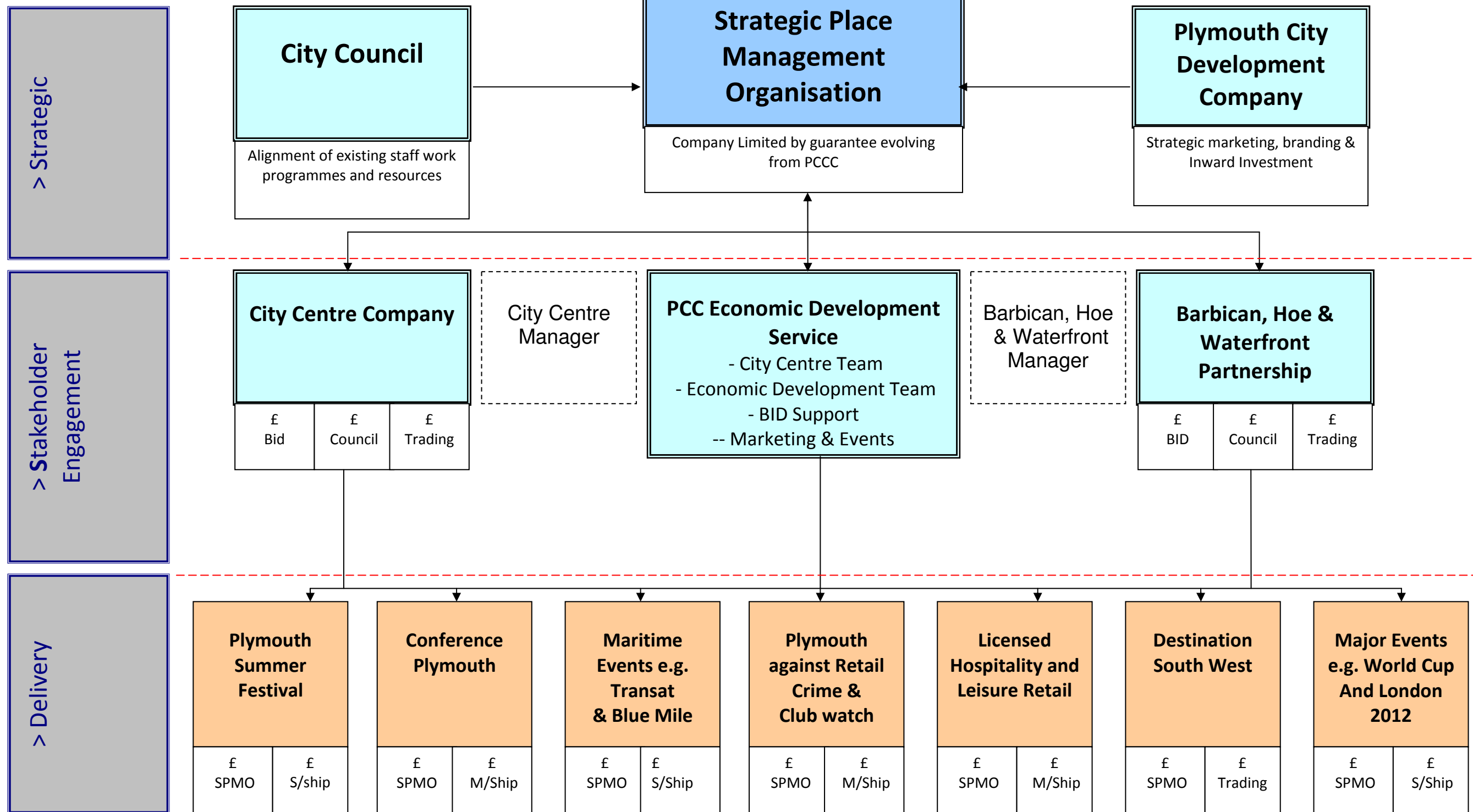
Place Management Partnership Architecture

- 4) To instruct the Economic Development Team to assist the newly created Strategic Place Management Organisation to consider the feasibility, consult upon and if appropriate support the development, of a BID for the Barbican and Waterfront in close partnership with strategic partners and stakeholders.

Reason: To develop a sustainable funding model for place management activity within the Barbican and Waterfront area, building on the knowledge, experience and best practice that already exists within Plymouth developed through the City Centre Company Business Improvement District and recent BID renewal process.

Updated March 5th 2010

Place Management Partnership Architecture



CITY OF PLYMOUTH

Subject: Joint Finance and Performance Report
Committee: Cabinet
Date: 16 March 2010
Cabinet Member: Councillor Bowyer and Councillor Ricketts
CMT Member: CMT
Author: Sandra Wilson (Corporate Accountancy and Finance Manager), Patrick Hartop (Policy and Performance Officer)
Contact: Tel: (01752) (30)4942
e-mail: sandra.wilson@plymouth.gov.uk
patrick.hartop@plymouth.gov.uk
Ref: SW
Part: I

Executive Summary:

This report outlines the performance monitoring and finance position of the Council as at the end of January 2010.

The primary purpose of this report is to report on how the Council is delivering against its corporate improvement priorities and key performance measures using its capital and revenue resources. It is deliberately strategic in focussing on key areas of performance, spend and risk, and includes under each Departmental Business section a one page scorecard, incorporating a summary of progress against the relevant Corporate Improvement Priorities and financial performance.

At this stage, the Council is forecasting a revenue overspend at year end of £3.146m against a net revenue budget of £196.525m (a variation of +1.6%). However this will reduce to £0.399m after applying a number of corporate health adjustments as approved by Council at its meeting of 1 March 2010. The main variations continue to relate to the increased pressure in children social care as well as cost pressures in adult social care and loss of income due to the economic climate.

The report also outlines the latest position on the capital programme. Our overall assessment of year end spend is £95.8m which remains affordable. Actual spend on the capital programme as at end of January 2009 is £62.364m.

Into the medium and longer term the Council is facing significant pressures due to the national economic situation, the Local Government funding settlement and local demand led pressures.

Corporate Plan 2010-2013:

This bi-monthly report is fundamentally linked to delivering the corporate improvement priorities within the Council's Corporate Plan.

**Implications for Medium Term Financial Plan and Resource Implications:
Including finance, human, IT and land**

Resource implications are referred to throughout the report and an update on the implications for the medium term for both revenue and capital is included within the report. It is intended that the Medium Term Financial Forecast will be updated regularly throughout the year to take account of the variances and pressures identified through this reporting.

Other Implications: e.g. Section 17 Community Safety, Health and Safety, Risk Management, Equalities Impact Assessment, etc.

None

Recommendations & Reasons for recommended action:

A number of recommendations have been made throughout the report in response to specific monitoring information. The recommendations are:

1. The forecast revenue overspend is noted, and the actions of Directors to reduce this overspend.
2. The movement on the capital programme during the period be noted and the inclusion of new schemes totalling £8.148m, outlined paragraph 6.6 and scheme variations/reprofiling totalling (£5.697m), outlined in paragraphs 6.7 and 6.8, be added to the programme for 2009/10

Alternative options considered and reasons for recommended action:

Actions are recommended in response to specific variances in either performance and / or finances as identified throughout the report.

Background papers:

- Plymouth City Council Corporate Plan 2009-12 (including 14x Corporate Improvement Priorities)
 - 2009/10 Budget Papers – presented to Full Council 2 March 2009
 - Plymouth City Council Medium Term Financial Strategy – revised March 2009
 - Audit Commission Use of Resources Key Lines of Enquiry (available on the audit commission website)
 - Joint Finance and Performance report to Cabinet 14 July 2009, 15 September 2009 and 10 November 2009, 19 January 2010
-

Sign off:

| | | | | | | | | | | | |
|--|---------------|-----|--------|----|--|----|--|----|--|---------------|--|
| Fin | DN 0910022 | Leg | LT1105 | HR | | AM | | IT | | Strat Proc | |
| Originating SMT Member: Malcolm Coe, Assistant Director – Finance, Assets & Efficiency | | | | | | | | | | | |

Plymouth City Council
Performance and Finance Monitoring – 2009/10
Figures up to and including 31 January 2010

1. Introduction

- 1.1 This report reviews the Council's performance for the period 1 April 2009 to 31 January 2010 and is written in the context of both the Medium Term Financial Strategy and the Use of Resources Assessment. The Budget report for 2009/10 (Appendix A budget robustness) outlined a number of financial risks that the Council potentially faced over the short to medium term. It is appropriate the bi-monthly reporting should continue to review risks and give consideration to future levels of the working balance and reserves.
- 1.2 This bi-monthly report includes the following information and Appendices:

Section A – Executive Summary

- Performance Position
- Revenue Position
- Income Summary
- Medium Term Financial Forecast – Revenue
- Capital Programme 2009/10
- Medium Term Capital Programme

Section B – Directorate reports

- Children's Services
- Community Services
- Development, including trading accounts
- Corporate Support
- Chief Executive
- Corporate items

Section C - Housing Revenue Account

Section D - Treasury Management

Section E- LAA

Section F – Concluding Remarks









Appendices

- Appendix A – Revenue Expenditure variation in graphical form
- Appendix B – Summary Capital Expenditure and Financing
- Appendix C – Healthy Theme Group Report – 3rd Quarter 2009/10
- Appendix D - Reserves

SECTION A – EXECUTIVE SUMMARY

2. Performance Position

- 2.1 A performance and programme summary is provided for each Corporate Improvement Priority (CIP) in a scorecard format along with budget variances for each Department. As with the previous year a small number of key indicators and milestones will be the focus of respective reports. However, where emerging issues arise these need to be fed into successive reports when required. The narrative within the scorecard is intended to provide a high level overview of each CIP with a focus on explaining corrective action where required. Detailed information will continue to be reported on eperform, our performance management system. The scorecards use a RAG (red, amber, green) traffic light system to indicate current performance. The table below summarizes the RAG rating rules.

| Milestones – lowest performing milestone within a CIP | | | |
|--|--|--|--|
|  | All milestones on schedule |  | A minimum of one milestone is reported as a risk |
|  | a minimum of one milestone is reported as an issue |  | No information to report |
| Measures – an average of all measures that sit within this CIP | | | |
|  | Indicators on track |  | the AVERAGE of all indicators is up to 15% off target |
|  | The AVERAGE of all indicators is more than 15% off target |  | No information to report |

Key performance and programme messages emerging from the departmental scorecards include:

2.2 CIP 3: Helping people to live independently

Adult Services continue to perform well against targets maintaining a focus on assessments, reviews and work with carers.

The budget continues to be under considerable pressure.

2.3 CIP 4: Reducing inequalities between communities

The unexpected rejection of our bid for £1.4m of funding to build a Gypsy site at Efford Warren, is a significant problem. The Council is reviewing its' options.

Benefit and tax credit take up continue to exceed the target with £4.6m realised in the first 9 months of 2009/10.

2.4 CIP 5: Providing better and more affordable housing

306 affordable homes have been delivered by the end of January which has exceeded our LAA target of 236 for the year to April.

2.5 CIP 7: Keeping children safe

The number of looked after children remains high and continues to put pressure on both the budget and performance. New work practices have been developed and are being embedded to tackle the extra workload.

2.6 CIP 8: Improving skills and educational achievement

The number of young people who are not in education, employment or training (NEET) has improved despite the difficult regional and national position.

The 2009 academic results for children in care show a significant improvement on 2008, however achieving the 2009/10 stretch targets remains challenging.

2.7 CIP 10: Disposal of waste and increasing recycling

The recycling indicator has again under performed this period and is unlikely to meet its end of year target. This has an impact on the percentage of municipal waste landfilled which rose to the highest level recorded for the year. A number of measures are in place to rectify this, however changing people's behaviour to recycle more of their waste remains very challenging.

2.8 CIP 13: Supporting Council staff to perform better

100% of role profiles have now been finalised and 89% of appraisals have been completed using the new competency framework.

2.9 CIP 14: Improving value for money

New efficiencies are being identified in year with cumulative in year efficiencies achieved to date of £9.6m. Further work is being developed by the Head of Value for Money and Efficiencies and the Head of Capital and Assets to drive the wider efficiency agenda.

The Council's Carbon Reduction commitment has confirmed that potential annual financial liabilities of approximately £360k are to be incurred from 2010 onwards.

3. Revenue Position

3.1 The following table sets out the forecast for the Council's overall revenue position as at 31 January 2010.

Table 1

| Fund | Latest Approved Budget £'000 | Monitoring Variation November 2009 £'000 | Monitoring Variation January 2010 £'000 | Change in Period £'000 |
|------------------|---------------------------------|--|---|---------------------------|
| General Fund | 196,525 | 3,076 | 399 | (2,667) |
| Trading Accounts | (2,357) | 322 | 564 | 242 |
| HRA* | 66 | (100) | (70) | 30 |

* surplus/deficit for year, not updated for January
NB Brackets () reflect a favourable variation

3.2 The trading accounts are reported within the relevant Directorate reports in section B, and the HRA under Section C.

General Fund

- 3.3 Table 2 summarises the monitoring position for each Directorate for the period up to 31 January 2010. Appendix A tracks the movement during the year in graphical form.

Table 2

| Department | Latest Approved Budget £'000 | Monitoring Variation as at 31 January 10 £'000 | Percentage variation % | Change in Period £'000 |
|-------------------------------------|---------------------------------|--|---------------------------|---------------------------|
| Children's Services | 52,217 | 1,559 | 3.0 | 380 |
| Community Services | 102,804 | 1,345 | 1.3 | (138) |
| Development & Regeneration Services | 16,318 | 384 | 2.4 | (239) |
| Corporate Support | 35,536 | (139) | (0.4) | (112) |
| Chief Executive | 2,750 | (64) | (2.3) | (40) |
| Corporate Items | (13,100) | 61 | (0.5) | 219 |
| Sub Total | 196,525 | 3,146 | 1.6 | 70 |
| Less Corporate Health Adjustments | | | | |
| LABGI | 0 | (229) | | (229) |
| Fleming VAT refunds | 0 | (2,144) | | (2,144) |
| Planning and Housing Delivery grant | | (374) | | (374) |
| Adjusted Total for year | 196,525 | 399 | 0 | (2,677) |

- 3.4 The budget variation targets of no more than 1% overspend or 2% underspend remain in place for 2009/10. The summary table shows that the monitoring position across service budgets has deteriorated further during the period and that an overspend of £3.146m, or 1.6% when compared to net revenue budget, is now forecast for the year. Directors have enacted a number of delivery plans within the current financial year to drive through budget savings, and will continue to prioritise spending reviews in the remaining weeks of the financial year. However a number of exceptional costs incurred, such as enabling the housing stock transfer, and increased service pressures in such areas as safeguarding children and adult social care, has made it difficult to achieve a balanced budget.
- 3.5 We have maintained a focus over recent years to build, and retain, adequate working balances and improve our overall Use of Resources assessment. With this in mind, we propose that the final end of year overspend be funded through:
- (a) The Council has been working in partnership with PriceWaterhouse Coopers to reclaim VAT brought about through changes in legislation, which has successfully resulted in a 'one-off' repayment of £2.144m from HM Customs of Excise. This has been detailed in previous monitoring reports throughout the

year and Cabinet have previously approved that this amount be transferred to reserves, subject to the final position for the year;

- (b) We have received notification of a further Local Authority Business Growth Incentive (LABGI) grant of £0.229m for 2009/10. As in previous years, we have continued to use existing revenue budgets in 2009/10 to support the local economy and we again intend to use this new grant allocation as part of the year end adjustment;
- (c) Within the budget monitoring forecasts for the Development and Regeneration department we have accounted for a Housing and Planning Delivery Grant of £0.375m. The council has recently received notification of an additional £0.374m Housing Planning Delivery Grant allocation for 2009/10 which, to date, has not been accounted for in current budget monitoring;
- (d) Continued departmental management action to reduce spend up to 31 March 2010 (and beyond).

3.6 The individual Directors reports in section B outline in detail the reasons for the variations on their budgets with the main issues summarised below:

3.6.1 Children's Services: forecast overspend of £1.559m

There has been an increase in the forecast outturn of £0.380m since the last report.

The main variations include:

- Pressures of £0.093m relating to the Children's Services element of the Carefirst project over and above the budgeted sum (total contributions in 2009/10 required of £0.264m partly met by utilising the carry forward of £0.129m from 2008/09 and £0.043m for ME learning from within the social care Training Budget)
- Additional costs of extended parent and child placements totalling £0.144m
- Care leavers £0.129m due to a combination of additional cost of accommodation and placements for 16/17 year olds arising from the Southwark judgement
- Other cost pressures have been mostly offset by increased vacancy savings

Management action continues to be taken to minimise the overspend at outturn including a reduction in the number of agency staff across the department

3.6.2 Community Services: forecast overspend £1.345m

The latest forecast is £104.151m against a revised budget of £102.804m, representing a forecast year end adverse variance of £1.345m (1.31%).

The forecast position represents a net performance compared to budget of:

- Adult Social Care of £2.000m - adverse
- Culture Sport and Leisure of £0.099m costs - adverse
- Environmental Services (£0.149m) - favourable

- Safer Communities (£0.025m) – favourable
- Service Strategy & Regulation (Business Support) (£0.580m) – favourable

The change in the period is due to pressures in Adult Social Care, Culture Sport & Leisure, a reduction in previously reported forecast savings in Environmental Services offset by further savings in Service Strategy & Regulation.

Adult Social Care – £2.000m overspend. The volume of clients and complexity of clients needs have continued to increase steadily during the year across a range of client groups resulting in additional pressures of approximately £3.450m, this has been managed down to £2.700m and will continue to be addressed right up until the year end. The key variations are:

- Management Support and Care Management £0.132m
- Residential and Nursing Care (£0.650m)
 - in house and short stay services £1.014m
 - Long stay services (£2.422m)
 - Loss of chargeable income £0.788m
- Community Based Services £3.213m
 - Increased spend on direct payments £1.728m
 - Spot and Block Domiciliary Care, net £0.189m
 - Supported Living £1.212m
 - Community Equipment £0.435m
 - Non-Residential Income £0.271m
 - Day Care and other spend (£0.457m)
- Further Savings (£0.678m)

It is therefore anticipated that further action will be necessary and is being explored, including some very short term measures to contribute towards the (£0.678m) which also includes the ongoing panel and high cost package reviews

Culture, Sport and Leisure – £0.099m overspend due to trading deficits at Brickfields, Mayflower Centre and Mount Edgumbe.

Environmental Services – (£0.149m) underspend due to a reduction in Public Protection Services costs and an increase in income, reduced hire costs in Fleet & Garage and lower Waste Disposal land fill tax volumes.

SSR – (£0.580m) underspend mainly due to vacancy savings, associated staffing costs and training.

3.6.3 Development & Regeneration: overspend £0.384m

There has been a slight improvement in the position during the period due to further reduced patronage on concessionary fares of (£0.200m) and increased vacancies and other favourable variations on housing and other areas totalling (£0.276m). However, this has been partly offset by further reductions in income of £0.228m relating to reduced rental income and poor car park patronage in January following poor weather.

It should also be noted that the authority will receive a further (£0.374m) additional Housing and Planning Delivery grant which has been applied to reduce the forecast overspend.

3.6.4 Corporate Support : forecast underspend (£0.139m)

Recruitment to the key management posts has now been successfully completed and new staff are now in post. This will enable the remaining structure to be finalised and further efficiencies to be achieved over the longer term.

The main variations include:-

- Utilising £0.109m additional admin subsidy grant
- Higher level of vacancies within Human Resources than previously reported

The Directorate will continue to manage its resources in the current year by a combination of robust vacancy management, minimising the use of temporary staff and freezing non essential expenditure.

3.6.5 Chief Executives: forecast underspend (£0.064m)

The Chief Executive Department's monitoring for January shows a favourable variation of (£0.064m) an increase in the period of (£0.040m). The department continues to achieve savings by holding vacancies and general slowing down of running expenses.

3.6.6 Corporate Items: forecast overspend £0.061m

The main reasons for the adverse variation of £0.219m during the period is the inclusion of the residual costs of stock transfer £0.816m partially offset by additional area based grant and energy contract savings.

3.7 If Directors and Departmental Management teams are unable to achieve reduced spend to balance the budget by 31 March 2010, any residual amount would have to be funded through working balances.

3.8 In contrast to this, if departments over-achieve the year end savings target, any resulting surplus will be allocated to the councils Waste Management Reserve.

3.9 In compliance with our Medium Term Financial Strategy, we aim to retain the Council's working balance at a level exceeding 5% of net revenue budget. Our forecast working balance at 31 March 2010 is £11.517m which is approximately 5.7% of our 2010/11 net revenue budget.

Recommendations:

1. The forecast revenue overspend is noted and the actions of Directors to reduce this overspend.

3.10 Icelandic banks update

3.10.1 Capitalisation Direction

On 31 January the Council received confirmation that the Capitalisation Direction application for the potential Icelandic bank losses had been approved in the sum of £5.8m. The Council is not required to account for any losses in Iceland until 2010/11 but can use the capitalisation direction to bring the losses into its accounts earlier. By utilising the Capitalisation Direction the Council could minimise the impact by spreading the loss over a 20 year period.

The situation with regards to Iceland remains unclear and subject to uncertainty. The £5.8m assumed a worst case scenario. For instance, the Council has recently been advised that it will now receive an additional dividend payment from Heritable which will reduce the statutory impairment charge. The final impairment charge from Glitnir and Landsbanki will depend on negotiations and outcome of court cases with the banks over future months. A retrospective adjustment (downwards) can be made in future years to any capitalisation made in 2009/10 as and when the position becomes clearer.

Cabinet approved the use of the Direction at its meeting of 9 February 2010.

3.10.2 Heritable Bank £3m

The Council has been advised that a further dividend will be payable in respect of Heritable bank before the end of the financial year, although there is no indication of how much this will be at this stage. Amounts recovered to date including interest, total £907,594.

3.10.3 Glitnir £6m

The winding up board for Glitnir have rejected the claim that local authority deposits should have priority creditor status. As a result the recovery could be as low as 31% (previously forecast as 100%). The local authority solicitors, Bevan Britton will be appealing this decision on behalf of all local authorities and remain hopeful that full recovery will still be attained.

3.10.4 Landsbanki £4m

The winding up board for Landsbanki have agreed to the priority creditor status for local authorities but have received a number of objections to this decision from other creditors which will likely result in a delay in moving forward as these are resolved. The board has also rejected the local authority claims for penalty interest. Final recovery is anticipated at 88% (previous report stated 83%).

3.10.5 As part of closure of the accounts 2008/09 a sum of £0.281m was transferred to reserve to meet the costs of any losses from these investments, and approval has also been given to transfer any interest payments received. The balance on this reserve is now £0.324m.

4.0 Income Summary

Table 3

| Type of debt | Actual % 2007/08 | Actual % 2008/09 | AE Quartile | Budgeted income 2009/10* | Target % 2009/10 | Year end Projection 2009/10 |
|---|---------------------|---------------------|----------------|--------------------------------|------------------------|-----------------------------------|
| Council Tax | 92.5% | 94.2% | 4 | £91.018m | 96.0% | 96.0% |
| NNDR | 97.6% | 96.7% | 2 | £79.666m | 97.0% | 96.9% |
| Housing Rents | 97.3% | 96.4% | 4 | £40.274m | 98.5% | 97.8% |
| Sundry Debt [^] | 85.9% | 86.9% | n/a | £60.000m# | 92.5% | 91.5% |
| <i>Commercial Rent (general fund)</i> | <i>n/a</i> | <i>80.8%</i> | <i>n/a</i> | <i>£5.000m#</i> | <i>92.5%</i> | <i>88.0%</i> |
| <i>Trade Waste</i> | <i>n/a</i> | <i>87.5%</i> | <i>n/a</i> | <i>£1.200m#</i> | <i>94.0%</i> | <i>94.0%</i> |
| <i>Adult Residential Care</i> | <i>n/a</i> | <i>90.3%</i> | <i>n/a</i> | <i>£9.000m#</i> | <i>93.0%</i> | <i>92.0%</i> |

* At the start of the financial year. The total amount collectable can go up and down during the year

Sundry debt fluctuates during the year but figures shown are an average per annum for a rolling 12 month period

[^]All general fund sundry debt including the key areas (key areas are analysed and are shown in italics)

4.1 Local Taxation

Council Tax Collection – Forecast 96.0% v Target 96.0%

In-month collection during January fell slightly below target, with 9.2% collected against a target of 9.6%. Therefore the cumulative collection rate has fallen just below target with 89.94% collected against a target of 90.28%. This remains a 1.16% increase on the cumulative rate at the same time last year. This gap will put us below the revised forecasted collection rate of 96.9% by the end of March, although this will depend on whether we can improve on the forecast targets in the final two months of the year.

NNDR - Forecast 96.9% v Target 97.0%

Collection during January remains below the target with 7.75% collected against a target of 8.05%. This brings the cumulative collection rate to 91.62%, which is 1.03% below the target of 92.65%. This gap will put us below the revised forecasted collection rate of 96.9% by the end of March, although this will depend on whether we can improve on the forecast targets in the final two months of the year.

4.2 Sundry Debt collection – Forecast 91.5% v Target 92.5%

- Year to date collection is 89% compared to 87% for the same period last year
- In year collection (Apr 09-Jan 10) is 79%. £28.6m collected against £36.1m raised
- >30 days shows collection of 86%. £27.4m collected against £31.9m raised

There have been issues with a £2.5m invoice raised against Plymouth Primary Care Trust (invoicing the PCT for adult services commissioned is the method required by the Department of Health for 2009/10 and 2010/11) and approx £0.750m that was raised against Plymouth Community Homes that have had a detrimental impact on the collection percentage.

Key areas

Adult residential and non residential care – Forecast 92.0% v Target 93.0%

- Year to date collection is 92% compared to 90% for the same period last year
- In year collection (Apr 09-Jan 10) is 92%. £8.5m collected against £9.2m raised
- >30 days shows collection of 95%. £7.8m collected against £8.3m raised

Commercial Rent – Forecast 88.0% v Target 92.5%

- Year to date collection is 86% compared to 90% for the same period last year
- In year collection (Apr 09-Jan 10) is 86%. £3.6m collected against £4.1m raised
- >30 days shows collection of 88%. £3.5m collected against £3.9m raised

Trade Waste – Forecast 94.0% v Target 94.0%

- Year to date collection is 92% compared to 87% for the same period last year
- In year collection (Apr 09–Jan 10) is 90%. £0.900m collected against £1m raised
- >30 days shows a collection of 99%. £0.763m collected against £0.767m raised

5. Medium Term Financial Forecast- Revenue

- 5.1 The City Council, like everyone else, finds itself operating in the midst of a serious, unprecedented economic downturn. The National Debt currently stands at circa £178b; there will be a General Election early in 2010 bringing a possible emergency budget and we know that local government funding will reduce for the foreseeable future.
- 5.2 The current economy is causing significant budget pressures, as we experience the impact of reduced income from our car parks reflecting reduced trading activity; there is a significant drop in income from commercial rent as businesses close and vacate premises. The downturn has also brought reduced interest rates and therefore reduced income for our treasury investments.

- 5.3 As well as reduced income, the economy has brought further pressure on the Council due to the increased demand from areas such as Housing Benefits. We have to manage the pressures of increased numbers of children looked after, whilst managing the demographic growth and the demands of investing in services for our older people. As people live longer, so the demand on Council resources increases. We must also keep a watching brief on the massive shortfall in our pension funding.
- 5.4 Our resource assumptions through to 2012/13 reflect expected formula grant reductions for 2011/12 and 2012/13 which is unprecedented in terms of local authority funding to date.
- 5.5 We are used to getting in the region of a £6m year on year increase in revenue funding, to fund pay increases, general inflation costs, and the ever increasing demands on our services. Every 1% Council Tax rise represents just under £1m at £950k, and a 1% drop in Formula Grant represents approximately £1.06m. For 2010/11, we will receive a 2.5% increase in our formula grant, and are assuming a council tax increase of around 3% in line with the current MTFP.
- 5.6 2010/11 represents the final year of the 3 year settlement period. The pre budget report of 9 December announced that the next comprehensive spending review will now be delayed until after the election. However it is clear that there will be tight public expenditure constraints in future years and that Local Government will face the brunt of these, with actual grant cuts of between -2.5% up to -10% possible. It is therefore essential that we continue to plan properly for the long-term. Our current forecasts assume a real terms reduction of -2.5%.
- 5.7 Additional resources have been notionally allocated to those 'pressures' which have been identified as a corporate priority during the year including:
- Children's social care/looked after children
 - Waste Management
 - Housing Stock Transfer- Corporate impact/residual costs
 - Redundancy costs
 - Strategy for change/BSF
 - Increase demand from a growing elderly population
 - Economic Climate/Support for local business
- 5.8 These pressures will be kept under review and reported as part of the bi-monthly monitoring reports.
- 5.9 The 2010/11 budget will be finalised on 1 March 2010 at full Council. Each Department has been issued with a budget target for 2010/11. Indicative departmental targets for 2011/12 and 2012/13 will be issued as part of the update to the Medium Term Financial Strategy. Targets will change during the year as budget virements are actioned as part of the management process.

6. Capital Position

2009/10 Overall Capital Position

- 6.1 The capital programme for 2009/10, as approved in the previous monitoring report, is £95.345m. This bi-monthly report outlines recommendations to increase the in-year capital programme by £2.451m, which would increase the programme to £97.796m. Actual spend as at 31 January 10 was £62.364m (63.8% of full year forecast).
- 6.2 The movement in the programme is summarised in table 4. Further details of the movements within the programme are outlined in Appendix B with more details provided within the individual Directorate reports.
- 6.3 Although the latest forecast spend for the year is £97.796m, as outlined in previous reports, based on historical trends it is highly unlikely that this level of programme delivery will be achievable by the end of the year. Following a high level review of the departmental programmes taking into account expenditure to date and the likelihood of expenditure being incurred as forecast for the final two months of the financial year based on known contractual commitments, it is considered that a more realistic estimate is a total spend of £95.8m, or 98% of the latest forecast.

Table 4

| Department | Budget | | Changes for Approval | | Expenditure | | Revised Forecast for year £000 |
|-----------------------|--|-------------------------------------|-----------------------------------|--------------------------------|-----------------------------|------------------------------|-----------------------------------|
| | Restated Original Budget 2009/10 £000 | Latest Appr'd Budget Nov 09 £000 | Proposed Change in Period £000 | Latest Forecast Jan 10 £000 | Expend as at Jan 10 £000 | Spend %'age of Forecast % | |
| Corporate Support | 700 | 2,401 | 7,569 | 9,970 | 1,631 | 16.3% | 9,900 |
| Development | 17,371 | 22,417 | (2,001) | 20,416 | 9,445 | 46.3% | 19,000 |
| Children's Services | 52,057 | 55,904 | (3,065) | 52,839 | 40,752 | 77.1% | 52,500 |
| Community Services | 14,858 | 6,632 | (52) | 6,580 | 3,261 | 49.6% | 6,500 |
| Corporate Items - HRA | 7,222 | 7,991 | 0 | 7,991 | 7,275 | 91.0% | 7,900 |
| Total | 92,208 | 95,345 | 2,451 | 97,796 | 62,364 | 63.8% | 95,800 |

- 6.4 The movement on the programme during the period can be summarised as follows:

| | |
|------------------------------------|---------------------|
| | £000 |
| New schemes approved | 8,148 |
| Re-profiling/scheduling of schemes | (5,327) |
| Other Variations | <u>(370)</u> |
| Total variation in period | <u>2,451</u> |

- 6.5 Officers of the CPB have considered new schemes brought forward in the period and are recommending that the following schemes now be included within the programme:

| | £000 |
|--|---------------------|
| Brickfields Astroturf replacement | 97 |
| Transport Asset Management Plan | 56 |
| Eastern Corridor – RDA capacity grant funded | 50 |
| Capitalisation approvals | 7,800 |
| Theatre Royal Car Park Lift Installation | 80 |
| Devonport Park additional DRCP funding | 13 |
| Devonport Guildhall project | <u>52</u> |
| | <u>8,148</u> |

All schemes are scheduled to be completed within 2009/10.

These schemes will be funded by grants and contributions (£0.268m), capital receipts (2.0m) unsupported borrowing (£5.8m) and revenue contributions (£0.080m)

- 6.6 Project Officers continue to keep the programme under review and the main schemes re-profiled during this period are shown below. Further details of the reasons behind the reprofiling are outlined in the individual Directors reports.

| | £000 |
|---------------------------------|-----------------------|
| School Kitchens | (250) |
| Compton | (260) |
| Highview (Efford) | (580) |
| Estover Campus | (325) |
| Early Years Grants | (900) |
| Childrens Centres | (200) |
| Childrens Services – other | (550) |
| Chelson Meadow / Leachate Works | (771) |
| Strategic Housing | (800) |
| Devonport Park | (277) |
| A386 George Junction | (115) |
| Other | <u>(299)</u> |
| | <u>(5,327)</u> |

- 6.7 The capital programme is kept under continual review and therefore it is common for 'other' variations to arise and be reported to the CPB. These would include for example, additional grants and contributions being awarded for schemes currently in progress, and reduced or increased costs on current approved schemes which fall within financial regulation and standing order tolerance levels. The variations falling within this category during the period are as follows:

| | £000 |
|---|--------------|
| Civic Amenity Site | (100) |
| LTP reduced programme (funding reduction) | (98) |
| Private Sector Grants | (180) |
| Other | 8 |
| | <u>(370)</u> |

- 6.8 Based on the assumption that capital receipts are used to finance the capital programme as “funding of last resort”, and that grants and contributions are, in the main, able to be moved to future years without penalty or clawback, a programme of £95.8 would be financed as follows:

| | £000 |
|--|----------------------|
| Supported Borrowing | 18,211 |
| Unsupported Borrowing | 15,192 |
| Grants & Contributions (inc Section 106) | 51,931 |
| Capital Receipts | 3,919 |
| Revenue & Funds | <u>6,547</u> |
| Assumed financing of programme | <u>95,800</u> |

- 6.9 The actual financing will be reviewed as part of the closedown process in the light of final spend for the year, slippage on individual schemes and any conditions on funding such as capital grant deadlines.

Recommendations:

2. The movement on the capital programme during the period be noted and the inclusion of new schemes totalling £8.148m, outlined paragraph 6.6 and scheme variations/reprofiling totalling (£5.697m), outlined in paragraphs 6.7 and 6.8, be added to the programme for 2009/10

7. Medium Term Capital Programme Update

The current medium term capital programme 2009/10 – 2014/15 of £267m was approved at cabinet on 9 February 2010 and ratified at full Council on 1 March 2010. This figure has now increased by £7.8m (funded £2m from capital receipts and £5.8m unsupported borrowing) to £275m as a result of the capitalisation direction approvals detailed in paragraph 13.1.3

7.1 Capital Receipts Update

- 7.1.1 The capital receipts requirement within the current medium term programme is £30.359m. At the end of January, actual capital receipts available to finance the programme stood at £6.661m (excluding the Citybus receipt) as shown below:

| | £000 |
|--|-------|
| Capital receipts b/fwd from 2008/09 (includes previously | 4,789 |

ring-fenced receipt as per 9 February 2010 cabinet budget report - recommendation 3)

Capital receipts received in 2009/10 as at 31 Jan 2010 1,872

Capital receipts available as at 31 Jan 2010 6,661

SECTION B- DEPARTMENTAL BUSINESS REPORTS:

Key budget and CIP variations for each department are shown in scorecard format. Where there is a risk in relation to achieving either performance indicators, key CIP milestones and/or budget out-turn within agreed tolerance levels, 'Amber' or 'Red' tags have been displayed. Mitigation action to address such risks is detailed by each department.

8. Children's Services

8.1 Corporate Improvement Priorities:

The Children's Services department is leading on the following Corporate Improvement Priorities:

- Keeping Children Safe (CIP 7)
- Improving skills and educational attainment (CIP 8)
- Developing high quality places to learn in (CIP 9).

8.2 Progress against priorities

The following strategy map outlines the progress against each CIP.

**Children & Young People's Services
CIP Progress and Management Report**

**Childrens Services
Monthly Revenue Budget**
January 10
3.04 %



CIP 7. Keeping children safe Measures Milestones

Initial (IAs) and Core Assessment (CAs) are continuing to be monitored on a weekly basis. The placement stability indicator remains challenging with increasing demand for placements. Placement stability meetings were introduced into practice last year and are being fully embedded. Our recruitment strategy with a large recruitment campaign for Foster Carers have seen a large number of enquiries/responses and we anticipate over this year will impact positively on placement stability. There is a substantially higher number of children with a child protection plan but plans have not drifted. After achieving our target in 2008/9 and bettering the Nat. Avg. by 2.3% the first 6 months of 2009/10 has seen this trend continue. We expect to confidently meet targets at year end. Budget pressures are being experienced particularly with regard to staff resources. As work demands increase there is a need for more qualified social workers and experienced managers.

CIP 8. Improving skills and educational achievement Measures Milestones

Performance improvements have been made in key areas identified within this CIP, especially Foundation Stage and KS4. There have been particular improvements to narrow gaps in attainment between those pupils entitled to free school meals and those who are not. The latest validated data for education attainment for children in care shows 41% children in care attaining Key Stage 2 English and 32% attaining Key Stage 2 Maths. This performance is based on results from summer 2008. Validated results from 2009, due early in January, show significant improvements, borne out from individualised support to children with more than 50% achieving the target level. It is important to note that the very small size of cohort means that year on year comparisons should be treated with caution. The number of young people aged 16-18 who are not in education, employment or training is 6.9% This has been achieved against a difficult regional and national position. Early indications are that there has been a significant rise in the post 16 staying on rate. Plymouth continues to experience a declining labour market with the lowest current stock of vacancies for any local authority area in the region. A number of meetings have been held around managing responses to the recession between Connexions and specific employer groups and agencies

CIP 9. Developing high quality places to learn in Measures Milestones

Plymouth's Initial project is in the BSF Programme. This will allow significant investment to be made into secondary provision including a new school for the SW of the city. There is a buoyant atmosphere despite the long term pessimistic views about the effects that a reduction in public spending will bring.

8.3 Revenue Budget Monitoring - £1.559m overspend, 3.04% of Net Budget

The key reasons for the overspend are:

a) Policy and Performance – break-even

A contribution to the Carefirst project of £0.264m has been included within policy and performance section which will be partially met by the departmental carry forward from 2008/09 of £0.129m and £0.043m for ME Learning in the social care training budget. The budget for Carefirst will need to be vired to the Corporate project by the end of the year.

Efficiency savings and the maximisation of grant income have been identified to meet remaining pressures and deliver action plans.

b) Learner and Family Support - £0.257m overspend 2.75% of net budget

This area is experiencing pressures on school transport, particularly relating to escort costs for Early Years placements and the integrated disability service. These are being partially offset by vacancies and general reigning in of expenditure.

c) Lifelong Learning - (£0.021m) underspend (0.16%) of net budget

This area is forecast to return a modest underspend of (£0.020m) at the year end due to employee related savings being significantly in excess of the target offsetting a variety of cost pressures as previously reported.

d) Social Care - £1.322m overspend 5.12% of net budget

There has been an adverse variation of £0.320m across the whole range of Children's Social Care budgets since the last report mainly due to:-

- Additional costs of extended parent and child placements totalling £0.144m
- Rise in the Independent sector placements. There are now 406 placements within Children in Care which is an increase of 29 since the published number of 377 in April 2009
- Care leavers £0.129m due to a combination of additional cost of accommodation and placements for 16/17 year olds arising from the Southwark judgement. The impact of this on the homelessness budget (which formerly met the cost of accommodation for this client group) will need to be assessed with a reallocation of budget resources made as appropriate.

As set out above, there are a number of known variations that have been reflected in the monitoring forecast. Action Plans are currently being progressed in the following areas to mitigate against the potential overspend:

- The home to school transport policy is undergoing a review;
- The Integrated Disability Service direct payments has been reviewed in conjunction with wraparound packages of care and independent sector placements for children;
- General efficiencies including ongoing review of agency staff and temporary staffing arrangements, stationery and conferences.

Indications are that whilst management action will continue to be taken to minimise the forecast overspend during the year, national and local high profile media cases are increasing the pressures on the service.

8.4 Progress against 2009/10 Action Plans

£3.540m of action plans were set within the 09/10 revenue budget for Children's Services. At present, Action Plans totalling £2.254m have been, or are on course to be, achieved and ranked green, with £0.124m assessed as Amber presenting some risk and £1.162m assessed as Red presenting a high risk of not being achieved. Management action will continue to be taken to minimise this variation in the context of the issues raised above where the safety of children is not compromised. Examples of actions being implemented are shown above.

8.5 Dedicated Schools Grant (DSG)

The Council receives funding for Schools through the Dedicated Schools Grant. The grant funds expenditure either directly through the Individual Schools Budget (ISB) or incurred by the Council on behalf of schools. Any over or underspends on the DSG are carried forward.

December 2009 monitoring of the DSG reported to Schools Forum on 25 January 2010 indicated a forecast pressure of £0.984m (an adverse variation of £0.045m since the previous report). The pressures are mainly due to the increased costs of special educational needs statements and the cost of school redundancies being significantly in excess of the budgeted figure. As over and underspends on the DSG are carried forward this will be a pressure in 2010/11 in addition to the £0.321m brought forward to 2009/10 which will have to be 'repaid' and is a commitment for next year. Although the Council's general fund is not directly affected by the adverse position on the DSG, budgetary pressures on Schools could impact on various performance indicators for the Council.

8.6 Key High Level Risks

- Achieving the challenging Children Social care budget reduction whilst ensuring that safeguarding issues are not compromised
- Recognising that many of the performance indicators are the responsibility of Partners (as Leads) requiring the development of aligned or pooled budgets

8.7 Departmental Medium Term Forecasts

The 2010/11 budget will be finalised on 1 March 2010 at full Council. Each Department has been issued with a budget target for 2010/11. Indicative targets for 2011/12 and 2012/13 will be issued as part of the update to the Medium Term Financial Strategy. Targets will change during the year as budget virements are actioned as part of the management process.

However, the key issues facing this department over the medium term are delivering a Value for Money (VFM) service throughout the department, especially within the Social Care division and progressing the challenging Building Schools for the Future (BSF) transformational change programme

8.8 Capital Spend / Programme

Table 5

| | Original Approved Budget | Latest Approved Budget | Latest Forecast Jan 2010 | Bi Monthly Variance | Expenditure as % of Latest Forecast |
|--------------------------------|--------------------------|------------------------|--------------------------|---------------------|-------------------------------------|
| | £000 | £000 | £000 | £000 | % |
| Children's Services Department | 52,057 | 55,904 | 52,839 | (3,065) | 77% |

Actual expenditure as at the end of January 2010 was £40.752m.

The major variations on the programme in the period (over £100,000) are as follows:

£000 Profile Changes

- (325) Estover Campus New Build - Due to ICT delay and spread of contingency in cash flow.
- (580) High View (Efford) - Profile adjustment following receipt of detailed cash flow statement against previous estimated amendment in November 09. Project is in advance of original plan by about £0.9M net.
- (260) Compton New Classrooms - Design delay over options analysis and affordability. Scheme has now been increased to provide an integrated nursery unit (using ring fenced Early Years Grant).
- (900) Early Years Grants to Private, Voluntary and Independent (PVI) Nurseries. Delay in gathering condition and other information required to allow allocations to be made. Now anticipated that majority of works will take place in 2010/11. Ring fenced funding can be carried forward.
- (250) Delay in start of works to School Kitchens. Due to extended feasibility period.
- (200) Children's Centres - Delayed project starts due to affordability, lease and stake holder issues within proposed projects. Grant can be carried forward and projects should still be completed within funders required timescales.
- (550) other
- (3,065) Total Children's Services Profile Changes**

8.9 Sure Start

Sure Start Revenue

No anticipated variation

Sure Start Capital

No change from previous report

9. Community Services

9.1 Corporate Improvement Priorities:

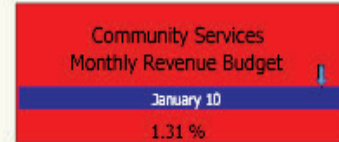
The Community Services department is leading on the following Corporate Improvement Priorities.

- Helping people to live independently (CIP 3)
- Reducing inequalities between communities (CIP 4)
- Providing more and better cultural and leisure opportunities (CIP 6)
- Disposing of waste and increasing recycling (CIP 10)

9.2 Progress against priorities

The following Scorecard outlines progress against each CIP overall.

**Community Services
CIP Progress and Management Report**



CIP 3. Helping people to live independently Measures  Milestones 

Following our mid-year performance review & subsequent monthly monitoring reports, we are continuing our focus on our assessments, reviews & work with carers. We expect to meet our milestones around Personal Budgets & Direct Payments. Social care staff have now co-located with healthcare staff in Plympton & Plymstock.

The budget continues to be under considerable pressure.

Management action plans are in place to help address the projected overspend.

CIP 4. Reducing inequalities between Communities Measures  Milestones 

The unexpected rejection of our bid for £1.4m of funding to build a Gypsy site at Efford Warren, is a significant problem. The Council is reviewing its' options.

Following consultation on Locality working, including a formal Scrutiny process, LSP partners have agreed a model for Locality working which was supported by Cabinet on 19th Jan 10 and agreed by full council on 1st Feb 10.

Benefit and tax credit take-up is significantly exceeding the target (£4.6m realised in first 9 months of 2009/10) following the start of a new contract for delivery of financial advice to the public. The recession has led to an increase in demand for these services. The Financial inclusion action plan is on target to be reviewed by March 2010 and a Scrutiny task & finish group will be part of this.

Community Cohesion and equalities work is on schedule.

Community Services CIP Progress and Management Report Cont'd

CIP 6. Providing more and better culture and leisure activities

Measures  Milestones 

The majority of milestones have been completed or are on target for the end of the financial year. The agreement has been signed for the provision of a swimming pool in the north of the city and the construction contract has been let for the building of the Life Centre. In addition the LAA Stretch Target '% of adult pop (16-74) participating in 30 mins of moderate physical activity 3 days per week' on schedule to meet its end of the 3 year projection. These are all significant milestones that have been achieved.

There has been some delay in the appointment of the management contractor for sports facilities and the project milestones have been revised. There is a possible delay on the Plympton library scheme and potential solutions are being considered.

Meetings have been held with the National Archives and the Museum, Libraries and Archives Council (MLA) to agree a long term approach to the issue of the West Devon Records Office re-location.

Further work will commence in the new financial year regarding the long term financial viability of the Theatre Royal.

It is planned to take the Sports Facilities Strategy to Cabinet early in the next financial year as it is being revised following extensive consultation.

Long term management arrangements for Brickfield Sports Centre forms part of the leisure management contract subject to a competitive dialogue process, commencing spring 2010.

New young persons headspaces schemes will take place in the Devonport library in the summer of 2010, and Plympton library in Spring 2011

Chartermark inspection and assessment of Museum in March 2010.

CIP 10. Disposal of waste and increasing recycling

Measures  Milestones 

We have now completed 8 out of 14 of the milestones and a further 4 are running on track to be completed on schedule. The milestones relating to Key Improvement No. 1: Secure long term residual waste treatment facilities, have been updated to reflect the latest project delivery dates. One of the three shortlisted bidders withdrew from the procurement in January 2010 but the remaining bidders are continuing on programme to prepare their detailed solutions for return in March 2010. Operational delivery is on track for 2014.

Although improvements to increase the capacity and capability of the Materials Recycling Facility (MRF) to recycle waste has been delayed, this does not affect the current operational service delivery as the existing plant is able to process/cope with current recycling tonnages. The upgrade has been planned in anticipation of future projected higher recycling rates.

As stated in previous comment (November 2009) it is unlikely that the annual recycling target will be met. This is due in part to the economic recession causing the recycling market to introduce higher quality standards particularly for mixed paper and card.

Initiatives to increase the City's recycling rate now include: Improvements to Chelson Meadow recycling centre; Expansion of garden waste collection scheme and Improvements to the materials recycling facility (MRF)

In addition, the Safe and Strong group are providing support in increasing the City's recycling rate and further initiatives are planned for 2010 including a further expansion of the garden waste scheme, and an upgrade to the Materials Recycling Facility to increase capacity and capability of dealing with predicted extra tonnages.

It is however a challenge to change behaviour to ensure residents recycle more of their waste. The percentage of municipal waste landfilled in December rose to the highest level recorded in the year to date reflecting normal seasonal patterns but was almost 3.6% better than the same month last year and the cumulative performance for the year to date is within 0.2% of the annual target

Disruption to collections caused by heavy snow and ice in the early part of the month resulted in the average number of reported missed collections per day exceeding the target for the first time in 5 months. Performance returned to normal during the second half of the month.

9.3 Community Services Dept – Forecast is an overspend of £1.345m

The latest forecast is £104.151m against a revised budget of £102.804m, representing a forecast year end adverse variance of £1.345m (1.31%).

The forecast position represents a net performance compared to budget of:

- Adult Social Care of £2.000m - adverse
- Culture Sport and Leisure of £0.099m costs - adverse
- Environmental Services (£0.149m) - favourable
- Safer Communities (£0.025m) – favourable
- Service Strategy & Regulation (Business Support) (£0.580m) – favourable

The change in the period is due to pressures in Adult Social Care, Culture Sport & Leisure, a reduction in previously reported forecast savings in Environmental Services offset by further savings in Service Strategy & Regulation.

The Director and Assistant Directors continue to hold vacancies and review non-essential spend to help the departments overall financial position.

The main variations from the budget within the service areas are: -

Adult Social Care – £2.000m overspend. The volume of clients and complexity of clients needs have continued to increase steadily during the year across a range of client groups resulting in additional pressures of approximately £3.450m, this has been managed down to £2.700m and will continue to be addressed right up until the year end.

The key variations are:

- Management Support and Care Management £0.132m
- Residential and Nursing Care (£0.650m)
 - in house and short stay services £1.014m
 - Long stay services (£2.422m)
 - Loss of chargeable income £0.788m
- Community Based Services £3.213m
 - Increased spend on direct payments £1.728m
 - Spot and Block Domiciliary Care, net £0.189m
 - Supported Living £1.212m
 - Community Equipment £0.435m
 - Non-Residential Income £0.271m
 - Day Care and other spend (£0.457m)
- Further Savings (£0.678m)

In year actions have achieved results in a number of areas, however, new and increased pressures, together with some delays in achieving savings, have led to the current overspend position. The culmination of the numbers of increased panels plus specific review team activity is contributing to slowing down further cost pressures, but not significantly reducing existing spend. The management of costs through the further access to care criteria is £0.400m which is lower than the savings initially anticipated'.

It is therefore anticipated that further action will be necessary and is being explored, including some very short term measures to contribute towards the (£0.678m) which also includes the ongoing panel and high cost package reviews, these may include:

- Capital Grant maximisation by reviewing revenue spend
- Reduce the volume of temporary staff being used
- Review of Direct Payments to identify overpayments or under utilisation

There are also a number of risks contained within the assumptions:

- The Health Learning Disability Transfer to Social Care, being backdated to 2008/09, is not contained within these assumptions due to ongoing dialogue with Health partners, £0.300m
- Income will be recovered from Health (also subject to ongoing dialogue)
 - (£0.448m) – Learning Disability Forensic Clients recharges
 - (£0.556m) – Joint Packages, recharges

Adult Social Care performance has significantly improved in the last year. At the same time the service continues to address a range of legislative and other agendas that are driving wider transformation. A programme board, chaired by the Director, will meet for the first time before the end of the financial year. This will ensure transformation, performance, improved client outcomes, alignment with partners, cost reduction and financial risks are all managed and co-ordinated effectively during 2010/11.

Culture, Sport and Leisure – £0.099m overspend due to trading deficits at Brickfields, Mayflower Centre and Mount Edgcumbe.

The deficit position projected at Brickfields of £0.170m is a result of higher costs for the dance/activity programme and site utilities and lower income on the Astro Turf. The Astro Turf surface has been out of commission during the year as it was not safe to use. Devonport Regeneration Community Partnership have funded improvement works that have recently started to improve the surface. A review of instructed classes will ensure that costs will be covered by income in future. The Mayflower Centre deficit is comparable with previous years and is a result of declining income/usage due to the competition the centre faces from newer citywide Community facilities within school sites, it also faces the challenge of operating during the Life Centre construction.

At Mount Edgcumbe higher staffing costs have been incurred during the initial set up of the new and enhanced catering/retail activity and unforeseen work to the sewerage infrastructure also had to be completed. A business plan has been produced within constituent authority support and income generation from landlord and commercial activities, challenge and review of this continues with colleagues from Cornwall Council to develop and achieve increasing efficiencies for the future to include improved risk management and to replenish reserves.

The Library Service book fund spend has been curtailed in the short term to help manage budget pressures arising within the service.

Environmental Services – (£0.149m) underspend due to a reduction in Public Protection Services costs and an increase in income, reduced hire costs in Fleet & Garage and lower Waste Disposal land fill tax volumes.

Safer Communities – (£0.025m) underspend due to further vacancy savings and savings within equality commissioning.

SSR – (£0.580m) underspend mainly due to vacancy savings, associated staffing costs and training. The department's Business Support section has been taking action to contain spend in order to set aside resources to address departmental cost pressures, initially Carefirst costs, but now to contribute towards the Adult Social Care position.

9.4 Progress against 2009/10 Action Plans

A delivery plan was agreed as part of the 2009/10 revenue budget for Community Services. A significant number of the actions within the delivery plan impact on Adult Social Care, and current indications are that some of the actions are going to be challenging to achieve. Consequently, further short term actions to contain spend are continually being considered. Progress against all action plans continues to be monitored monthly and in some cases weekly. Eg panel reviews.

9.5 Key High Level Risks

The key financial risks for 2009/10 across Community Services are summarised below.

- a) The high unit cost of adult social placements, particularly within Learning Disabilities, combined with the changes in funding responsibility between Health and Adult Social Care relating to both reviews of joint packages of care, Continuing Health Care and transfer of Learning Disability commissioning budgets.
- b) The ability of the department to increase service levels / client numbers to achieve the CIP targets – particularly within Adult Social Care.
- c) Managing expectations of enhanced levels of service against the approved budget particularly around waste collection and street scene.
- d) Increasing pressures of Landfill Allowances Trading Scheme and landfill tax on the waste disposal budget.
- e) Fall in predicted income due to economic downturn e.g. trade waste

9.6 Departmental Medium Term Forecasts

The 2010/11 budget will be finalised on 1 March 2010 at full Council. Each Department has been issued with a budget target for 2010/11. Indicative targets for 2011/12 and 2012/13 will be issued as part of the update to the Medium Term Financial Strategy. Targets will change during the year as budget virements are actioned as part of the management process.

The key medium term issues for the department are:

- a) The demographic changes within the population and increasing complexity of some client groups, such as Learning Disabilities, resulting in increased need for adult social care services.
- b) The Personalisation Agenda with Individual Budgets will have a fundamental impact on Adult Social Care. Feedback from the pilot sites identify that this cannot be seen as a mechanism for providing savings without careful monitoring during implementation to build on learning from other authorities experiences.
- c) The integration and joint commissioning agendas and the partnership working with Health Partners
- d) The impact of proposed Central Government changes relating to free personal care are currently being determined in more detail. Early assumptions highlight a direct financial pressure of £1m pa with a part year impact in 2010/11 of £0.500m if the scheme becomes law and is implemented in October 2010 as planned by the Government. Changes will also need to be made to the care management process which might create financial pressure which will need to be addressed by management.
- e) The Municipal Waste Management Strategy identified that waste disposal costs would increase significantly in the future years due to the need to procure and operate a waste disposal facility. The business case identified a revenue shortfall of £215million. This equates to £8m per annum (2011-2013), reducing to a £6m annual increase (2014-2039). These pressures will need to be incorporated into future budgets.
- f) In the short term, the Authority also faces additional budgetary pressures to implement new recycling initiatives, buy LATS credits, fund increased landfill tax (£8 per tonne each year), and fund contributions to the 'balancing fund' account created to meet the £215m shortfall. These have already been reflected in the Medium Term Financial Forecast, but funding / budget savings have yet to be determined.
- g) Plymouth has successfully bid to be part of the England world cup bid. There are a number of implications for the Medium Term, likely to be in the region of £15 million in the period 2010-2019. The Council will need to work with Central Government, partners, and the private sector, to identify further sources of funding to reduce the impact on the Council Tax payer.

- h) The Mount Edgcombe Business plan carries with it an element of risk, due to increased income aspirations in the catering facilities. Increased monitoring will need to be considered to ensure that the performance of the delivery plan is achieved in order to avoid any liabilities for the City Council and Cornwall Council respectively.
- i) The unexpected rejection of the £1.4m capital funding bid to build a Gypsy site at Efford Warren creates a financial pressure. Discussions are taking place to explore if the bid can be resubmitted.

9.7 Capital Spend / Programme

| Community Services | Latest Approved Budget | Latest Forecast Jan 2010 | Monthly Variance | Spend to Jan 10 | Spend as % of Latest Forecast |
|----------------------------|------------------------|--------------------------|------------------|-----------------|-------------------------------|
| | £000 | £000 | £000 | £000 | % |
| Culture, Sport & Leisure | 5,320 | 5,416 | 97 | 2,924 | 54 |
| Adult Health & Social Care | 576 | 445 | (131) | 199 | 45 |
| Environmental Services | 736 | 719 | (17) | 138 | 20 |
| TOTAL | 6,632 | 6,580 | (51) | 3,261 | 50 |

Actual spend on the programme as at end of January 2010 was £3.261m

Significant variations against individual capital schemes are:

£000

Culture Sport & Leisure

- 97 Brickfields Astro turf has been approved for installation of new Astro turf which is fully funded via Devonport Regeneration Community Partnership

Adult Social Care

- (131) Assumptions made that current year budget and roll forwards from last year will be spent in full this year, however, one scheme which was planned with our health partners has not come to fruition. Approval from the Department of Health has been sought in order to roll this forward to the new financial year.

10. Development & Regeneration

10.1 Corporate Improvement Priorities:

The Development Department is leading on the following three Corporate Improvement Priorities :

- Providing better and more affordable housing (CIP 5)
- Improving access across the City (CIP 11)
- Delivering sustainable growth (CIP12)

10.2 Progress against priorities

The following Strategy Map outlines progress against each CIP overall.

Development - CIP Improvement & Management Report

Development Monthly Revenue Budget
January 10
2.35 %



CIP 5. Providing better and more affordable housing



Affordable Housing completions by end January 2010 has reached 306 (against our LAA NI 155 target of 236) and we are projecting completions for the year to be 389. This is as a result of proactive 'enabling' work that turned the threats posed by the housing market slowdown and recession into opportunities to purchase additional affordable units and sites. In addition properties delivered under the Government's Home Buy Direct scheme to help in the market slowdown are also able to be counted as affordable housing. With Stock Transfer completed we are continuing working on establishing a monitoring system to monitor the delivery of transfer promises and progress towards Decency targets. In January we completed our first Mortgage Rescue through a mortgage to rent option under the government's Mortgage Rescue Scheme sufficient alone to prevent homelessness. There are a further three in the pipeline.

CIP 11. Improving access across the city



The emphasis for 09/10 work programme has been improving reliability of public transport journeys on the A386 Northern Corridor including improving access to health and employment facilities in Derriford. The bus priority lanes on the A386 are on track for completion by end of March. The updated Derriford Hospital Accessibility Action Plan has been agreed with the Hospital and has now been adopted by the Healthy Theme Group. Progress continues on preparation of further Accessibility Action Plans and delivery of accessibility measures but progress on the Young Persons Accessibility Action Plan is slipping. The Strategic Cycle Network Plan has been completed and is now informing cycle infrastructure priorities for the 10/11 Capital Programme including the delivery of a key cycle route into St. Judes being delivered as part of the East End scheme. The 10/11 Transport Capital Programme has been agreed by Corporate Delivery Board. The draft Network Management Plan is on schedule to complete end of February. The Corporate Travel Plan needs to be brought to CMT to enable it to progress.

CIP 12. Delivering sustainable growth



As last reported, the Delivery of the City's growth agenda is still on track despite the recession. Work on the recession action plan is now looking towards recession recovery and the Market Recovery Action Plan for 2009 is now complete, with 7 sites having gained planning consent and 3 others still under consideration. The work of the wealthy theme group is being considered alongside the wider LSP workings with a new work programme and membership due for decision in the coming months. Delivery of strategic infrastructure is still on track with work on the East End Community transport Improvements scheme due to begin in May. The east End scheme is the current focus to ensure delivery within the agreed DCLG funding timeframes. The City Centre and University Area Action Plan has been to its hearing and we now await the Inspectors report in March 2010. Governance issues in relation to the proposed Plymouth Growth Board and streamlining groups have slipped. This is as a consequence of the Single Conversation and LSP governance issues and the need to align these. It is still anticipated that governance arrangements will be decided by March 2010. The position with the Regional Spatial Strategy continues to be uncertain.

10.3 Development & Regeneration – Forecast Revenue overspend of £0. 384m

Development currently has forecasted revenue overspend at year end of £0.385m, the majority of which is due to recessionary pressures. There is a shortfall of £0.545m of car park income, £0.128m shortfall from City Market reserves and £0.421m of loss of income from Economic Development income. Where possible, Officers are taking remedial action possible to remedy e.g. reviewing potential car park improvements, including the impact of the recently upgraded Theatre Royal car park pay on foot scheme, and these will be monitored closely.

Other variations include £0.059m due pressures on funding for CCTV, £0.223m from an understatement of capital charges on the parking account. However offsetting these adverse variations are favourable variations including a variation of (£0.450m) from concessionary fares - although this is a volatile area and it is being closely monitored – an additional (£0.213m) of income being received from Sutton Harbour, and other variations totaling (£0.328m).

It should also be noted that the authority will receive a further £0.374m additional Housing and Planning Delivery Grant.

Further business planning is currently being undertaken to identify further savings for the remainder of the year and officers are working towards a balanced position for the year.

10.4 Development Trading Accounts

The position on the trading accounts as at the end of January 2010 is as follows:

Table 7

| Activity | Latest Approved Budget £'000 | Latest Forecast £'000 | Monitoring Variation to 30 November £'000 | Monitoring Variation to 31 January £'000 |
|-------------------------------------|---|----------------------------------|--|---|
| City Market | 138 | 143 | (7) | 5 |
| Off Street Parking* | (1,125) | (756) | 217 | 369 |
| On Street Parking* | (1,349) | (1,146) | 119 | 203 |
| Street Trading | 0 | 0 | 0 | 0 |
| Development Trading Accounts | (2,336) | (1,759) | 329 | 577 |

*See above re comments in shortfall in income and other pressures on car park accounts

10.5 Progress against 2009/10 Action Plans

£3.155m of action plans were set within the 2009/10 revenue budget for Development. The majority of action plans relate to restructuring of services and reductions in staffing which are largely complete.

10.6 Key High Level Risks

Income

There is continuing recessionary pressure on business throughout the city and initial indications are that income from rentals, planning applications and building control may be further affected beyond the assumptions already built into the budget. The Council has, however, produced a Market Recovery Delivery Plan which has identified the key pressures and endorses a number of priorities to support businesses. These areas are being closely monitored and will be the subject of further reports.

Housing

As part of the housing stock transfer, the Council is required to put in place a viable business plan for tackling housing issues in the North Prospect Estate. At the finalisation of the transfer agreement, we secured a funding arrangement with the Homes and Communities Agency, of £44m over 10 years as part of the Local Investment Plan package. PCH will also contribute the remaining funding under a tripartite agreement to regenerate the estate. The first step in this process is the development of a master plan, and stakeholder meetings are underway together with technical surveys to achieve this.

10.7 Departmental Medium Term Forecasts

The 2010/11 budget will be finalised on 1 March 2010 at full Council. Each Department has been issued with a budget target for 2010/11. Indicative targets for 2011/12 and 2012/13 will be issued as part of the update to the Medium Term Financial Strategy. Targets will change during the year as budget virements are actioned as part of the management process.

10.8 Capital Spend / Programme

Table 8

| | Original Approved Budget | Latest Approved Budget | Latest Forecast Dec 2009 | Latest Forecast Jan 2009 | Bi Monthly Variance | Expenditure as % of Latest Forecast |
|-------------------------|--------------------------|------------------------|--------------------------|--------------------------|---------------------|-------------------------------------|
| | £000 | £000 | £000 | £000 | £000 | |
| Development Directorate | 20,932 | 22,417 | 21,900 | 20,416 | (2,001) | 46% |

Actual spend at the end of January 2010 was £9.4m.

The significant variations arising during the period are:

£000

(115) A386 George Junction

The settlement of land compensation claims has further been reprofiled into 2010/11, as a number of claims remain with the district auditor, and it is unclear what these final claims will be. A letter to the Dft, as part grant funder of this project, detailing these changes has been drafted by the Project Officer.

56 Transport Asset Management Plan

This project will coordinate a number of currently disorganised recording systems, to produce one consistent system, which can be subsequently further developed to produce the requirements of the International Financial Reporting System. This expenditure is grant funded and must be defrayed by 31.03.10.

(277) Devonport Park

With severe weather forecasted for the whole of January, the Project Officer has considered it prudent to reprofile £277k of expenditure into early 2010/11. This meets the funding conditions of the Heritage Lottery grant.

(771) Chelson Meadow Capping/Leachate works

Reprofiling of contractual pain share and contingency allowances, as well as the associated fees for programmed contractual completion movement to 2010/11, following accelerated delivery programme approval.

(100) Civic Amenity Recycling Centre

The 100k contingency for contamination arisings, budgeted in 2009/10, is no longer required and the Capital Receipt funding earmarked for this has been returned to the corporate centre.

(800) Strategic Housing

This includes reprofiling of the following projects from 09/10, into 2010/11: Loans (£250k), stock condition (£45k), home energy (£66k), empty homes (£50k), and C.P.O recycling (£63k). Other slippage in 09/10 is required in 10/11, to help to balance Public Sector Renewal and Disabled Facilities Grant (D.F.G) income pressures and a huge demand in D.F.G's.

11. Corporate Support

11.1 Corporate Improvement Priorities:

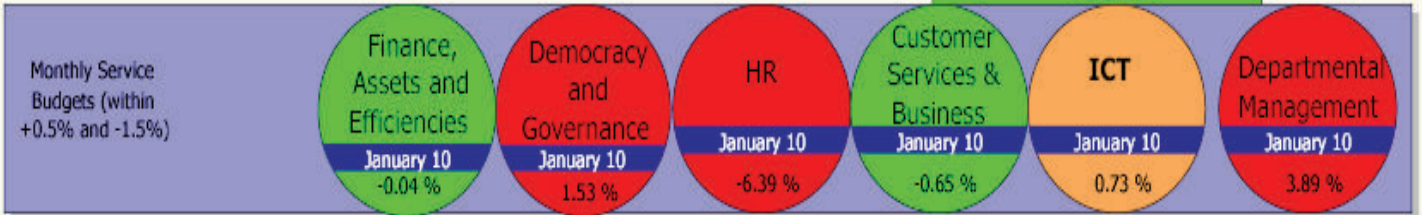
The Corporate Support department is leading on the following Corporate Improvement Priorities.

- Improving Customer Care (CIP 1)
- Supporting Staff to Perform Better (CIP 13)
- Providing better Value for Money (CIP 14)

11.2 Progress against priorities

The following Scorecard outlines progress against each CIP overall.

Corporate Support CIP Progress and Management Report



CIP 1. Improving Customer Service Measures Milestones

The corporate complaints handling course has been developed and will be piloted in February. Monthly surveys have been designed to assess customer satisfaction and will be commenced in February with feedback to all service managers on a quarterly basis. The CRM pilot has been scoped and the pilot will be looking at the suitability for managing the complaints process which will be completed by April. The Getting it Right and Righting the Wrongs Pilot has commenced with Cashiers, Libraries, Exeter City Council and Teignbridge district Council all being supported to help test the toolkit and achieve Customer Service Excellence Accreditation by April. The 'Customer Promise' and Staff Suggestion and Customer Care Award Scheme have all been completed and drafts submitted to CMT for approval with roll out anticipated after June. Work is underway to identify services for inclusion into the Customer Contact Centre and some LEAN Systems thinking analysis is being scoped for Public Protection Service. Analysis of the telephony requirements is nearing completion with a final report expected by April. A decision regarding which other service will be included in the scope for LEAN Systems thinking is awaited from CMT. Staff training in change management (FISH) is being successfully rolled out across the council and will continue through to April.

CIP 13. Supporting Council staff to perform better Measures Milestones

Negotiations are continuing with Trade Unions to finalise changes to the Single Status Terms and Conditions. 100% role profiles have been completed. In line with target, 89% appraisals have been completed using the new competency framework. Manager-On-Line development is on-track and instability issues appear to have resolved. User Acceptance testing has commenced and feedback from managers is positive and issues are being promptly addressed. Volume testing is to be undertaken to further safeguard the robustness of the system. The communications rollout has commenced and briefings to raise awareness amongst managers of Manager-On-Line are planned for week commencing 8th February 2010. Although risks and issues have been identified for other workstreams, these are being managed and all other projects are on target

CIP 14. Improving value for money Measures Milestones

The Accommodation Strategy presented to Corporate Management Team in November was agreed in principle but exact details for implementation are still being considered. The Floor 5 pilot is providing evidence to inform the wider implementation of the strategy. A Service Level Agreement has been put in place with PCH and will inform the CIP 14 refresh to determine the work needed next year. We are continuing to identify new efficiencies in year, for example through the development of the Waste PFI in partnership with Torbay and Devon. Our current cumulative in year efficiencies achieved to date is £9.6m, which has been formally accepted by the CLG. Where this is short of our cumulative target, we are confident that recent developments will strengthen our position. Much progress has been made in improving awareness and understanding of VFM across the Council, however where slippage has occurred, this has mainly been in areas of central coordination where there had been delays to the appointment of the new Head of VFM & Efficiencies role in the Finance, Assets & Efficiencies restructure. The Council's Carbon Reduction Commitment has confirmed the potential financial liabilities to be incurred from 2010 onwards (approx £360k per annum). These liabilities are being incorporated in the Medium Term Financial Forecast and relevant actions and training continue to be developed to help reduce our carbon footprint and limit the level of financial penalties. We have been successful in securing funding from Salix to fund several projects across the authority.

11.3 Corporate Support – Forecast under spend of (£0.139m) (-0.4%)

The forecast variation in Corporate Support shows a projected underspend of (£0.139m) compared to (£0.027m) forecast in November.

The main variations are:

(a) Finance, Assets and Efficiencies:

A net underspend of £0.007m is now forecast for this area. The key management posts have now been successfully filled which will enable the remaining structure to be finalised and efficiencies achieved over the longer term.

(b) Democracy and Governance :

An overspend of £0.089m is forecast mainly as a result of additional staff related costs within Democracy and Governance mitigated by salary related savings in Legal services.

(c) Human Resources

An under spend of (£0.260m) mainly as a result of vacancies and secondments to major projects.

11.4 Progress against 2009/10 Action Plans

£2.696m of new action plans were set within the 2009/10 revenue budget for Corporate Support. As at the end of January, monitoring of progress indicated plans totalling £0.047m have been rated as at high risk of not being achieved in the planned areas. However, compensating savings have been made across the department for 2009/10.

11.5 Key High Level Risks

The highest risk is that some efficiency savings, including those carrying on from previous years, have not yet been fully identified although now allocated to managers for action.

11.6 Departmental Medium Term Forecasts

The 2010/11 budget will be finalised on 1 March 2010 at full Council. Each Department has been issued with a budget target for 2010/11. Indicative targets for 2011/12 and 2012/13 will be issued as part of the update to the Medium Term Financial Strategy. Targets will change during the year as budget virements are actioned as part of the management process.

11.7 Capital Spend / Programme

| | Original Approved Budget | Latest Approved Budget | Latest Forecast Dec 2009 | Latest Forecast Jan 2009 | Bi Monthly Variance | Expenditure as % of Latest Forecast |
|-------------------|--------------------------|------------------------|--------------------------|--------------------------|---------------------|-------------------------------------|
| | £000 | £000 | £000 | £000 | £000 | |
| Corporate Support | 700 | 2,401 | 2,401 | 9,970 | (7,569) | 16% |

£000

| | |
|--|---------------------|
| Latest approved | 2,401 |
| Capitalisation direction (see para 13.1.3) | 7,800 |
| Reprofiling (mainly IT programme) | <u>(231)</u> |
| Forecast year end position | <u>9,970</u> |

Actual spend at end of January was £1.63m.

a) The latest approved budget for I.T. for 2009/10 is £1.087m.

The current projection is to achieve 80% of the total programme. Actual expenditure, net of 2008/09 accruals as at the end of January 2010 was £0.772m, which equates to 87% of the Latest Approved Budget.

b) The latest approved budget for Corporate Real Estate is £1.310m.

The current projection is to achieve 100% of the total programme. Actual expenditure, net of 2008/09 accruals as at the end of January 2010 was £0.860m, or 66% of the proposed Latest Approved Budget.

12. Chief Executive

12.1 Corporate Improvement Priorities:

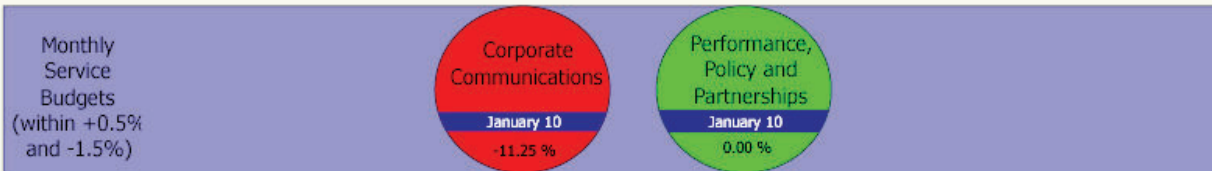
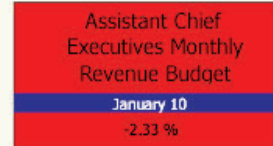
The Chief Executive's department is leading on the following Corporate Improvement Priorities.

- Informing and Involving Customers (CIP 2)

12.2 Progress against priorities

The following Scorecard outlines progress against each CIP overall:

**Chief Executive's
CIP Progress and Management Indicators**



CIP 2. Informing and involving customers

Measures Milestones

The final resident's panel (Plymouth Points of View) survey of the current contract was completed in December. As previously reported, the future role of the panel is the subject of discussion with partners, and is also a consideration in on-going work to develop new public engagement systems underpinning the emerging Localities model.

The CIP2 programme manager continues to work closely with Localities leads to develop associated public engagement systems, building on good practice from elsewhere in the country, and drawing on input from the council's consultation network. This work will continue in line with approved Localities timescales.

Work to continue joining up partnership activity in respect of public engagement is featured in the CIP 2 refresh. The development of an associated (NI4) partnership-wide action plan aims to improve Place Survey scores and will - in part - be informed by the results of a series of 4 focus groups which commenced in January (funded with Targeted Support monies drawn down from government via Creating Excellence). Through these focus groups, we are exploring with residents from across the city their thoughts on what drives their perceptions of their ability to influence local decision-making (NI4).

Elsewhere, work - led by CPU - is progressing with ISD and Customer Services to improve use of the web and associated on-line systems to support customer feedback.

CIP2 and CIP1 leads are continuing to look at ways of joining up respective work programmes to ensure best use of resources and improve outcomes for our customers.

12.3 Revenue Budget Monitoring – under spend of (£0.064m)

The Chief Executive Department's monitoring for January shows a favourable variation of (£0.064m) an increase in the period of (£0.040m) due to the under spend on the cost of Plymouth People. The department continues to achieve savings by holding vacancies and general slowing down of running expenses.

12.4 Progress against 2009/10 Action Plans

£0.505m of action plans were set within the 2009/10 revenue budget for the Chief Executive's Department. It is forecast that these will be achieved in full for the current year, although some of this will be achieved by vacancy savings which may not be ongoing into future years. Future year implications are being addressed as the department reviews actions to bring its budget back to target in each year over the medium term.

12.5 Key High Level Risks

Delivery plans have been identified to achieve the 2010/11 target budget. However, work will need to continue to identify ongoing savings to address the pressures in future years, as this still relies heavily on external funding.

Funding is required to replace the website content management system and whilst this project is actively being taken forward expenditure is not likely to be incurred until 2010/11.

12.6 Departmental Medium Term Forecasts

The 2010/11 budget will be finalised on 1 March 2010 at full Council. Each Department has been issued with a budget target for 2010/11. Indicative targets for 2011/12 and 2012/13 will be issued as part of the update to the Medium Term Financial Strategy. Targets will change during the year as budget virements are actioned as part of the management process.

13. Corporate Items & Cross-Cutting Issues

13.1 Corporate Items - Revenue Budget Monitoring – overspend £0.61m (-0.5%)

13.1.1 An adverse variation of £0.061m is forecast for the year, an adverse variation of £0.219m over the 2 months. A summary of the main variations forecast for the year, with details of the main variations arising in the period is outlined below:

| | £000 |
|--|------------|
| Pay Award | (1,054) |
| Energy contracts | (484) |
| Enhanced superannuation | (13) |
| Area Based Grant (see below) | (106) |
| City Bus dividend (transferred to corporate items) | 84 |
| Revenue cost of stock transfer | 816 |
| Capital Financing | <u>819</u> |
| | <u>61</u> |

13.1.2 Contingency

The contingency for the year of £0.500m has been utilised in full, following the approval by Cabinet at its meeting of 9 February to a virement of £0.425m to the Carefirst project.

13.1.3 Capitalisation Directions

The Council received notification that 2 of its applications for a Capitalisation Direction had been successful. At its meeting of 9 February Cabinet agreed to the capitalisation of up to £2m of redundancy pension strain payments. Cabinet will give further consideration to the capitalisation of up to £7m as a one off transfer to the pensions fund by the end of the year.

The approval of the capitalisation direction means that the cost of statutory and non statutory elements of redundancies can not only now be met in full from the redundancy reserve, but there will be a balance on the reserve which can be carried forward to future years. Capitalisations in respect of pension strain payments must be met from capital receipts.

Approval was also given to capitalisation of a further £5.8m in respect of potential Icelandic bank Losses. This amount will be financed by temporary borrowing, pending receipt of VAT shelter/RTB receipts.

The £7.8m will need to be added to the capital programme for 2009/10.

An additional transfer to the pension fund of up to £7m will be considered prior to year end subject to identification of capital resources.

13.1.4 Area Based Grant (ABG)

A number of new grants awarded during the year will be paid as Area Based Grant, with latest indications from the CLG website showing total ABG for the year of £14.727m a favourable variation of (£0.106m). Departments will usually receive notification of a new grant award from the relevant Government department, and whilst the grant may be issued for a specific initiative and there may therefore be an expectation by the Government Department that it is used to deliver specified outcomes, ABG remains a general unringfenced grant and the Council is free to determine how this should be used. In line with the policy agreed by CMT during budget setting 2009/10, all ABG awards in respect of 'new' grants are not allocated to departments but form part of the overall general resource pot for the Council. It has been assumed that additional grant in 2009/10 will therefore be utilised to offset the forecast budget overspend.

Corporate Projects

13.1.6 Revenue cost of stock transfer

As part of the budget setting exercise for 2010/11, we have worked to firm up the implications of the residual costs of stock transfer, and allocated budgets across departments as appropriate. The total part year revenue cost is now estimated as £0.816m. This variation has not previously been reflected in monitoring figures, but given the unsuccessful outcome of the major projects exceptional capitalisation direction, it is unlikely that alternative options will now be identified to enable these costs to be offset from the capital resources negotiated under the transfer agreement, and the (adverse) figure has now been included within the Corporate items forecast outturn for the year.

13.1.7 Citybus Dividend

The Citybus dividend payable to the Council in respect of 2008/09 financial year is £0.084m less than budget. In recognition that the sale of Citybus was a corporate project, it is appropriate that the shortfall in the dividend should be reported as a corporate not departmental pressure.

13.1.8 CareFirst

As reported to Cabinet on 9 February, arrangements for the introduction and updating of Carefirst across the Council have recently been reviewed and implemented following consideration by CMT, these include revised governance with the formation of a new Project Board to tighten controls and focus on the delivery of the project. Importantly we are now viewing the project as more than just simply implementing a technological solution or package and are addressing wider service transformation and improvements, behaviours and cultures within services. This will enable us to fully utilise the system and get the maximum benefits.

We have reviewed the timetable and put Children's Services first in terms of implementation and Adult Social Care second. The result of this is that Children's Services will be implemented significantly quicker than previously planned. This will address concerns and issues raised as part of the recent inspection of the service.

Adult Social Care will see the system implement during 2012 which is not significantly longer than original timescales.

The level of required resources to achieve the timescales has also been revisited, all budgets have been reviewed, while there are ongoing budget challenges these will be address by keeping the project under constant review and looking to deliver efficiencies as a result of the new systems and transformation work as we progress. Provision of £0.400m has been made available in the 2010/11 and 2011/12 budgets and approval has been given to vire the balance on the contingency of £0.425m to the project.

13.2 Risk Management (1) - Items not reflected in the figures

Back dated Equal pay claims

The Council has received a number of equal pay claims and grievances. These are being dealt with by way of grievance hearings and through the Employment Tribunal system. Grievance hearings commenced during November and some payments will be made during December for successful cases. It is unlikely that any tribunal claims will be heard in the current financial year. The Council secured a Capitalisation Direction to cover equal pay claims in 2007/08. However the Capitalisation Direction may only be used for those claims submitted prior to 31 March 2008.

As part of closedown for 2008/09 the Council set aside a further £0.350m in a reserve for equal pay claims and although a further application for a Capitalisation Direction was submitted earlier this year, the Council has been informed that its application has been unsuccessful. It is anticipated that the current provisions will be sufficient to meet any approved claims during the remainder of this financial year, but there may well be a pressure on next year's budget.

13.3 Risk Management (2) - Review of Reserves, Balances & Provisions

13.3.1 Working Balance

The Council's Working Balance currently stands at £11.739m which equates to 5.9% of net revenue spend. The working balance is forecast to reduce to £11.517m at the end of the year. This is within the tolerance levels within our Medium Term Financial Strategy, (March 2009), and remains in line with the Unitary Authority average. Any revenue overspend at the end of the year would have to come from the Working Balance.

13.3.2 Reserves

The Council has created a number of specific reserves in order to plan in advance for known and anticipated future revenue costs. At 1 April 2009, these reserves stood at £23.631m. The total on these reserves will fluctuate during the year as they are used to meet ongoing pressures. The latest position on the reserves is shown in Appendix D.

13.3.3 Provisions

The Council has a number of budget provisions set up to meet known liabilities. The main provisions relate to the insurance fund, specific provisions set up for the backdated costs of JE and JE appeals and the HRA gas servicing ex-gratia payments, together with a number of bad debt provisions. The level of provisions are kept under review during the year and monitoring of the insurance provision has indicated that current claims will exceed the available provision by around £0.5m. Any deficit on the account will be topped up by a transfer from the insurance reserve in the first instance.

The final level of provisions for the year will be reviewed as part of the corporate health adjustments undertaken during the year-end process. Any increases or decreases required will be reported to Cabinet within the final monitoring report for the year.

13.3.4 Contingent Liabilities

In addition to the specific reserves and provisions outlined above, there are a number of areas that may result in a financial liability to the Council but which cannot be quantified both in terms of costs and timing with any certainty. In the main these relate to legal claims against the Council or guarantees given by the Council to its subsidiaries and associates. The Council is required to disclose all contingent liabilities in a note in the Statutory Statement of Accounts. The contingent liabilities were reported in detail in the last monitoring report, and there has been no change during the period.

13.4 Partnership – Accountable Body Schemes – DRCP

The grant allocation for the year is £7.621m. Actual spend to the end of January 2010 was £2.513m with claims yet to be processed totalling £0.449m. The programme remains high risk not least because much of the spend is profiled to the last two quarters of the year. Monthly claims are in place for High risk, high value schemes to enable earlier warnings of potential underspends in the year. Monthly meetings continue to be held with officers from DRCP, PCC and GOSW.

Cabinet have received and approved in principle the succession plan for DRCP and the necessary paperwork has been submitted to DCLG, who have undertaken their initial assessment of the proposals and queries and questions raised as a result are currently being addressed. However the Council's approval remains subject to the following conditions which are yet to be addressed, and whilst Officers of both the Council and DRCP have met to discuss a way forward, conditions 1, and 2 in particular still remain to be fully resolved.

1. Completion of financial checks to include Neighbourhood Manager costs, Devonport Community Land and Leisure Trusts and their asset bases.
2. Discussion and agreement to the letter of intent between DRCP and the City Council.
3. The approval of Communities & Local Government of the Devonport Community Land Trust Governance arrangements.
4. Completion of the review into the future use of Parkside by the Director for Corporate Support.
5. Subject to agreement that we will be engaged in the discussion between DRCP and DCLG during the period end of October 2009 to April 2010.

Section C – Housing Revenue Account

14 HRA – Revenue Budget

- 14.1 Officers have now completed negotiations with PCH and agreed the apportionment of the arrears and prepayments. Work is continuing on the closedown entries for the account and it is still expected that pending all the residual entries to the HRA account post transfer, a working balance of at least £2m will remain and which has been budgeted to be spent in 2010/11 as outlined at council in October 2009.
- 14.2 Officers have also written to the CLG to seek formal consent to:
- (i) transfer residual properties, namely the SHIP hostel and Raglan Court to the Council's General Fund, and
 - (ii) formally close the HRA.
- 14.3 It will also be necessary to transfer any HRA land that did not transfer to PCH from the HRA to the General Fund, and this will be completed as part of the overall closedown of the Council's accounts.
- 14.4 The final subsidy claim will be submitted in September 2010 and, subject to the auditors being satisfied that the claim is correct, formal closure would be effective and any balances on the HRA would then transfer to the General Fund.

15 HRA Capital Programme

- 15.1 The latest approved capital programme for the year is £7.991m which was based on an apportionment of HRA ringfenced capital resources available up to transfer date. Invoices continue to be paid for work completed/outstanding commitments prior to transfer date and spend up to 31 January was £8.604m, including a sum of £0.900m to complete works at Devonport. Officers continue to negotiate reimbursement of the overspend from PCH.

Section D – Treasury Management Activity

16. Loans and Investments

Borrowing

16.1 The Council's loans at 31 January 2010 were:

| | Principal O/S £000 | Average Rate % |
|----------------------------------|--------------------------|-------------------|
| PWLB (Public Works Loan Board) | 30,129 | 5.7265 |
| Market Loans | 130,000 | 4.4202 |
| Bonds | 83 | 3.5574 |
| Temporary Loans | 40,650 | 0.2943 |
| Total Borrowing: | 200,862 | 3.7808 |
| Add Devon Debt @ 31/01/10 | 34,220 | 5.4000 |
| Total Debt 31/01/10 | 235,082 | 4.0165 |

16.2 The following borrowing limits for 2009/10 were approved by Council in March 2009:

- Authorised limits £406m
- Operational Boundary £430m

16.3 The maximum borrowing outstanding in the period 1 December 09 to 31 January 10 was £237.082m on 18 January 10. This was within both the authorised limit and the operational boundary.

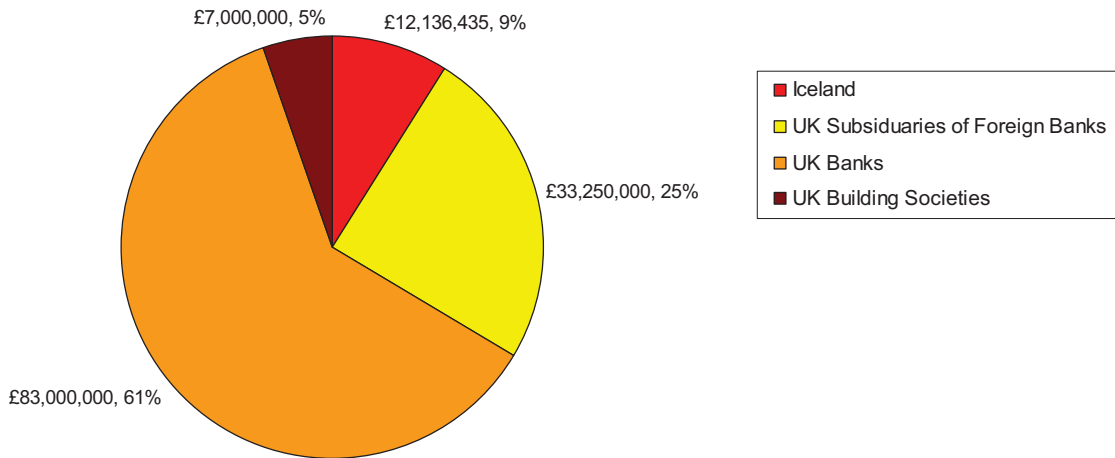
16.4 At the end of January 2010 the Council's borrowing stood at £235.082m, including temporary borrowing taken to cover cash flow requirements. This represents a reduction of £170.652m since the 1 April 2009 and is in line with the Council's policy to reduce debt.

16.5 The current borrowing strategy for the remainder of 2009/10 will be to continue to maximise cash flow and maturing deposits to finance the capital programme taking low rate short-term loans as required, delaying the need to take out additional long-term loans at relatively high interest rates.

Investments

16.6 At 31 January the Council's investments stood at £135.386m. This has increased from £124.416m at 30 November due to the receipt of £19.265m from the City Bus sale offset in part by the use of deposits to cover temporary loan repayments and cash flow requirements. The pie chart below analysis the investments by country.

**PCC DEPOSITS BY COUNTRY AT 31st JANUARY 2010 - Total Deposits
£135,386,435.48**



16.7 The investment level is forecast to fall to £105m by 31 March 2010 as the Council continues its policy to reduce debt and investment levels in the current financial climate.

16.8 Investments are made short term to cover cash flow and liquidity requirements and longer term to maximise and guarantee future income. In line with our investment strategy for 09/10 the following longer term deposit was taken during the period.

| Amount | Start Date | End Date | Term (days) | Rate % |
|--------|------------|----------|-------------|--------|
| £5.0m | 09/12/09 | 08/12/10 | 364 | 1.82 |
| £5.0m | 19/01/10 | 18/01/11 | 364 | 1.82 |

16.9 The above deposits were taken above target rates and increased the forecast return on investments in 09/10. However current market conditions continue to put pressure on the Council's treasury management activity. In line with cash flow requirements to year end, deposits will be made in shorter period maturities and call accounts at rates below target. This is reflected in the budget monitoring for corporate items.

16.10 All new investments are made in accordance with the approved counter party list, for varying periods up to a maximum of 12 months, based on liquidity requirements and the overall investment maturity profile.

16.11 The revised Borrowing and Investment strategies for 2010/11 were approved by Cabinet on 9 February 2010, following scrutiny by the Audit Committee. The strategies will apply from 1 April 2010.

Section E – Local Area Agreement

17. LAA

17.1 Progress against the Local Area Agreement targets is reported to the Local Strategic Partnership (LSP) Executive, Board and LSP individual theme groups on a quarterly basis. This report therefore includes the summary position as at the end of December 2009, to be presented to the LSP Theme Groups in February and March 2010. The following paragraphs highlight the main areas to note. More details are shown in Appendix C. Achieving all of the 2007-10 stretch targets would enable £7.4m of performance reward grant (PRG) to be claimed over 2010/11 and 2011/12. However based on the current performance levels it is anticipated that at least £3.2m of the performance reward grant is now high risk and unlikely to be claimable. Where targets are 2007-10 stretch targets, the figure for PRG at risk is provided below.

17.2 Health Targets

- Alcohol and young people – this stretch target is highly unlikely to be met due to the unrealistic scale of improvement required in the timescale. (£247K at risk).
- Emergency bed days – the third quarter performance figures show that the stretch target has not been achieved and the PRG cannot now be claimed (£618K lost).
- Smoking cessation – despite significant additional activity by the Smoking Cessation Service and increased referrals, the two stretch targets are highly unlikely to be met. (£618K at risk).
- NI 56 childhood obesity – the stretch target is not likely to be met, increased coverage of the Year 6 pupil survey has increased the recording of obesity prevalence, i.e. as a greater proportion of children are weighed, it appears that a greater proportion of obese children are identified. (£309K at risk).
- NI 112 teenage conceptions - the target is not likely to be met in spite of a more focussed plan. Recent local data indicates the trend is worsening again. (£618K at risk).
- NIs 135, 136 and 141 (Adult Social Care) targets are performing well and on track to achieve by the end of the LAA period.
- Targets relating to adult activity levels are also on track and if the Active People Survey results this year confirm the trend we should lever in £628K of Reward Grant.

17.3 Wealthy Targets

- Stretch targets relating to getting IB claimants back to work are on track to achieve by the end of March and deliver £618K of Reward Grant.
- Housing targets relating affordable homes are on track to achieve (NI 155) by the end of the LAA period although there has been a quarterly dip in performance.
- Net additional housing targets (NI 154) are performing very poorly due to the slow-down in the housing market. We are seeking a re-negotiation around what we can achieve within the scope of our local market recovery actions.

17.4 Safe & Strong Targets

- Stability of Looked After Children placements – impacts being felt resulting from the Baby P case and the Southwark judgement which bring more young people into the care system, this is very difficult to resolve in the short term. (£234K).
- Domestic abuse reporting – the stretch target to increase reporting is at risk despite increased third party reporting. (£247K at risk)..

- Numbers entering drug treatment – there are data issues relating to the 2008/9 financial year, but it is apparent that we do not have sufficient numbers entering drug treatment to reach this target. Further data cleansing is underway to convince the national treatment Agency that our local data is more reliable than the national data. (£1111K at risk).
- NI 192 Recycling levels – currently showing amber, there is a risk that the target for the year will not now be met.
- Crime targets within this theme are generally performing well. Our stretch targets for prolific offenders are well on track and both violent crime (NIs 20 & 32) and acquisitive crime (NI 16) are down.

17.4 Wise Targets

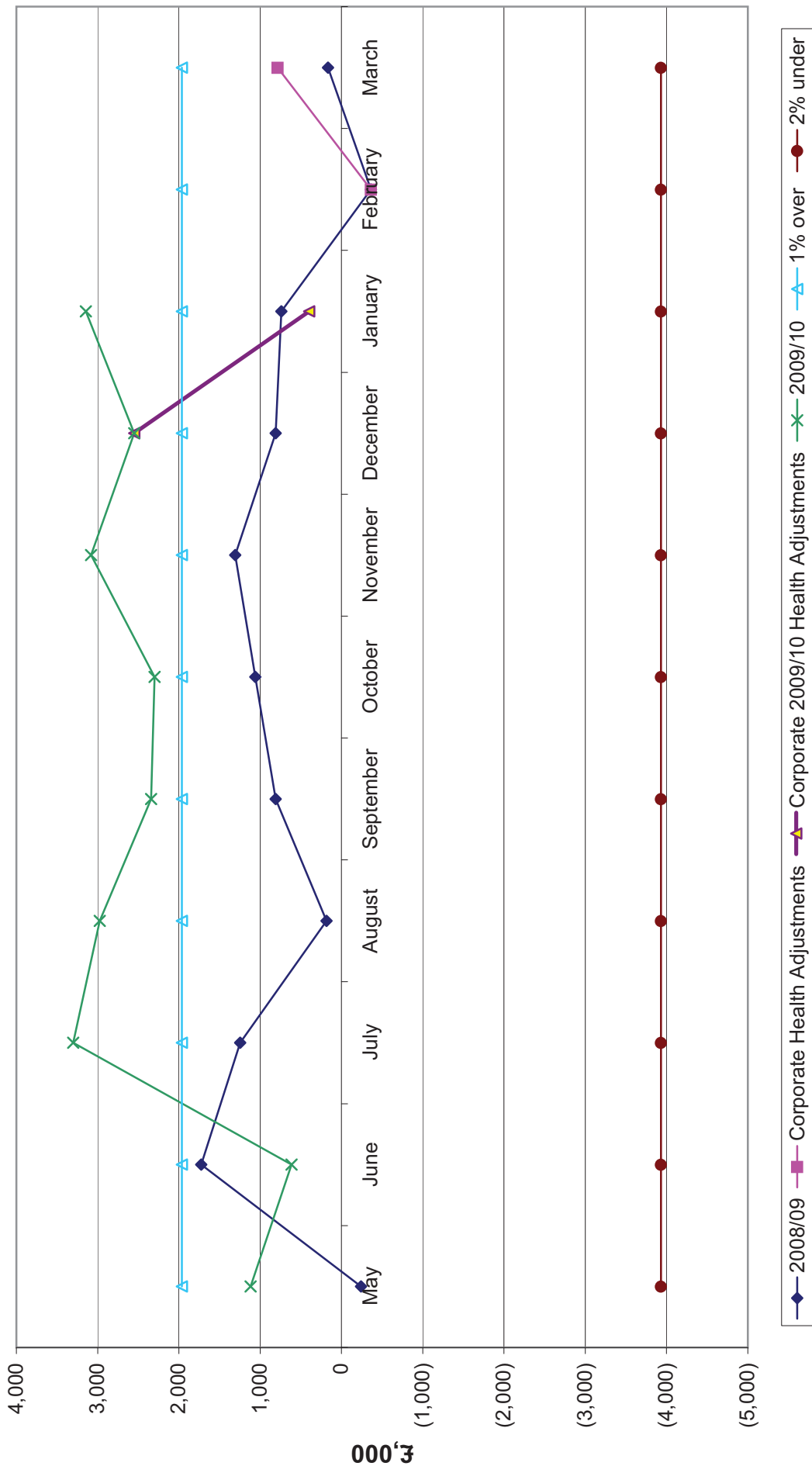
- Attainment of Looked After Children - although the annual data points to underperformance against the targets relating to the attainment levels for Looked After Children (LACs), recent local data demonstrates considerable success this year. A series of intensive interventions are in place but given the very small cohort, the targets are vulnerable. (£276K at risk).
- NI 117 NEETs – this is an area of concern at a national and local level. Poor performance last year has now improved and continues to improve. However this issue remains a key priority for the Council and the Partnership.
- Adult skills levels (NI 164) are currently on track to achieve.

Section F - Concluding Remarks

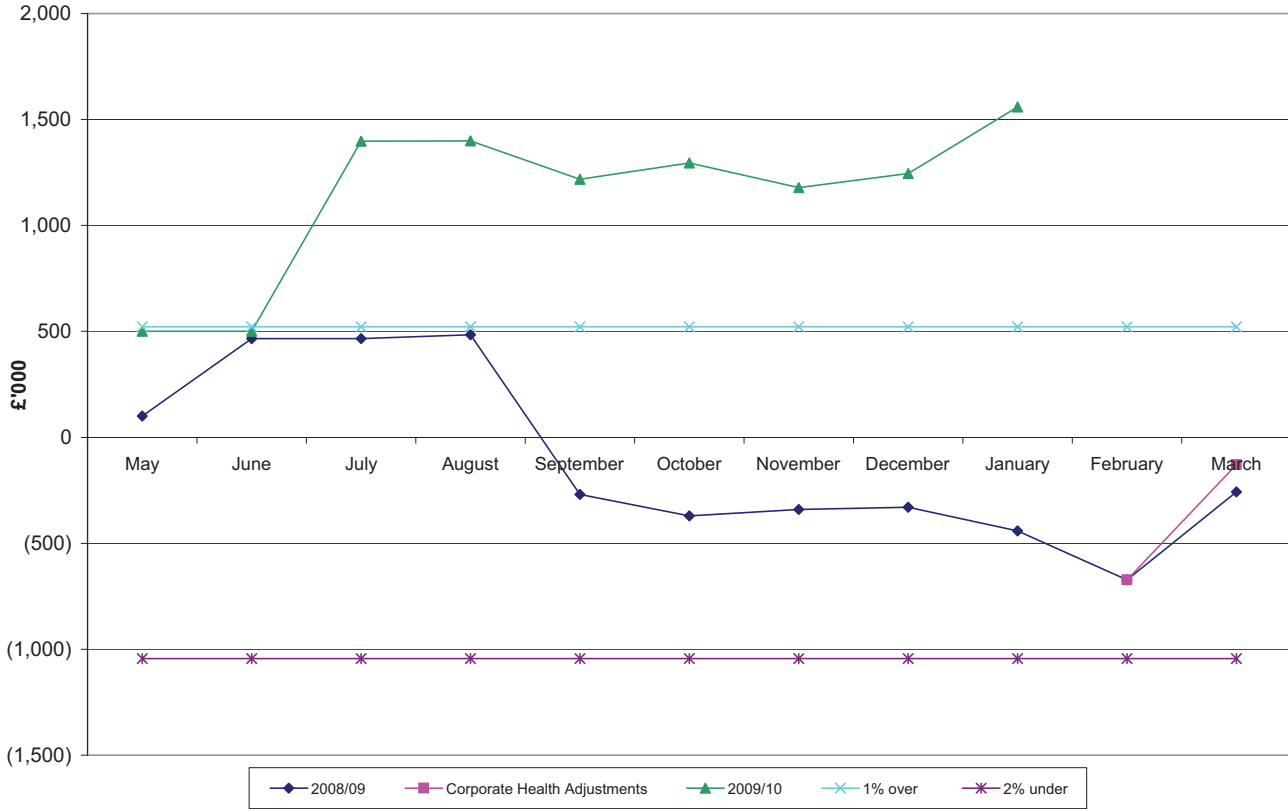
18. Summary

- 18.1 Performance information has been shown in a scorecard format highlighting the overall position of each CIP with narrative provided by each CIP lead to explain any issues arising and actions being taken
- 18.2 General Fund is forecasting a year end adverse variation (or overspend) of £3.146m or +1.6% of net revenue budget. However this will reduce to £0.399m after applying a number of corporate health adjustments as approved by Council on 1 March 2010.
- 18.3 The revised in-year capital forecast and financing requirement is £95.8m, with actual spend as at 31 January 2010 standing at £62.364m.
- 18.4 A working balance of £2m is still forecast for the HRA but the actual amount will not be determined for some months as there remain a number of outstanding financial issues that will need to be addressed post transfer.
- 18.5 In the medium to longer term the Council is facing significant pressures due to the national economic situation, the Local Government funding settlement and local demand led pressures.

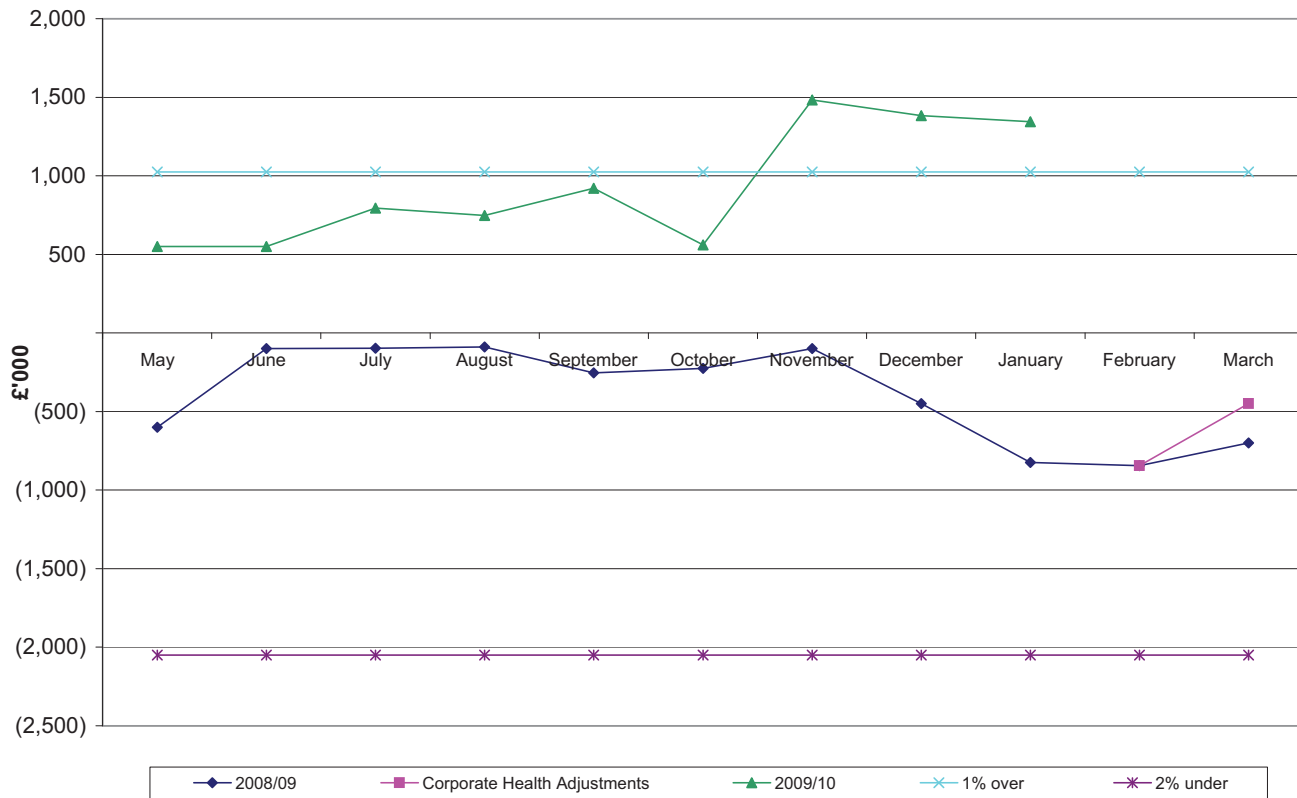
General Fund Monitoring Comparison 2008/09 & 2009/10



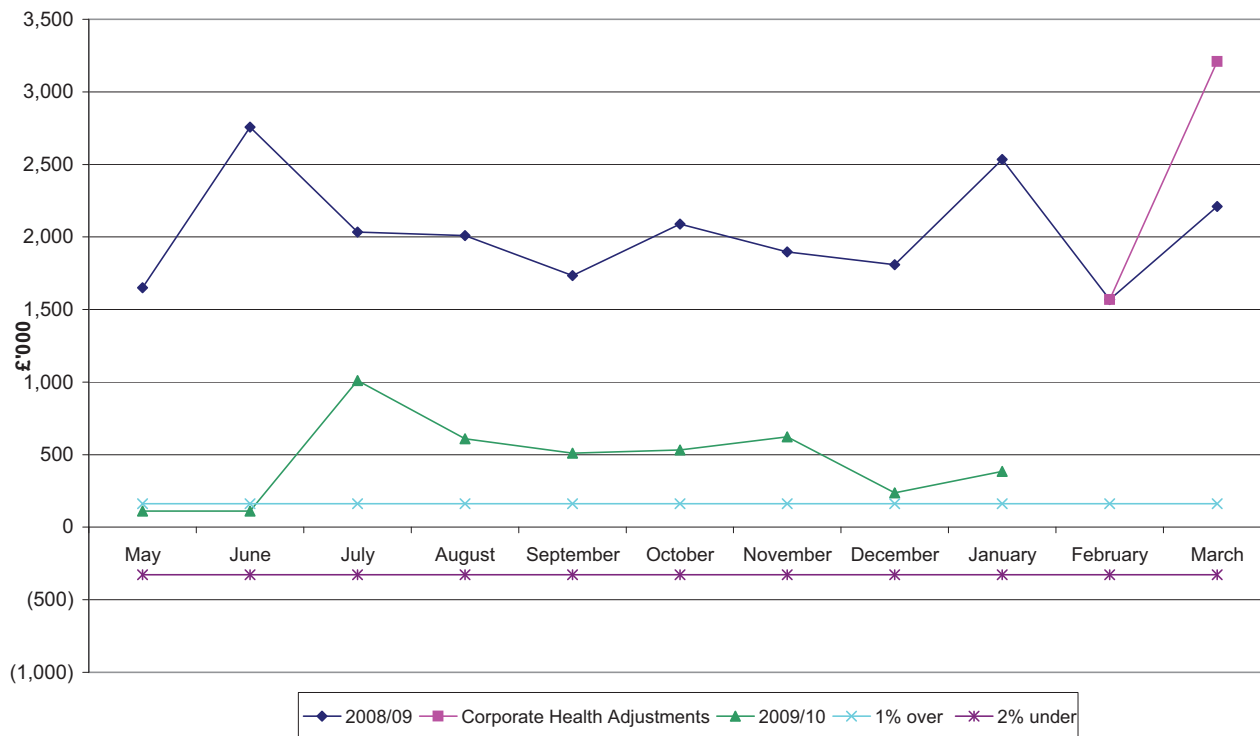
Children's Services Monitoring Comparison 2008/09 & 2009/10



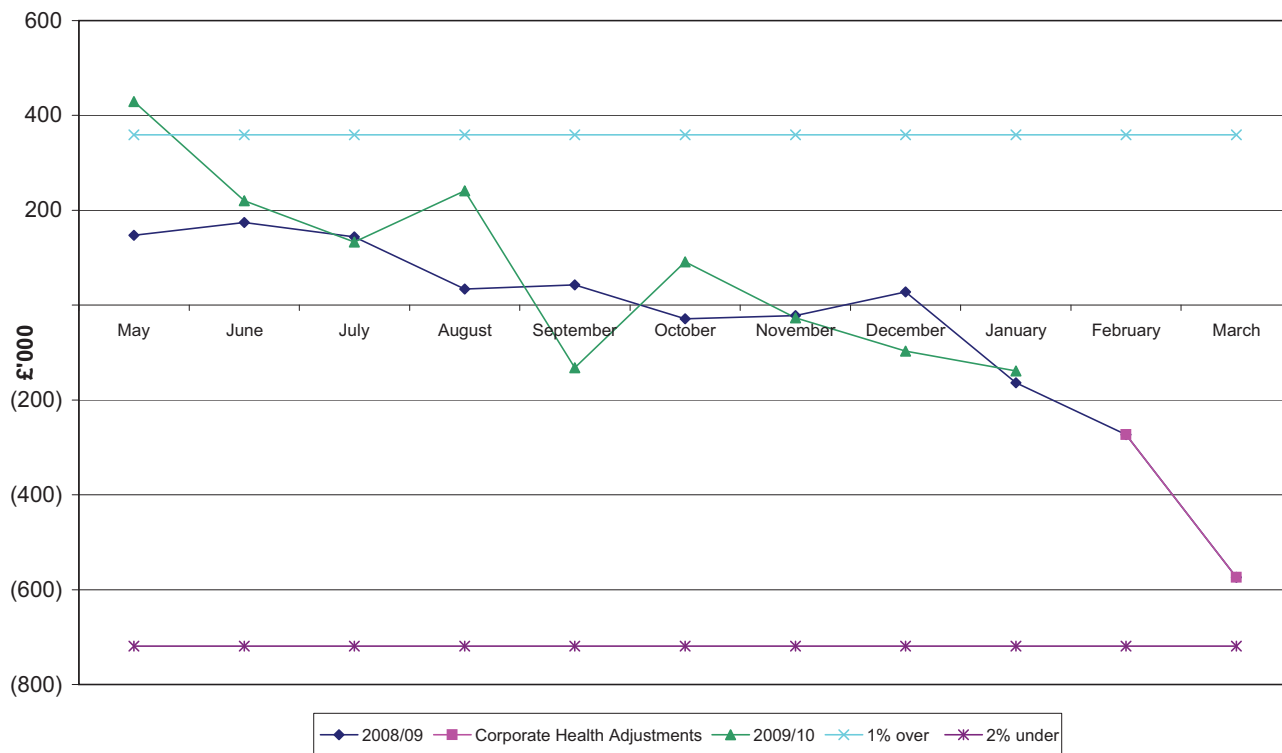
Community Services Monitoring Comparison 2008/09 & 2009/10



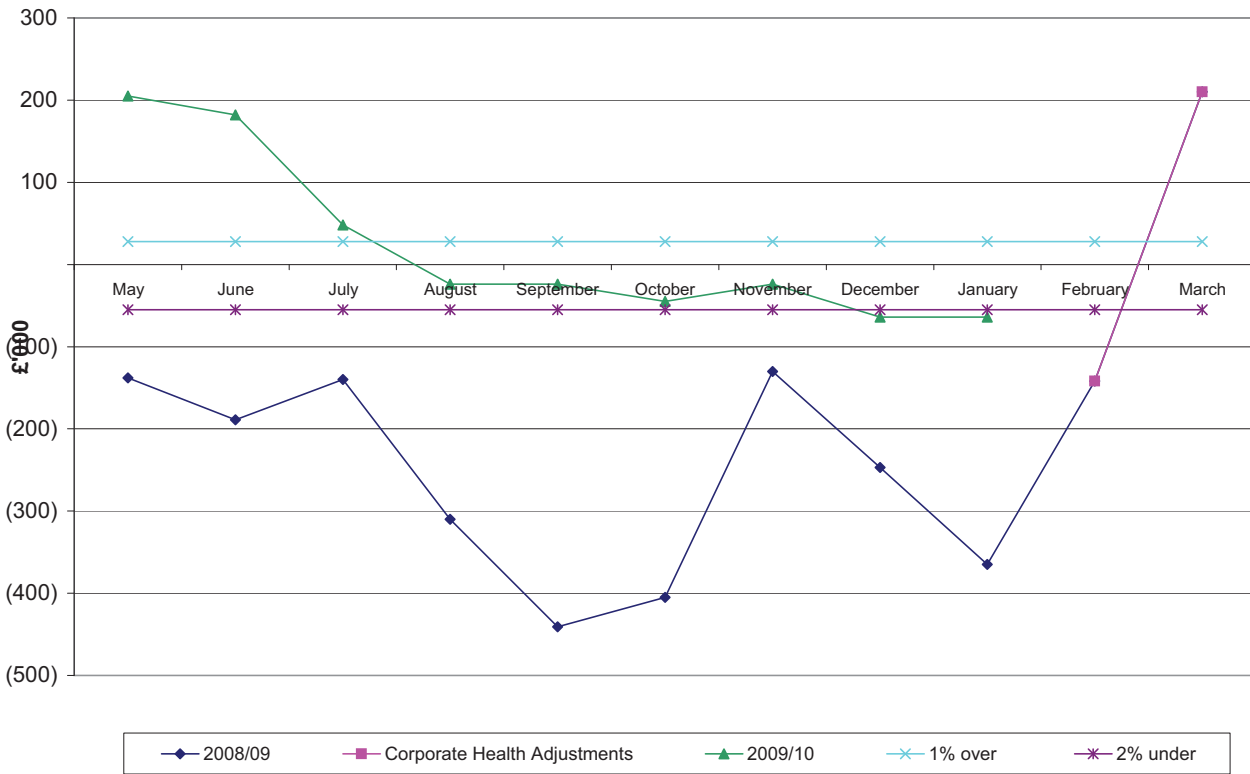
Development Monitoring Comparison 2008/09 & 2009/10



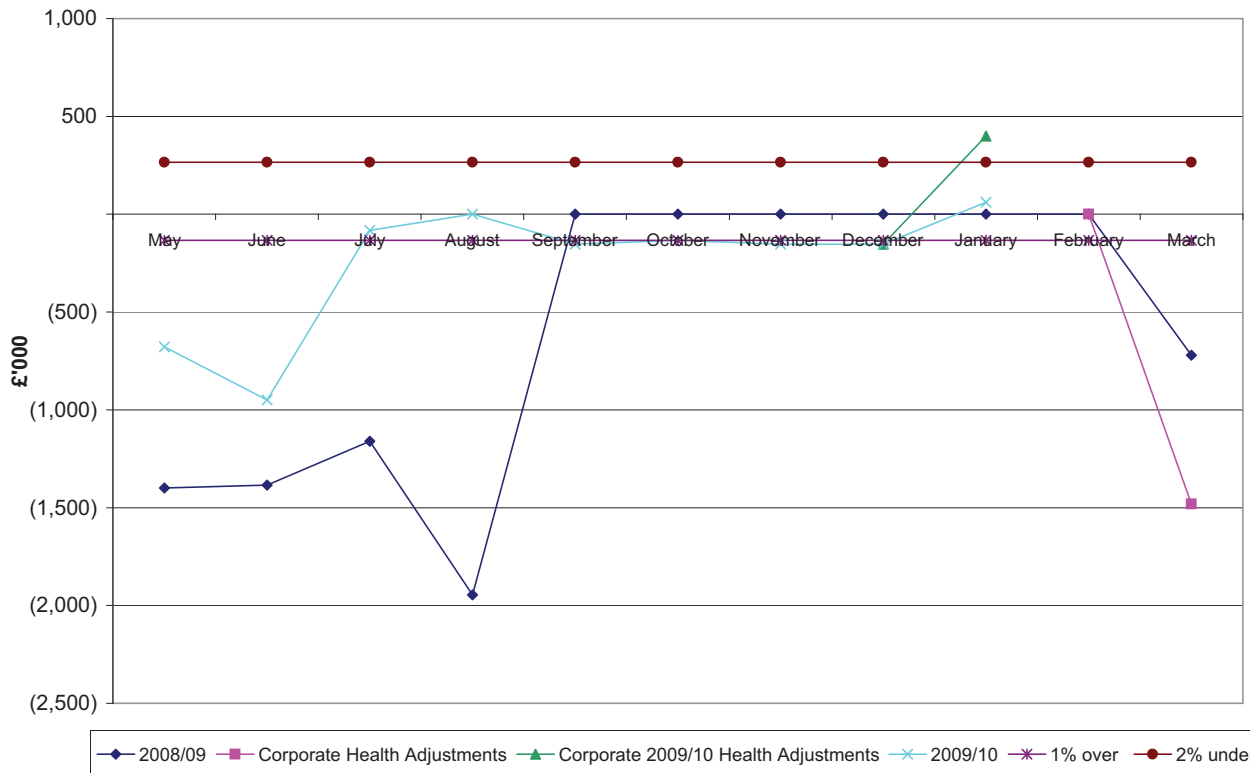
Corporate Support Monitoring Comparison 2008/09 & 2009/10



Chief Exec Monitoring Comparison 2008/09 & 2009/10



Corp Items Monitoring Comparison 2008/09 & 2009/10



SUMMARY CAPITAL PROGRAMME - as at 31st January 2010

| | Budget | | | | | Financing | | | | | | | |
|----------------------------|---|--|---|--------------------------------------|---------------------------------------|---------------------------------|-------------------|------------------------|-----------------------------|---------------------------|---|-----------------------|-----------------------|
| | Latest Approved Budget (November) £'000 | New Approvals (December & January) £'000 | Re-Profiling (December & January) £'000 | Virements (December & January) £'000 | Variations (December & January) £'000 | Latest Forecast (January) £'000 | Expenditure £'000 | Capital Receipts £'000 | Unsupported Borrowing £'000 | Supported Borrowing £'000 | Grants, Contributions & Section 106 £'000 | Revenue & Funds £'000 | Total Financing £'000 |
| Children's Services | 55,904 | | -3,076 | | 11 | 52,839 | 40,752 | 2,657 | 5,357 | 11,650 | 33,051 | 123 | 52,839 |
| Community & Neighbourhood | 6,632 | 97 | -148 | | | 6,580 | 3,261 | 1,038 | 1,525 | | 3,909 | 109 | 6,580 |
| Corporate Support | 2,401 | 7,852 | -282 | | -2 | 9,970 | 1,631 | 2,018 | 5,811 | | 1,968 | 173 | 9,970 |
| Development & Regeneration | 22,417 | 199 | -1,821 | | -380 | 20,416 | 9,445 | 201 | 2,499 | 4,485 | 13,003 | 227 | 20,416 |
| HRA | 7,991 | | | | | 7,991 | 7,275 | | | 2,076 | | 5,915 | 7,991 |
| Grand Total | 95,345 | 8,148 | -5,327 | | -370 | 97,796 | 62,364 | 5,914 | 15,192 | 18,211 | 51,931 | 6,547 | 97,796 |

Net Change in Monitoring

| | Latest Approved Budget November - Latest Forecast January £'000 | Capital Receipts £'000 | Unsupported Borrowing £'000 | Supported Borrowing £'000 | Grants, Contributions & Section 106 £'000 | Revenue & Funds £'000 | Total Financing £'000 |
|--------------------------------|---|------------------------|-----------------------------|---------------------------|---|-----------------------|-----------------------|
| Latest Approved Budget | 95,345 | | | | | | |
| Children's Services | (3,065) | (50) | | 384 | (3,400) | 1 | (3,065) |
| Community & Neighbourhood | (51) | | | | (51) | | (51) |
| Corporate Support | 7,569 | 2,000 | 5,740 | | (171) | | 7,569 |
| Development & Regeneration | (2,002) | (801) | (156) | (115) | (836) | (94) | (2,002) |
| HRA | | | | | | | |
| Total Capital Programme | 2,451 | 1,149 | 5,583 | 270 | (4,458) | (93) | 2,451 |
| Latest Forecast | 97,796 | | | | | | |

Capital Programme by Sub Programme as at 31st January 2010

| Directorate | Service | Sub Programme | Latest Forecast - November | New Approvals | Re-Profiling | Virements | Variations | Latest Forecast - January | Actuals (accruals basis) | % of LF Spent | |
|--|--|--|----------------------------|---------------|--------------|-----------|------------|---------------------------|--------------------------|---------------|---|
| Children's Services | Strategic Programmes | City Development (Section 106 Projects) | 142,193 | - | (90,000) | (43,131) | - | 9,062 | 10,724 | 118.3% | |
| | | Expanding Popular Schools | 212,500 | - | (262,500) | 150,000 | - | 100,000 | 6,039 | 6.0% | |
| | | Multi-Agency Working | 100,000 | - | (50,000) | - | - | 50,000 | 23,452 | 46.9% | |
| | | PFI | 2,761,427 | - | - | (28,015) | - | 2,733,412 | 2,733,413 | 100.0% | |
| | | Primary Capital Programme | 19,056,808 | - | (654,501) | (125,000) | - | 18,277,307 | 14,879,205 | 81.4% | |
| | | School Development: Secondary | 937,522 | - | - | - | - | 937,522 | 699,359 | 74.6% | |
| | | Secondary Development / BSF | 14,247,527 | - | (375,000) | (5,000) | - | 13,867,527 | 10,732,175 | 77.4% | |
| | | Special Education Needs and Inclusion | 711,309 | - | - | - | - | 711,309 | 542,794 | 76.3% | |
| | | Youth / Adult Learning | 234,870 | - | - | - | - | 234,870 | 114,706 | 48.8% | |
| | | School Led Projects | - | - | - | - | - | - | - | (20,725) | - |
| Focused Work | School Led Projects | Children's Social Care | 176,852 | - | - | - | - | 176,852 | 84,312 | 47.7% | |
| | | Condition Bid Programme (formerly Seed) | 1,218,935 | - | (125,000) | 60,000 | - | 1,153,935 | 1,024,202 | 88.8% | |
| | | DDA / Access Bid Programme | 75,000 | - | - | - | - | 75,000 | 27,684 | 36.9% | |
| | | Other Items | 776,402 | - | - | - | - | 776,402 | 87,977 | 11.3% | |
| | | SEN Placement Commitments in Schools | 190,581 | - | (36,751) | 9,000 | - | 162,830 | 91,723 | 56.3% | |
| | | 14-19 Diploma Gateways & International | - | - | - | - | - | - | - | - | - |
| | | Baccalaureate | 2,183,990 | - | 20,000 | - | - | 2,203,990 | 1,908,249 | 86.6% | |
| | | ICT Projects | 702,241 | - | - | - | - | 702,241 | 647,857 | 92.3% | |
| | | School Meals | 1,038,769 | - | (250,500) | - | - | 788,269 | 298,667 | 37.9% | |
| | | Surestart / Extended Schools / Children's Centres / Families | 1,740,543 | - | (1,050,000) | (47,413) | - | 643,130 | 126,884 | 19.7% | |
| Devolved Formula Capital Projects | Children's Social Care | Nursery | 1,317 | - | - | - | - | 1,317 | 2,201 | 167.1% | |
| | | Other | 2,091 | - | - | - | 2,091 | - | - | 0.0% | |
| | | Primary | 1,118,502 | - | 2,500 | 63,919 | 7,500 | 1,192,421 | 838,461 | 70.3% | |
| | | Secondary | 588,457 | - | - | - | - | 588,457 | 507,058 | 86.2% | |
| | | Special | 44,734 | - | - | - | - | 44,734 | 35,893 | 80.2% | |
| | | Nursery | 92,488 | - | - | - | - | 92,488 | 15,666 | 16.9% | |
| | | Other | 231,173 | - | - | - | - | 231,173 | 137,684 | 59.6% | |
| | | Primary | 1,251,652 | - | - | (61,580) | - | 1,190,072 | 541,073 | 45.5% | |
| | | Secondary | 795,010 | - | - | 34,131 | 2,530 | 831,671 | 934,668 | 112.4% | |
| | | Special | 170,242 | - | - | - | - | 170,242 | 57,731 | 33.9% | |
| Condition and School Development Works | Condition and School Development Works | Condition Works: | 426,406 | - | - | (2,339) | 663 | 424,730 | 383,314 | 90.2% | |
| | | Condition Works: Primary | 58,945 | - | - | - | - | 58,945 | 57,223 | 97.1% | |
| | | Removal of Temporary Classrooms: Primary | 1,020,000 | - | - | - | - | 1,020,000 | 825,503 | 80.9% | |
| | | Removal of Temporary Classrooms: Secondary | - | - | - | 65,000 | - | 65,000 | 62,745 | 96.5% | |
| | | School Development: Primary | 2,173,394 | - | 50,000 | (166,985) | - | 2,056,409 | 1,507,795 | 73.3% | |
| | | School Development: Secondary | - | - | - | - | - | - | - | - | - |
| | | School Development: Special Schools | 135,026 | - | - | - | - | 135,026 | 87,964 | 65.1% | |
| | | - | - | - | - | - | - | - | - | - | - |
| | | - | - | - | - | - | - | - | - | - | - |
| | | - | - | - | - | - | - | - | - | - | - |

Appendix B

| Directorate | Service | Sub Programme | Latest Forecast - November | New Approvals | Re-Profiling | Virements | Variations | Latest Forecast - January | Actuals (accruals basis) | % of LF Spent |
|------------------------------|--|---|----------------------------|---------------|--------------|-----------|------------|---------------------------|--------------------------|---------------|
| | Surestart / Extended Schools / Children's Centres / Families | | 522,507 | - | (254,065) | 97,413 | - | 365,855 | 52,345 | 14.3% |
| | Sustainability / Carbon Reduction / Spend to Save | | 752,640 | - | - | - | - | 752,640 | 725,847 | 96.4% |
| | Completed Programmes: Outstanding Payments | Basic Need Emergency Works Planned Modernisation Strategic Projects New Opportunities Fund / Big Lottery (PE and Sport) | - | - | - | - | - | - | - | - |
| | | | 2,300 | - | - | - | - | 2,300 | 2,026 | 88.1% |
| | | | - | - | - | - | - | - | (39,116) | |
| | | | 10,000 | - | - | - | - | 10,000 | 691 | 6.9% |
| Children's Services Total | | | 55,904,353 | - | (3,075,817) | - | 10,693 | 52,839,229 | 40,752,113 | 77.1% |

| Directorate | Service | Sub Programme | Latest Forecast - November | New Approvals | Re-Profiling | Virements | Variations | Latest Forecast - January | Actuals (accruals basis) | % of LF Spent | |
|----------------------------------|----------------------------------|----------------------------------|----------------------------|---------------|--------------|-----------|------------|---------------------------|--------------------------|---------------|--------|
| Development & Regeneration | Transport - Non LTP | Eastern Corridor | 2,123,629 | 50,000 | 350,000 | - | - | 2,523,629 | - | 0.0% | |
| | | Other | - | 56,000 | - | - | - | 56,000 | 750 | 1.3% | |
| | | West End | 2,927,625 | - | - | - | - | 2,927,625 | 2,476,307 | 84.6% | |
| | | A38 Junction Imps | 400,000 | - | (350,000) | - | - | 50,000 | 16,430 | 32.9% | |
| | Transport - Development Projects | Barbican Landing Stage | | 12,302 | - | - | - | - | 12,302 | (6,577) | -53.5% |
| | | Cumberland Gardens | | 387,717 | - | (17,717) | - | - | 370,000 | 117,825 | 31.8% |
| | | Granby Green | | 54,095 | - | - | - | - | 54,095 | 47,250 | 87.3% |
| | | Stonhouse Regeneration | | 183,410 | - | - | - | (1,000) | 182,410 | (8,898) | -4.9% |
| | | Devonport Street Lighting | | 372,954 | - | - | - | - | 372,954 | 193,956 | 52.0% |
| | | Devonport Heritage Trail | | 91,000 | - | - | - | - | 91,000 | 44,970 | 49.4% |
| | | Alleygates | | 15,926 | - | - | - | 6,134 | 22,060 | 2,021 | 9.2% |
| | | Strategic Housing | | - | - | - | - | - | - | - | - |
| | | HECA Programme Private Sector | | 417,717 | - | (69,000) | - | - | 348,717 | 202,332 | 58.0% |
| | | Misc Schemes | | 100,000 | - | (45,000) | - | - | 55,000 | - | 0.0% |
| | Property & Economic Development | Partnership & Affordable Housing | | 294,103 | - | (63,309) | - | - | 230,794 | 21,866 | 9.5% |
| | | Private Sector Grants | | 2,360,028 | - | (300,000) | - | (180,148) | 1,879,880 | 1,735,998 | 92.3% |
| | | Private Sector Regeneration | | 315,663 | - | - | - | - | 315,663 | 110,052 | 34.9% |
| | | Commercial Developments | | 1,112,840 | - | (76,690) | - | - | 1,036,150 | 719,649 | 69.5% |
| | Local Transport Plan | Parks | | - | - | - | - | - | - | - | - |
| | | Planning | | 163,576 | - | - | - | - | 163,576 | 1,600 | 1.0% |
| Capital Maintenance | | | 1,356,150 | - | - | (149,475) | - | 1,206,675 | 295,092 | 24.5% | |
| Demand Management | | | 591,796 | 80,265 | - | 106,059 | 8,282 | 776,402 | 442,990 | 57.1% | |
| Dft settlement not yet allocated | | | 82,949 | - | - | 126,746 | (112,809) | 96,886 | - | 0.0% | |
| Public Transport | | | 2,112,310 | - | - | (109,923) | - | 2,002,387 | 628,655 | 31.4% | |
| Road Safety | | | 202,726 | - | - | (40,713) | - | 162,013 | 93,272 | 57.6% | |
| Safety Camera Partnership | | | 97,748 | - | - | - | - | 97,748 | 4,038 | 4.1% | |
| Walking & Cycling | | | 794,943 | - | - | 67,306 | - | 862,249 | 416,263 | 48.3% | |
| Northern Corridor - A386 | | | 735,843 | - | (114,846) | - | - | 620,997 | 328,702 | 52.9% | |
| Recycling | | | 85,725 | - | (85,725) | - | - | - | - | - | |
| Environmental Services | | Waste | | 3,895,290 | - | (771,541) | - | (100,000) | 3,023,749 | 1,210,736 | 40.0% |
| | Devonport Park | | 1,139,171 | 12,560 | (277,000) | - | - | 874,731 | 349,619 | 40.0% | |
| Development & Regeneration Total | | 22,417,236 | 198,825 | (1,820,828) | - | (379,541) | 20,415,691 | 9,444,898 | 46.3% | | |

Appendix B

| Directorate | Service | Sub Programme | Latest Forecast - November | New Approvals | Re-Profiling | Virements | Variations | Latest Forecast - January | Actuals (accruals basis) | % of LF Spent | |
|---------------------------------|-------------------------|----------------------------|----------------------------|---------------|--------------|-----------|------------|---------------------------|--------------------------|---------------|---|
| Community & Neighbourhood | Leisure Culture & Sport | Central Park | 3,096,173 | 96,852 | - | - | - | 3,193,025 | 1,421,634 | 44.5% | |
| | | Libraries | 829,396 | - | - | - | - | 829,396 | 269,163 | 32.5% | |
| | | Mount Edgcombe | 307,011 | - | - | - | - | 307,011 | 173,190 | 56.4% | |
| | | Museums | 60,407 | - | - | - | - | 60,407 | 40,765 | 67.5% | |
| | | Other Leisure | - | - | - | - | - | - | - | - | - |
| | | Plymouth Leisure | 1,026,560 | - | - | - | - | 1,026,560 | 1,019,148 | 99.3% | |
| | | Environmental & Regulatory | - | - | - | - | - | - | - | - | - |
| | | LPSA | - | - | - | - | - | - | - | - | - |
| | | Parks | 151,377 | - | (16,797) | - | - | 134,580 | 74,371 | 55.3% | |
| | | Vehicle Purchases | 584,361 | - | - | - | - | 584,361 | 63,649 | 10.9% | |
| Adult Health & Social Care | - | - | (131,487) | - | - | 444,911 | 198,901 | 44.7% | | | |
| Community & Neighbourhood Total | - | - | 6,631,683 | 96,852 | (148,284) | - | 6,580,251 | 3,260,821 | 49.6% | | |

Appendix B

| Directorate | Service | Sub Programme | Latest Forecast - November | New Approvals | Re-Profiling | Virements | Variations | Latest Forecast - January | Actuals (accruals basis) | % of LF Spent |
|-------------------------|---------------------------------|-----------------------|----------------------------|---------------|--------------|-----------|------------|---------------------------|--------------------------|---------------|
| Corporate Support | Property & Economic Development | Corporate Real Estate | 1,311,235 | 52,461 | (82,792) | - | - | 1,280,904 | 857,510 | 66.9% |
| | Legal Services | Legal Services | 2,497 | - | - | - | (1,647) | 850 | 850 | 100.0% |
| | Information Systems | Information Systems | 1,087,495 | - | (199,000) | - | - | 888,495 | 772,374 | 86.9% |
| Corporate Support | Corporate Items | Capitalisation | - | 7,800,000 | - | - | - | 7,800,000 | - | 0.0% |
| | | Invest to Save | - | - | - | - | - | - | - | - |
| Corporate Support Total | | | 2,401,227 | 7,852,461 | (281,792) | - | (1,647) | 9,970,249 | 1,630,734 | 16.4% |

Appendix B

| Directorate | Service | Sub Programme | Latest Forecast - November | New Approvals | Re-Profiling | Virements | Variations | Latest Forecast - January | Actuals (accruals basis) | % of LF Spent |
|-------------|-------------------------|--------------------------|----------------------------|---------------|--------------|-----------|------------|---------------------------|--------------------------|---------------|
| HRA | Housing Revenue Account | Decency Standards | 4,750,583 | - | - | - | - | 4,750,583 | 3,921,624 | 82.6% |
| | | Devonport | 1,322,870 | - | - | - | - | 1,322,870 | 228,236 | 17.3% |
| | | Disabled Adaptations | 401,413 | - | - | - | - | 401,413 | 503,779 | 125.5% |
| | | HRA Capitalised Salaries | 520,034 | - | - | - | - | 520,034 | 520,034 | 100.0% |
| | | Major Repairs | 995,918 | - | - | - | - | 995,918 | 2,101,463 | 211.0% |
| HRA Total | | 7,990,818 | - | - | - | - | 7,990,818 | 7,275,135 | 91.0% | |
| Grand Total | | 95,345,317 | 8,148,138 | (5,326,721) | - | (370,495) | 97,796,238 | 62,363,700 | 63.8% | |

Healthy Theme Group Report
3rd Qtr 2009/10

2007-10 Stretch Targets

| A Healthy Place to Live and Work - Stretch Targets | |
|--|---|
| High Level Priority | <p>2. Reduction in the under 18 conception rate</p> <p>● ○ ○ ○</p> <p>Stretch - Teenage pregnancy rate of women aged less than 18 years per 1,000 women aged 15-17 incl.</p> <p>2007</p> |
| | <p>7. Improve the health of young children</p> <p>● ○ ○ ○</p> <p>1. Stretch - % of obesity levels of 11 year olds measured in summer 2007</p> <p>AY2008/09</p> |
| LAA Targets | <p>8. Decrease the harm caused by alcohol especially in young people</p> <p>○ ● ○ ○</p> <p>Stretch - young people referred and given brief intervention for alcohol misuse Qtr</p> <p>2nd Qtr 09/10</p> |
| | <p>3. Decrease the year on year rise in obesity levels</p> <p>○ ○ ○ ●</p> <p>Stretch - % of adult pop (16-74) participating in 30 mins of moderate physical activity 3 days per wk</p> <p>2008/09</p> |
| | <p>10. Reduce the gap in premature mortality rates</p> <p>● ○ ○ ○</p> <p>1. Stretch - Increase the number of pregnant women who quit smoking at 4 wks (Cumulative)</p> <p>2nd Qtr 09/10</p> <p>2. Stretch - Increase the number of 4 week smoking quitters attending NHS Stop Smoking Services Qtr</p> <p>2nd Qtr 09/10</p> |
| | <p>11. Improve the quality of life and independence of older people</p> <p>○ ○ ○ ●</p> <p>Stretch - number of bed days which are unscheduled qtr</p> <p>3rd Qtr 09/10</p> |
| | <p>3. Stretch/New Local LAA 16 - % of women breast-feeding at 6-8 weeks post partum by 2% a year Qtr</p> <p>3rd Qtr 09/10</p> |
| | <p>2. Stretch - % of schools achieving healthy schools status Qtr</p> <p>3rd Qtr 09/10</p> |
| | <p>3. Stretch - Young people complete min 6 wks of structured extended intervention for alcohol misuse Qtr</p> <p>2nd Qtr 09/10</p> |
| | <p>3. Stretch - Reduce the year on year rise in alcohol specific hospital admissions</p> <p>2008/09</p> |
| | <p>4. Stretch - Hospital admissions in 16-30 years old related to assaults</p> <p>2007</p> |

| A Healthy Place to Live and Work | | | | |
|---|---|---|--|--|
| High Level Priority | H1 Reduce health inequalities between neighbourhoods and communities of interest within the city ○ ○ ● | H2 Prevent illness & promote health & well-being by tackling the underlying causes of ill-health ● ○ ○ | H3 Improve the quality of life & independence of people living with disability & chronic illness ○ ○ ○ | |
| | L(LAA)01 Reduce the gap in life expectancy between the fifth highest and lowest areas 2007 ↑ | NI 056(1) (LAA) Obesity among primary school age children in Yr 6 - Total obese AY2008/09 ↓ | NI 124(LAA) People with long-term condition are independent & in control of condition 2007/08 | NI 130(LAA) Social Care clients receiving self directed supp.(direct payments & ind budgets) - Qly 3rd Qtr 09/10 ↑ |
| | NI 141 (Local LAA) Percentage of vulnerable people achieving independent living - Quarterly 3rd Qtr 09/10 ↓ | NI 112(LAA) Under 18 conception rate 2007 ↓ | NI 135(LAA) Carers receiving needs assess./review & a specific carer's service, or advice & info Q 3rd Qtr 09/10 ↑ | NI 136(LAA) People supported to live independently through social services (all ages) - Q 3rd Qtr 09/10 ↑ |
| | L(LAA)03 % adult population (16-74) participating in 30 mins moderate physical activity once a week 2008/09 ↓ | L(LAA)04 Increase in the no of contacts with the primary care mental health service by 10% by 2010 Q4 1st Qtr 09/10 ↑ | L(LAA)05 Emotional Well-being & Mental Health of Children & Child Adolescent Mental Health Services 2008/09 | L(LAA)17a Proxy Indicator - Regular alcohol use among young people 2008/09 ↓ |
| L(LAA)17b Proxy Indicator - Regular drug use among young people 2008/09 ↓ | | | | |
| LAA Targets | | | | |

Wealthy Theme Group Report 3rd Quarter 2009/10

2007-10 Stretch Targets

| | |
|---|--|
| A Wealthy city which creates and shares prosperity - Stretch Targets | |
| High Level Priority | 12. Increase employment and reduce the impacts of poverty and ill-health |
| LAA Targets | <p>1. Stretch - Number of mental health users with a care plan who come off IB & return to work Qtr </p> <p>2. Stretch - Support 119 IB claimants of 2 years+ into sustainable employment Qtr </p> <p>3rd Qtr 09/10 </p> <p>3rd Qtr 09/10 </p> |

2008-11 LAA

| | | | | | | |
|---|---|---|---|--|--|---|
| A Wealthy city which creates and shares prosperity | | | | | | |
| High Level Priority | W1 Increase both the size and number of businesses in the city | W2 Reduce levels of worklessness | W3 Provide infrastructure to support the city's sustainable economic, employment & housing growth | W4 Increase the supply of new affordable housing | W5 Manage the growth in congestion and improve accessibility by sustainable modes | W6 Address the impacts of climate change and move towards a low-carbon economy |
| LAA Targets | <p>L(ED)4 (LAA) Narrow the gap for business registrations between Plymouth average & Regional average </p> <p>2008 </p> <p>NI 172(LAA) Percentage of small businesses in the area showing employment growth </p> <p>2008 </p> | <p>NI 151(LAA) Overall employment rate (Working Age) - 12 mth rolling actual </p> <p>1st Qtr 2009 </p> <p>NI 164(LAA) Proportion of pop aged 19-64 (males), 19-59 (females) qualified to at least Level 3 </p> <p>2008 </p> | <p>NI 155(LAA) Net additional homes provided </p> <p>2008/09 </p> <p>January 10 </p> <p>NI 154(LAA) Number of affordable homes delivered </p> | <p>NI 175(LAA) Access to services and facilities between 1 and 3pm </p> <p>2008/09 </p> <p>NI 175ii(LAA) Access to services and facilities between 7 and 9am </p> <p>2008/09 </p> <p>L(LAA)6/(L(TIE))1 Achieve robust evidence of the impact of sustainable economic and housing growth </p> <p>2008/09 </p> | <p>NI 186(LAA) Per capita CO2 emissions in the LA area </p> <p>2008 </p> | |

Safe & Strong Theme Group Report 3rd Quarter 2009/10

2007-10 Stretch Targets

| | | Safe & Strong City Stretch Targets | | | | | |
|----------------------------|--|---|---------|---|---------|---|---------|
| High Level Priority | 1. Improve the life chances of looked after children | ↓ | ○ ○ ○ ● | ↑ | ○ ○ ○ ● | ↑ | ○ ○ ○ ● |
| | 1. Stretch - Long term stability of children looked after (2.5 years) (PAF D78) qtr | ↑ | ↑ | ↑ | ↑ | ↑ | ↑ |
| LAA Targets | 3. Stretch - Stability of placements (PAF A1) Qtrly | ↓ | ↑ | ↓ | ↓ | ↓ | ↓ |
| | 5. Stretch - Final warnings/reprimands & convictions of Children Looked After | ↑ | ↑ | ↑ | ↑ | ↑ | ↑ |
| | 3. Reduce re-offending rates | ↓ | ○ ○ ○ ● | ↑ | ○ ○ ○ ● | ↑ | ○ ○ ○ ● |
| | 4. Reduce violent crime | ↑ | ○ ○ ○ ● | ↑ | ○ ○ ○ ● | ↑ | ○ ○ ○ ● |
| | Stretch - Convictions recorded for PPOs on the PPO scheme at 31.3.07 Qtrly | ↓ | ↑ | ↓ | ↓ | ↓ | ↓ |
| | Stretch - Reduction in British Crime Survey category Woundings Qtr | ↑ | ↑ | ↑ | ↑ | ↑ | ↑ |
| | 3rd Qtr 09/10 | ↑ | ↑ | ↑ | ↑ | ↑ | ↑ |
| | 3rd Qtr 09/10 | ↑ | ↑ | ↑ | ↑ | ↑ | ↑ |
| | 3. Stretch - Reduction in convictions recorded by Police for PPOs on PPO scheme 1.4.07-31.3.08 Qtrly | ↓ | ↑ | ↓ | ↓ | ↓ | ↓ |
| | Stretch - Number of Domestic Violence incidents recorded by D&C Police Qtr | ↓ | ↓ | ↓ | ↓ | ↓ | ↓ |
| | Stretch - % of DV crimes resulting in Brought to Justice Outcomes Qtr | ↓ | ↓ | ↓ | ↓ | ↓ | ↓ |
| | 3rd Qtr 09/10 | ↑ | ↑ | ↑ | ↑ | ↑ | ↑ |
| | 3rd Qtr 09/10 | ↑ | ↑ | ↑ | ↑ | ↑ | ↑ |
| | 1. Stretch - Number of people entering drug treatment, as recorded by NDTMS | ↓ | ↓ | ↓ | ↓ | ↓ | ↓ |
| | 2. Stretch - % of people entering & retained in drug treatment for at least 12 wks recorded by NDTMS | ↓ | ↓ | ↓ | ↓ | ↓ | ↓ |
| | 2007/08 | ↑ | ↑ | ↑ | ↑ | ↑ | ↑ |
| | 2008/09 | ↑ | ↑ | ↑ | ↑ | ↑ | ↑ |

2008-11 LAA

| A Safe and Strong City | | | | | | | |
|------------------------|---|---|--|--|--|--|--|
| High Level Priority | SSC1 Promote positive relationships between people from different backgrounds | NI 001(LAA) % people who believe people from different backgrounds get on well 2008 | | | | | |
| | SSC2 Improve community involvement and engagement in decision-making and service delivery | NI 004(LAA) % people who feel they can influence decisions in their locality 2008 L(LAA)7(SC)4 % surveyed satisfied with neighbourhood as a place to live (NW Areas) 3rd Qtr 09/10 NI 006 / L(LAA)8 Participation in regular volunteering 2008 NI 007(LAA) Environment for a thriving third sector 2008 | | | | | |
| | SSC3 Ensure equity of access to services | NI 140(LAA) Deferred - Fair treatment by local services - Yearly 2008 | | | | | |
| | SSC4 Safeguard and improve the life chances of vulnerable children | NI 060(LAA) Core assess for childrens social care carried out within 35 wkg days of commencement December 09 NI 064(LAA) Child protection plans lasting 2 years or more 3rd Qtr 09/10 L(LAA)9 Children who have experienced bullying 2008/09 | | | | | |
| | SSC5 Reduce re-offending rates, violence and acquisitive crime | NI 016(LAA) Serious acquisitive crime rate - Quarterly 3rd Qtr 09/10 NI 018(LAA) Deferred - Adult re-offending rates for those under probation supervision December 08 NI 019(LAA) Deferred - Rate of proven re-offending by young offenders - Quarterly 1st Qtr 09/10 NI 026(LAA) Specialist support to victims of a serious sexual offence NI 020(LAA) Assault with injury crime rate - Qtrly 3rd Qtr 09/10 NI 032(LAA) Repeat incidents of domestic violence - Quarterly 3rd Qtr 09/10 NI 045(LAA) Young offenders engagement in suitable education, employment or training 3rd Qtr 09/10 NI 046 / L(LAA)10 Young offenders access to suitable accommodation - Quarterly 3rd Qtr 09/10 L(LAA)11 Reduce criminal damage - Q 3rd Qtr 09/10 | | | | | |
| | SSC6 Improve levels of confidence in local agencies to tackle community concerns | NI 021(LAA) Dealing with local concerns re anti-social behaviour & crime by L.A. & police 2008 | | | | | |
| | SSC7 Minimise waste and improve levels of recycling | NI 192(LAA) Percentage of Household waste sent for reuse, recycling and composting January 10 | | | | | |
| | SSC8 Improve local environmental quality | NI 195a(LAA) Improved street & environmental cleanliness - Levels of litter - Tri-Annual Period 2/2009 NI 195b(LAA) Improved street & environmental cleanliness - Levels of debris - Tri-Annual Period 2/2009 | | | | | |
| | SSC9 Raise the standards of our existing homes | L(H)/Local LAA 12 Housing Stock Transfer 2008/2010 NI 107a(LAA) Vacancy fuel poverty - % households on benefits living with low energy 2008/09 | | | | | |
| | LAA Targets | | | | | | |

Wise Theme Group Report
3rd Quarter 2009-10

LAA 2007-10 Stretch Targets

| | |
|---|---|
| <p>A wise city - a location for learning achievement and leisure Stretch Targets</p> | |
| <p>1. Improve the life-chances of looked after children</p> | |
| <p>● ○ ○</p> | |
| <p>High Level Priority</p> <p>LAA Targets</p> | <p>2. Stretch - Employment, education and training for care leavers aged 19(PAF A4)</p> <p>2008/09</p> <p>↑</p> |
| | <p>4. Stretch - Employment, Education and Training for care leavers at 16 (local from OC2 return)</p> <p>2009/2010</p> <p>↑</p> |
| | <p>6. Stretch - % of 11 year old LAC achieving level 4 in English at Key Stage 2 (local OC2 return)</p> <p>2009/2010</p> <p>↑</p> |
| | <p>7. Stretch - % of 11 year old LAC achieving level 4 in Maths at Key Stage 2 (local OC2 return)</p> <p>2009/2010</p> <p>↑</p> |
| | <p>8. Stretch - % of 16 year old LAC achieving 5 or more GCSEs grade A*-G</p> <p>2009/2010</p> <p>↑</p> |
| | <p>↑</p> |

| A wise city - a location for learning achievement and leisure | | | | | |
|---|---|--|---|---|--|
| High Level Priority | Wi1 Improve the skills of the working age population at all levels | Wi2 Improve opportunities for young people to make a positive contribution | Wi3 Increase the numbers of young people participating in higher level education & skills training | Wi4 Improve educational achievement at all levels | Wi5 Widen cultural and leisure opportunities |
| LAA Targets | NI 164(LAA) Proportion of pop aged 19-64 (males), 19-59 (females) qualified to at least Level 3 2008 | NI 110 - Young people's participation in positive activities AY2008/09 | NI 080 (Local LAA) Achievement of a Level 3 qualification by the age of 19 AY2007/08 | NI 072 Achievement of at least 78 points across early years Foundation Stage AY2008/09 | |
| | | | NI 117 16 to 18 year olds who are not in education, training or employment (NEET) - Yearly 2008/09 | NI 073 Achievement at level 4 or above in both English & Maths at KS 2 AY2008/09 | |
| | | | | NI 075 Achievement of 5 or more A*-C grades at GCSE or equivalent incl maths & english AY2008/09 | |
| | | | | NI 087 Secondary school persistent absence rate - Yearly AY2008/09 | |
| | | | | NI 092 Narrow the gap between lowest achieving 20% early years FSP & the rest AY2008/09 | |
| | | | | NI 093 Progression by 2 levels in English between KS1 & KS2 AY2008/09 | |
| | | | | NI 094 Progression by 2 levels in Maths between KS1 & KS2 AY2008/09 | |
| | | | | NI 099 Looked after children reaching level 4 in English at KS2 AY2008/09 | |
| | | | | NI 100 Looked after children reaching level 4 in Maths at KS2 AY2008/09 | |
| | | | | NI 101 Looked after children achieving 5 A*-C GCSEs (or equiv) at KS4 (incl English & Maths) AY2008/09 | |

Movement in Reserves

| | Balance as at 31/03/2009 £'000 | Transfers to Reserves £'000 | Transfers from Reserves £'000 | Estimated Balance as at 31/03/2010 £'000 | Purpose of reserve |
|--|--------------------------------------|-----------------------------------|-------------------------------------|---|---|
| Off Street Parking | 0 | (1,648) | 1,648 | 0 | Represents Accumulated trading position |
| On Street Parking | 0 | (1,230) | 1,230 | 0 | Represents Accumulated trading position |
| City Market | (0) | (230) | 230 | (0) | Represents Accumulated trading position |
| Commuted Maintenance | (931) | (47) | 23 | (955) | Contribution from developers /section 106 |
| Education Carry Forwards | (3,207) | (1,535) | 3,080 | (1,662) | Schools ringfenced resources mainly from grants |
| Taxis | 131 | (30) | 0 | 101 | Represents Accumulated trading deficit |
| Street Trading | (104) | 0 | 0 | (104) | Represents Accumulated trading surplus |
| Land Charges Development Fund | (54) | (35) | 35 | (54) | To fund improvements in the LLC service |
| Accommodation Reserve | (1,262) | (550) | 250 | (1,562) | To meet costs of repairs to Office Accommodation, and submission of planning applications for Civic and new office accommodation. |
| Insurance Reserve | (1,429) | 0 | 50 | (1,379) | To meet any unforeseen/increased costs of insurance claims or works to minimise insurance risk . Expenditure anticipated re almshouses |
| Carry Forwards | (3,856) | 0 | 2,106 | (1,750) | Reserve set up from end of year budget underspends to meet future Council priorities. This reserve will generally be utilised in full in the following year but may be supplemented as part of Closedown following assesment of future risks and budget pressures. reserve includes the JE appeals contingency of £2.1m. £1.293m anticipated as remaining at year end |
| Redundancies | (1,133) | 0 | 1,133 | 0 | To meet costs of redundancies in 2009/10 |
| DRCP Freedom and Flexibility 07/08 reserve | (1,145) | 0 | 33 | (1,112) | Reserve set aside to meet future expenditure in Devonport, in lieu of grant funding in 2007/08. Approval to slip into 2010/11. |
| Corporate Improvement Reserve | (3,836) | (100) | 2,459 | (1,477) | Fund to be used to support the CIP's |
| Stock Transfer | (735) | 0 | 735 | (0) | This reserve is used to support the costs incurred in preparing for potential stock transfer |
| Capital Reserve | (975) | 0 | 0 | (975) | To be used to support the capital programme and potential shortfall in capital receipts. Anticipated will be required in 2010/11 and 2011/12 |
| Waste Balancing Reserve | (750) | (350) | 0 | (1,100) | Reserve set up to proactively provide and manage the future budget shortfall when the waste PFI scheme becomes operational. |
| PFI reserve | (1,801) | 0 | 0 | (1,801) | PFI credits received in advance |
| Job Evaluation/Equal Pay | (350) | 0 | 0 | (350) | To meet costs of equal pay claims submitted after 1 April 2008 onwards |
| Strategy for Change (BSF) | (250) | (100) | 350 | 0 | To support the cost of submitting our BSF bid continuing the priority of providing high quality learning environments |
| Iceland Bank | (281) | (43) | 0 | (324) | Allowance for investment losses of the money invested in the Icelandic banks. Approved transfer to reserve of interest receivable under dividend repayments |
| Urban Enterprise Fund | (1,000) | 0 | 674 | (326) | Match funding to ensure that Plymouth gains access to the European funding available to the region to support Urban Enterprise |
| Other Reserves | (663) | (92) | 338 | (417) | All reserves have been reviewed and confirmed as required to meet specific policy commitments |
| Sub Total | (23,631) | (5,990) | 14,373 | (15,248) | |
| Working Balance | (11,739) | (128) | 350 | (11,517) | General Balance available to meet unforeseen expenditure. This balance represents 6% of net revenue expenditure and is in line with Unitary Council averages |
| | (35,370) | (6,118) | 14,723 | (26,765) | |

CITY OF PLYMOUTH

| | |
|------------------------|--|
| Subject: | 2010 Refresh of Plymouth's Local Area Agreement 2008-2011 |
| Committee: | Cabinet |
| Date: | 16 March 2010 |
| Cabinet Member: | Councillor Ricketts |
| CMT Member: | Assistant Chief Executive |
| Author: | Jon Stevens, LAA Project Manager |
| Contact: | Tel: (01752 (30)5461 e-mail: jon.stevens@plymouth.gov.uk |
| Ref: | Cab/160310 |
| Part: | I |

Executive Summary:

This report seeks the approval of the Cabinet for the 2010 refresh of Plymouth's Local Area Agreement (LAA) 2008-11 on behalf of Plymouth City Council as the Accountable Body.

The LAA sets out those priorities and targets, agreed by Plymouth 2020 Local Strategic Partnership for the three years 2008-2011, which will deliver on the long term priorities in the Sustainable Community Strategy 2007- 2020.

Corporate Plan 2010-2013:

The Corporate Plan 2010-13 sets out the priority areas for improvement for Plymouth City Council whereas the LAA sets out the shared priority areas for improvement for the LSP. Within the Corporate Plan, the LAA links directly to the Corporate Improvement Priorities (CIPs) clustered around the focus of **Improving our City**. The final section of the Corporate Plan sets out how each of the LAA priority indicators are linked either to a CIP or appropriate LSP partner. The refresh of the LAA has been aligned with the Corporate Plan 2010-13.

**Implications for Medium Term Financial Plan and Resource Implications:
Including finance, human, IT and land**

In order to support the delivery of the 2008 LAA, the Council and its partners will be expected to use any resources at its disposal to deliver on its key priorities. It will be possible to lever in Reward Grant against the new LAA in 2011. The total amount of Reward Grant available to Plymouth is £1.617m. To receive any the Reward Grant allocation, we must achieve an average of at least 60% against all the national designated targets (marked with an asterisk in the table). To receive the full allocation we must achieve 100% of our designated targets. The Reward Grant has not yet been taken into account in the MTFP projections.

Other Implications: e.g. Section 17 Community Safety, Health and Safety, Risk Management, Equalities Impact Assessment, etc.

All activities which will support the delivery of the LAA and which are funded from public sources must ensure that they comply with all relevant legislation and meet any legal requirements. All plans being formulated to deliver LAA priorities are expected to conduct Equalities Impact Assessments.

The new statutory footing of LAAs means that the Local Authority can require the named public bodies identified within the LAA table to co-operate in the agreement process and to have regard to the delivery of the targets.

Recommendations & Reasons for recommended action:

Cabinet approves the indicators and targets set out in the LAA Table at Appendix 1 and commits Plymouth City Council to delivering the targets for which it is the identified lead body. Under the new legal framework, the Council has a statutory duty to 'have regard to' the targets for which it is responsible.

Alternative options considered and reasons for recommended action:

The development of a Local Area Agreement is now a statutory responsibility for Local Authorities under the Local Government and Public Involvement in Health Act 2007. The content of the LAA was developed in 2008 in consultation with partners and across Departments of the Council, drawing from priorities agreed through the Sustainable Community Strategy.

Background papers:

Plymouth's Sustainable Community Strategy 2007-2020
 Plymouth's Local Area Agreement 2008-11
 'Development of the new LAA Framework – Operational Guidance', 'National Indicators for Local Authorities and Local Authority Partnerships: Handbook of Definitions' (available from DCLG website)

| | | | | | | | | | | | |
|------------------------|-------------------|-----|------------|----|--|--------------|--|----|--|---------------|--|
| Fin | DJN 0/05 10 | Leg | DS1 104 | HR | | Corp Prop | | IT | | Strat Proc | |
| Originating SMT Member | | | | | | | | | | | |

Plymouth's Local Area Agreement 2008-11

1. Introduction and background

1.1 Plymouth, along with every other Unitary and Upper Tier Local Authority, is required to submit a refreshed Local Area Agreement (LAA) to Government every year. The final draft of the refreshed LAA will be submitted to Government Office for the South West on 17 March. It is expected that the LAA will be agreed by the Secretary of State on or after the 31 March. Cabinet approval is sought for the refreshed LAA as required under the 2007 Local Government and Public Involvement in Health Act.

1.2 The LAA sets out the key priorities and targets for Plymouth over the next three years to deliver the short to medium term priorities of the Sustainable Community Strategy

(<http://www.plymouth.gov.uk/homepage/communityandliving/plymouth2020/lspcurrentdocuments/lsp sustainablecommunitystrategy.htm>)

1.3 Under the arrangements for Local Area Agreements, PCC and its partners is required to identify 'up to 35' indicators drawn from the National Indicator Set (NIS), together with any locally defined indicators as appropriate.

1.4 The refreshed 2010 LAA continues the work already taking place to support Plymouth's LAA agreed in June 2008 and refreshed again in March 2009 and the arrangements already in place will be continued and further developed as appropriate. The refresh process this year has been focussed mainly on the renegotiation of a handful of indicators of economic performance identified in paragraph 4 below.

1.5 Attached at Appendix 1 is the final draft of Plymouth's 2010 refreshed LAA which contains 33 so-called 'designated' targets and 20 local targets. The LAA itself is a table setting out the choice of indicator, the baseline position and the annual targets to 2011.

1.6 The 33 targets against indicators chosen from the National Indicator Set are 'designated targets' and must be formally agreed with Central Government. Any changes resulting from the 2010 refresh process have to be agreed by the Secretary of State once agreed locally by Cabinet. This is expected to take place at the end of March 2010. Designated targets are those against which Plymouth can lever in Reward Grant of £1.617m if we achieve our targets in 2011.

1.7 Local non-designated targets do not have to be reported or agreed with Government, although they must be submitted as part of the final LAA. No Reward Grant is payable against local targets.

1.8 Cabinet members are requested to note that with the exception of the targets referred to below, the LAA remains the same as agreed by Cabinet and Full Council in 2008 and refreshed again last year.

2. Refresh of the of the LAA

The refresh of the LAA for 2010 has been focussed on three main areas:

- Tidying up minor data issues relating to the publication of the results of the 2008/9 Place Survey.

- Reviewing the impact of the recession on a handful of agreed targets in order to establish whether there is justifiable cause to seek to renegotiate on the targets on the basis that the recession will adversely affect the targets in a way that the Council and its partners cannot be expected to be able to avert.
- Miscellaneous other issues.

The draft refreshed LAA attached at appendix 1 sets out the latest position with regard to the targets. For purposes of clarity, those targets which have been amended have been highlighted. The key points to note are set out below.

3.0 Minor data issues

3.1 The targets in this category are based on indicators resulting from the 2008/9 Place Survey. At the time the LAA was refreshed last year, provisional results had only just been made available for the indicators identified below and Government provided guidance on what the minimum level of improvement would need to be in 2010/11. The results were not officially published by the Audit Commission until much later in the year, long after the LAA was agreed by the Secretary of State. When the results were published, there were differences to both the baselines and the 'confidence intervals' for the indicators. This has meant that the figures for both the baseline position and final year target in the LAA have been updated.

- *NI 001 % of people who believe people from different backgrounds get on well together in their local area*
- *NI 004 % of people who feel they can influence decisions in their locality*
- *Local Indicator 8: Participation in regular volunteering*
- *NI 140 Fair treatment by local services*
- *NI 021 Dealing with local concerns about anti-social behaviour and crime by the local council and police*

4.0 Economic Downturn

4.1 Government recognises that there will be impact on a number of existing targets within the LAA which is due to the global recession and beyond the control of local partners. Last year Government advice on these indicators was to review evidence of impact and if it was felt necessary, to re-open negotiations on the targets for the final year of the LAA. All other indicators and targets were 'locked down' last year and re-negotiation against them is no longer possible. The indicators in Plymouth's LAA within scope of this flexible approach are set out below.

- *NI 151 Employment Rate*
- *NI 154 Net Additional Housing*
- *NI 155 Affordable Housing*
- *NI 171 VAT registration rate*
- *NI 172 VAT registered businesses in the area showing growth*

4.2 In discussions with lead officers, partners and GOSW, the agreed approach has been as follows:

NI 151 Employment rate – the target for 2011 has been reduced to take account of the impact of the recession on Plymouth's jobless figures. Although the data

for the NI shows that Plymouth's employment rate is doing remarkably well, there is a data lag which means that the full effects of the recession are not yet evident.

NI 154 Net Additional Housing – Plymouth seeks a reduction in the targets over the life of the LAA from 3000 to 1500. A case has been submitted to DCLG and has been accepted.

NI 155 Affordable Housing – no action is considered necessary as we are on track to over-achieve our agreed targets

NI 171 VAT registration rate and NI 172 VAT registered businesses in the area showing growth – both targets have been revised based on evidence of the impact of the recession on businesses within the city. The revised targets are to maintain a relative position to the rest of the South West region. The national data for these indicators is lagging some 12 months behind and therefore our case for re-negotiation has been based on local proxy data.

4.3 The relevant lead officers have signed off the revised targets.

5.0 Miscellaneous issues

A handful of other targets have been modified through the refresh process. The changes are highlighted below. None of these will have any negative impact on Plymouth's assessment for Performance Reward Grant in 2011. The removal of NI 112 from assessment for Reward Grant will have a positive impact.

- *Local Indicator Prevalence of breastfeeding* – national indicator definition re-introduced to replace the local stretch target which expires on 31 March 2010
- *Local Indicator 6 Residents engaged in Neighbourhood Management pilot areas* – completed and removed from LAA
- *NI 26 Specialist support to victims of a serious sexual offence* – indicator still deferred at a national level and therefore no agreement for 2011 possible. The indicator remains as a 'placeholder'
- *Local Indicator 12 Successful implementation of housing stock transfer* – local indicator updated to reflect successful transfer to PCH and increased focus on private sector housing
- *NI 112 Under 18 Conception Rate* – it has been agreed nationally that local areas may remove this target from assessment for Reward Grant

In all other respects, the LAA remains the same as agreed by Cabinet and the LSP last year.

6.0 Recommendation

Cabinet approves the indicators and targets set out in the LAA Table at Appendix 1 and commits Plymouth City Council to delivering the targets for which it is the identified lead body. Under the legal framework for LAAs, the Council has a statutory duty to 'have regard to' the targets for which it is responsible.

Plymouth's Local Area Agreement 2008-11 Refresh 2010

LAA Improvement Targets

| Priority | Indicator(s) including those from the National Indicator Set (shown with a *) | Baseline | LAA improvement target, including those to be designated (shown with a *), and including education and early years targets | | | Partners who have signed-up to the target and any which are acting as lead partner/s (shown with a *) |
|--|--|--|--|---|---|---|
| | | | 2008/9 | 2009/10 | 2010/11 | |
| H1. Reduce health inequalities between neighbourhoods and communities of interest within the city | Local Indicator 1: The gap in life expectancy between the fifth of areas with the lowest life expectancy and the city as a whole to be no more than 2.64 years | 2.64 years (2004-2006 rolling average) | 2.64 | 2.64 | 2.64 | Deb Laphorne, NHS Plymouth* |
| | Local Indicator 2: Number of vulnerable people achieving independent living | 66.27% (2007/8) | 69% | 72% | 75% | Pam Marsden, Plymouth City Council* |
| H2. Prevent illness and promote health and well-being by tackling the underlying causes of ill-health | New Local Indicator 3: Prevalence of breastfeeding at 6-8 weeks from birth* | 31.4% (2005) | 35.4% | 37.4% | 39.4% | Alison Mackenzie, NHS Plymouth * |
| | NI 56 Obesity among primary school age children in Year 6* | 15.4% (2006/7) | 15.2% | 15% | 14.9% | Gill Lewendon, NHS Plymouth * |
| | NI 112 Under 18 conception rate* (Note: removed from Reward Grant assessment) | 46.5 (2007/8) Reduction 14.9% against 1998 baseline | 27.5 Reduction 49.7% against 1998 baseline | 23.6 Reduction 56.9% against 1998 baseline | 22.6 Reduction 58.7% against 1998 baseline | Dave Schwartz, Plymouth City Council* |

| Priority | Indicator(s) including those from the National Indicator Set (shown with a *) | Baseline | LAA improvement target, including those to be designated (shown with a *), and including education and early years targets | | | Partners who have signed-up to the target and any which are acting as lead partner/s (shown with a *) |
|--|--|--|--|-------------------------|-------------------------|---|
| | | | 2008/9 | 2009/10 | 2010/11 | |
| | Local Indicator 4: Substance misuse by young people | Proxy: a) regular alcohol use among young people 26% 2007/08 b) regular drug use among young people 10% 2008/09 | a) 24% b) 9.5% | a) 22% c) 9.0% | a) 22% c) 8.5% | Colin Moore, Plymouth City Council* |
| | Local Indicator 5: % of adult population (16-74) participating in 30 minutes of moderate physical activity once a week | 2006 Sport England Active People Survey 38.7% | 39.7% | 40.7% | 41.7% | Caroline Dimond, NHS Plymouth * |
| | Local Indicator 6: Increase in the number of contacts with the primary care mental health service by 10% by 2011 | 5,886 (2007/8) | 6,003 2% increase | 6,183 3% increase | 6,492 5% increase | Isabelle Lyndsey-Clarke, NHS Plymouth * |
| | Local Indicator 7: Emotional Health and Well-being of Children and Child Adolescent Mental Health Services | a) 15 at 31 Jan 08 b) 65% 2008/09 | - | a) score – 14 b) 66% | a) score – 16 b) 68% | Paul O'Sullivan, NHS Plymouth * |
| H3. Improve the quality of life and independence of people living with disability and chronic illness and those over 65 in Plymouth | NI 124 People with a long-term condition supported to be independent and in control of their condition* | 69% (2008) | - | 73% | 77% | Pam Marsden, Plymouth City Council* |
| | NI 130 Social Care clients receiving Self Directed Support (Direct Payments and Individual Budgets)* | 2.9% (2006/7) | 226.3 per 100,000 (Equates to 5%) | 15.4% | 36.2% | Pam Marsden, Plymouth City Council* |

| Priority | Indicator(s) including those from the National Indicator Set (shown with a *) | Baseline | LAA improvement target, including those to be designated (shown with a *), and including education and early years targets | | | Partners who have signed-up to the target and any which are acting as lead partner/s (shown with a *) |
|--|---|--|---|---|---|---|
| | | | 2008/9 | 2009/10 | 2010/11 | |
| | NI 135 Carers receiving needs assessment or review and a specific carer's service, or advice and information* | 11.76% (2005/6) 15.4% (2006/7) | 20% | 24% | 27% | Pam Marsden, Plymouth City Council* |
| | NI 136 People supported to live independently through social services (all ages)* | 2,581 (2007/8) | 2,000/100,000 | 3,682/100,000 | 3,843/100,000 | Pam Marsden, Plymouth City Council* |
| W1. Increase both the size and number of businesses in the city | NI 171 VAT registration rate* | 35.96 (2005-2007 average) Regional baseline figure 53.37 Plymouth performs at 67.4% of regional rate | Plymouth VAT registration rate to be 68% of the regional VAT registration rate (equates to 36.29 against regional baseline) | Plymouth VAT registration rate to be 69% of the regional VAT registration rate (equates to 36.82 against regional baseline) | Plymouth VAT registration rate to be 70% of the regional VAT registration rate (equates to 37.36 against regional baseline) | David Draffan, Plymouth City Council* |
| | NI 172 VAT registered businesses in the area showing growth* | 16.46% (2006/7 revised) Regional baseline 14.95% Plymouth performs at 110.1% of regional figure | Plymouth to maintain performance at 110.1% of regional figure | Plymouth to maintain performance at 110.1% of regional figure | Plymouth to maintain performance at 110.1% of regional figure | David Draffan,, Plymouth City Council* |
| W2. Reduce levels of worklessness | NI 151 Overall employment rate* | 72.40% | 73% | 73.5% | 74.1% | Jacki Williams, JobCentre Plus* |

| Priority | Indicator(s) including those from the National Indicator Set (shown with a *) | Baseline | LAA improvement target, including those to be designated (shown with a *), and including education and early years targets | | | Partners who have signed-up to the target and any which are acting as lead partner/s (shown with a *) |
|--|---|---|--|---------------------------------------|---------------------------------------|---|
| | | | 2008/9 | 2009/10 | 2010/11 | |
| W3. Provide the infrastructure to support the city's sustainable economic, employment and housing growth | NI 154 Net additional homes provided* | 1026 (2004-7 average) | 900 | 350 | 250 | Paul Barnard, Plymouth City Council* |
| W4. Increase the supply of new affordable housing | NI 155 Number of affordable homes delivered (gross)* | 173 (2007/8) | 215 | 226 | 237 (678 cumulative) | Stuart Palmer, Plymouth City Council* |
| W5. Manage the growth in congestion and improve accessibility by sustainable modes of transport (walking, cycling and public transport) | NI 175 Access to services and facilities by public transport, walking and cycling (% of households with no car, that are within 30 minutes travel time by public transport to Derriford Hospital) | 86% (2007/8) | 83.75% | 85% | 87% | Phil Heseltine, Plymouth City Council* |
| | NI 175 Access to services and facilities by public transport, walking and cycling (% of non car-owning residents within 30 mins of Derriford Hospital and Science park between 7 and 9 am.) | 80% (2007/8) | 80.25% | 82% | 85% | Phil Heseltine, Plymouth City Council* |
| | Local Indicator 8: Achieve robust evidence of the impact of sustainable economic and housing growth on traffic and identify and implement a programme of measures to manage demand for travel | Programme of key milestones in PCC's Corporate Improvement Priorities 2008-11 | Completion of programme up to Stage 3 | Completion of programme up to Stage 6 | Completion of programme up to Stage 9 | Phil Heseltine, Plymouth City Council* |

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|---|---|--|--|----------------|-----------------|---|
| | | | 2008/9 | 2009/10 | 2010/11 | |
| W6. Address the impacts of climate change and move towards a low-carbon economy | NI 186 Per capita CO2 emissions in the LA area* | 5.65 t CO ₂ per capita (2005) | Reduction 0% | Reduction 6.9% | Reduction 13.8% | Jackie Young, Plymouth City Council* |
| SSC1. Promote positive relationships between people from different backgrounds | NI 1 % of people who believe people from different backgrounds get on well together in their local area* | 69.6% (2009) | - | - | 75.7% | Pete Aley, Plymouth City Council* |
| SSC2. Improve community involvement and engagement in decision-making and service delivery | NI 4 % of people who feel they can influence decisions in their locality* | 22.2% (2009) | - | - | 26.9% | Giles Perritt, Plymouth City Council* |
| | Local Indicator 9: Participation in regular volunteering | 19.8% (2009) | - | - | 24.2% | Simon de Groot, Plymouth Guild* |
| | NI 7 Environment for a thriving third sector* | 14.2%(2009) | - | - | 18.5% | George Plenderleith, Plymouth Guild on behalf of Plymouth Change-Up Consortium* |
| SSC3. Ensure equity of access to services | NI 140 Fair treatment by local services* | 67.2% (2009) | - | - | 72.6% | Pete Aley, Plymouth City Council* |
| SSC4. Safeguard and improve the life chances of vulnerable children | NI 60 Core assessments for children's social care that were carried out within 35 working days of their commencement* | 55% (2006/07) | 75% | 80% | 82% | Mairead MacNeil, Plymouth City Council* |
| | NI 64 Child protection plans lasting 2 years or more* | 7.7% (2006/07) | 4% | 3% | 2% | Mairead MacNeil, Plymouth City Council* |
| | Local Indicator 10: Children who have experienced bullying | 33% (2007/08) | 33% | 30% | 28% | Mairead MacNeil, Plymouth City Council* |

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|--|--|--|---|---|---|---|
| | | | 2008/9 | 2009/10 | 2010/11 | |
| SSC5. Reduce re-offending rates, violence and acquisitive crime | NI 16 Serious Acquisitive crime rate* A reduction in recorded Serious Acquisitive Crime from a rate of 18.92 crimes per 1,000 population in 2007/8 based on mid-2006 population estimates (4,693 offences) to a rate of 17.78 crimes per 1,000 population in 2010/11 based on mid 2009 population estimates, equivalent to a reduction of 6.0% | 4,693 (2007/08) 18.92 per 1000 population | 4,599 (-2%) 18.54 per 1000 population | 4,507 (-2%) 18.16 per 1000 population | 4,411 (-2%) 17.78 per 1000 population | Pete Aley, Plymouth City Council* |
| | NI 18 Adult re-offending rates for those under probation supervision* | 10.2% (Predicted rate 2007/8) | - | - | 9% Reduction of -1.74% | Peter Vallis, Devon and Cornwall Probation Service* |
| | NI 19 Rate of proven re-offending by young offenders* | 118 offences per 100 offenders (2005) | 3% Target performance rate (per 100 offenders) 114 | 4% Target performance rate (per 100 offenders) 110 | 4% Target performance rate (per 100 offenders) 105 | Mairead MacNeil, Plymouth City Council* |
| | NI 26 Specialist support to victims of a serious sexual offence* | Not applicable | Plymouth, Cornwall & Bristol to continue to pilot the development of a robust performance framework for this deferred indicator | | | Darren Lockley, Devon & Cornwall Constabulary* |

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| | | | 2008/9 | 2009/10 | 2010/11 | |
| | NI 20 Assault with injury crime rate* A reduction of 10.6% on the baseline of recorded Assault with Less Serious Injury rate of crimes per 1,000 population in 2008/09 (based on mid-2007 population estimates), as measured by the equivalent rate of crimes per 1,000 population in 2010/11 (based on mid-2009 population estimates) | Recorded Assault with Less Serious Injury rate per 1,000 population in 2008/09 (based on mid-2007 population estimates) – to be finalised in June 2009 | N/A | Reduction of 4.7% from baseline Equates to 2,453 (9.78 per 1000 population) | Reduction of 10.6% from baseline (Please note the 2010/11 figure will be calculated using mid-2009 population estimates.) Equates to 2,302 (9.18 per 1000 population) | Andy Boulting, Devon & Cornwall Constabulary* |
| | NI 32 Repeat incidents of domestic violence* | 31% | - | 25% | 20% | Andy Bickley, Devon & Cornwall Constabulary* |
| | NI 45 Young offenders engagement in suitable education, employment or training* | 60.5% (2007/08) | 65.9% | 72.5% | 79.1% | Maggie Carter, Plymouth City Council* |
| | Local Indicator 11: Young offenders in suitable accommodation | 92% (2006/07) | 95% | 95% | 95% | Mairead MacNeil, Plymouth City Council* |

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|----------|--|----------------------------------|--|------------|--------------------------|---|
| | | | 2008/9 | 2009/10 | 2010/11 | |
| | Local Indicator 12: Number of criminal damage offences recorded by police (definition of recorded criminal damage offences is as per iQuanta all criminal damage offence grouping including threats to damage - codes 58A, 58E, 58B, 58F, 58C, 58G, 58D, 58H, 56A, 56B and 59) | 6,480 (April 2007 to March 2008) | -3.5% (6253) | -2% (6128) | -1.5% (6038) | Shaun Davis, Devon & Somerset Fire and Rescue* |
| | Local Indicator 13: Building resilience to violent extremism | Self-assessed at Level 2 | - | - | Self-assessed at Level 3 | Pete Aley, Plymouth City Council* |

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|--|--|----------|--|---------|--|---|
| | | | 2008/9 | 2009/10 | 2010/11 | |
| SSC6. Improve levels of confidence in local agencies to tackle community concerns of crime and anti-social behaviour | NI 21 Dealing with local concerns about anti-social behaviour and crime by the local council and police* | 29.5% | - | - | Indicative 35.2% *The result of the 2008 Place Based Survey plus the minimum change required to demonstrate a statistically significant improvement** (calculated in accordance with the relevant departmental advice) plus a further 0.90 percentage points improvement in addition to this minimum. <i>* Target achievement measured by results of 2010 Place Based Survey.</i> <i>** The final numerical value for the minimum statistically significant improvement for the 2010-11 target will be confirmed by the Home Office once data for the</i> | John Drury, Plymouth City Council* |
| Refresh 2010 third draft_230210 | | | | 15 | | |

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|---|---|-----------------|--|---------|---------|---|
| | | | 2008/9 | 2009/10 | 2010/11 | |
| SSC7. Minimise waste and improve levels of recycling | NI 192 Household waste recycled and composted* | 26.86% (2006/7) | 31 % | 33% | 36% | Jayne Donovan, Plymouth City Council* |
| SSC8. Improve local environmental quality | NI 195a Primary Indicator: Improved street and environmental cleanliness (litter)* | 12% (2007/08) | 11% | 10% | 9% | Jayne Donovan, Plymouth City Council* |
| | NI 195b Secondary Indicator: Improved street and environmental cleanliness (detritus)* | 12% (2007/08) | 11% | 10% | 9% | Jayne Donovan, Plymouth City Council* |
| | Local Indicator 14: No. of Plymouth's green spaces that achieve nationally recognised quality standards | 1 Green Flag | - | 2 | 4 | Nick Jones, Plymouth City Council |
| | Local Indicator 15: Hectares of Local Nature Reserve designated | 124 | - | - | 154 | Alistair MacPherson, Plymouth City Council |

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|--|--|----------------|--|---------|--|---|
| | | | 2008/9 | 2009/10 | 2010/11 | |
| SSC9. Raise the standards of our existing homes | New Local Indicator 16: Improving the condition of private sector housing | Not applicable | - | - | 250 Category 1 hazards removed - March 2011 175 inspections of Houses in Multiple Occupation - March 2011 Completion of Private Sector Stock Condition Survey - Sept 2010 60 Empty Homes brought back into use - March 2011 | Stuart Palmer, Plymouth City Council* |

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|----------|---|----------------|--|---------|---|---|
| | | | 2008/9 | 2009/10 | 2010/11 | |
| | New Local Indicator 17: Monitor Stock Transfer progress | Not applicable | - | - | Development of a Master plan for the regeneration of North Prospect - Sept 2010 Monitor the delivery of the Transfer Promises by Plymouth Community Homes; Set up monitoring system -June 2010 Monitor delivery of transfer promises and progress towards Decency targets - March 2011 | Stuart Palmer, Plymouth City Council* |

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|--|--|---|--|---------|---|---|
| | | | 2008/9 | 2009/10 | 2010/11 | |
| | NI 187 Tackling fuel poverty – people receiving income based benefits living in homes with a low energy efficiency rating* | Proportion of properties occupied by households on benefits with a SAP<36 - 8.25% Proportion of properties occupied by households on benefits with a SAP>64 - 24.25% | - | - | Proportion of properties occupied by households on benefits with a SAP<36 – 7.87% Proportion of properties occupied by households on benefits with a SAP>64 - 24.61% | Colin Anderson, Plymouth City Council* |
| Wi1. Improve the skills of the working age population at all levels | NI 164 Working age population qualified to at least Level 3 or higher* | 42.63% (2006) | 43.6% | 44.6% | 46% | Marina Auburn, Skills Funding Agency* |
| Wi2. Improve opportunities for young people to make a positive contribution | NI 110 Young people's participation in positive activities* | 79.3% (2008/9) | - | 81.1% | 82.9% | Colin Moore, Plymouth City Council* |
| | Local Indicator 18: Persistent absence rate. See NI 87 below | 7.3% (2007/8) | 5.78% | | | Maggie Carter, Plymouth City Council* |

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|--|---|----------------|--|---------|---------|---|
| | | | 2008/9 | 2009/10 | 2010/11 | |
| Wi3. Increase the numbers of young people participating in higher level education and skills training | Local Indicator 19: Number of young people achieving a level 3 qualification by the age of 19 | 39% (2005/6) | 45.5% | 47% | 49.5% | Colin Moore, Plymouth City Council* |
| | NI 117 16 to 18 year olds who are not in education, training or employment* | 6.8% (2006/7) | 6.4% | 6.1% | 5.8% | Colin Moore, Plymouth City Council* |
| Wi4. Improve educational achievement at all levels (16 Statutory Attainment Targets) | NI 72 Achievement of at least 78 points across the Early Years Foundation Stage with at least 6 in each of the scales in Personal Social and Emotional Development and Communication, Language and Literacy | 46% (2007/08) | 50% | | | Colin Moore, Plymouth City Council* |
| | NI 73 Achievement at level 4 or above in both English and Maths at Key Stage 2 (Threshold) | 69% (2007/08) | 76% | | | Colin Moore, Plymouth City Council* |
| | NI 75 Achievement of 5 or more A*-C grades at GCSE or equivalent including English and Maths (Threshold) | 44% (2007/08) | 51% | | | Colin Moore, Plymouth City Council* |
| | NI 87 Secondary school persistent absence rate | 7.3% (2007/08) | 5.78% | | | Maggie Carter, Plymouth City Council* |

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|----------|---|-----------------|--|---------|---------|---|
| | | | 2008/9 | 2009/10 | 2010/11 | |
| | NI 92 Narrowing the gap between the lowest achieving 20% in the Early Years Foundation Stage Profile and the rest | 32.9% (2007/08) | 30.8% | | | Colin Moore, Plymouth City Council* |
| | NI 93 Progression by 2 levels in English between Key Stage 1 and Key Stage 2 | 83% (2007/08) | 85% | | | Colin Moore, Plymouth City Council* |
| | NI 94 Progression by 2 levels in Maths between Key Stage 1 and Key Stage 2 | 76% (2007/08) | 80% | | | Colin Moore, Plymouth City Council* |
| | NI 99 Looked after children reaching level 4 in English at Key Stage 2 | 62% (2007/08) | 55% | | | Mairead MacNeil, Plymouth City Council* |
| | NI 100 Looked after children reaching level 4 in Maths at Key Stage 2 | 57% (2007/08) | 55% | | | Mairead MacNeil, Plymouth City Council* |
| | NI 101 Looked after children achieving 5 A*-C GCSEs (or equivalent) at Key Stage 4 (including English and Maths) | 12% (2007/08) | 16.7% | | | Mairead MacNeil, Plymouth City Council* |

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|--|---|-----------------------------|--|---------|---------|---|
| | | | 2008/9 | 2009/10 | 2010/11 | |
| | | | | | | |
| Wi5. Widen cultural and leisure opportunities | Local Indicator 20: No. of visitors/participants recorded at specified cultural and sporting activities over the period 2009/11 | Not applicable – new events | - | 28,500 | | James Coulton, Plymouth City Council* |

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

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