



**Barry Keel**  
Chief Executive

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Date: 3 January 2012

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## **OVERVIEW AND SCRUTINY MANAGEMENT BOARD**

### **SCRUTINY OF BUDGET PRIORITIES AND CORPORATE PLAN**

**Date:** Wednesday 11, Monday 16 and Wednesday 18 January 2012

**Time:** 9.30 am

**Venue:** Warspite Room, Council House

#### **Members:**

Councillor James, Chair

Councillor Nicholson, Vice Chair

Councillors Mrs Aspinall, Mrs Bowyer, Browne, Coker, Lock, Lowry, McDonald, Stark, Thompson and Wildy.

#### **Co-opted Representative:**

Mr D Fletcher (Chamber of Commerce)

Mr K Willis (Parent Governor)

#### **Advisors to the Board:**

Mr D Parlby (Chamber of Commerce)

Mr G Plenderleith (Community and Social Action Plymouth)

Mrs D Lapthorne (Director of Public Health)

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

Please note that unless the chair of the meeting agrees, mobile phones should be switched off and speech, video and photographic equipment should not be used in meetings.

Barry Keel  
Chief Executive

# OVERVIEW AND SCRUTINY MANAGEMENT BOARD

## AGENDA

### PART I – PUBLIC MEETING

#### 1. APOLOGIES AND SUBSTITUTIONS

To receive apologies for non-attendance submitted by Overview and Scrutiny Management Board Members and to note the attendance of substitutes in accordance with the Constitution.

#### 2. DECLARATIONS OF INTEREST

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

#### 3. CHAIR'S URGENT BUSINESS

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

#### 4. SCRUTINY OF BUDGET PRIORITIES AND CORPORATE PLAN (Pages 1 - 4)

Members will scrutinise the budget priorities of the City Council and that of its key partners.

##### 4a 2012/2013 Indicative Budget and Delivery Plans (Pages 5 - 88)

##### 4b Draft Corporate Plan 2012-2015 (Pages 89 - 118)

##### 4c Forecast performance against shared partner level 1 and 2 indicators (Pages 119 - 120)

##### 4d In year and forecast performance against Council level 2 and 3 indicators (Pages 121 - 128)

##### 4e Budget challenge scorecards by Directorate (Pages 129 - 142)

- Scorecard Explanation Note
- Community Services
- Services for Children and Young People
- Development and Regeneration
- Corporate Support
- Chief Executive

- 4f** Summary of CMT Directorate Challenge **(Pages 143 - 150)**
- Community Services
  - Services for Children and Young People
  - Development and Regeneration
  - Corporate Support
- 4g** Partner submissions **(Pages 151 - 162)**
- Health
  - Police
- 4h** Public Budget Consultation Results **(Pages 163 - 192)**
- 4i** Stakeholder consultation results **(TO FOLLOW)**
- Plymouth Chamber of Commerce
  - Community and Social Action Plymouth (CASAP)
- 4j** Progress on 2010/11 Budget Scrutiny Recommendations **(Pages 193 - 200)**
- 4k** Equality Impact Assessments **(Pages 201 - 232)**
- Community Services
  - Services for Children and Young People
  - Development and Regeneration
  - Corporate Support
  - Chief Executive

## **5. 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 (they) involve(s) the likely disclosure of exempt information as defined in paragraph(s) ... of Part I of Schedule 12A of the Act, as amended by the Freedom of Information Act 2000.

## **PART II (PRIVATE MEETING)**

### **AGENDA**

#### **MEMBERS OF THE PUBLIC TO NOTE**

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

NIL.

# AIMS AND OBJECTIVES

## AIM

The overall aim of the sessions is to challenge the robustness of the council's Corporate Plan and Budget and help to ensure that they, together with our partners' contributions, are deliverable and focused on the right things, within what is a very challenging financial, social and economic environment

## OBJECTIVES

- Determine whether the city's and council's shared priorities are being effectively supported and resourced
- Clarify whether there are service areas and functions where the council will be reducing resources
- Ensure there is a clear understanding of the impact of the proposals and resource allocations on the city's neighbourhoods
- Ensure clarity around how changes in resource allocation in one service or partner area can impact on another service or partner area
- Demonstrate how we are providing value for money to the public
- Determine whether the balance between overhead costs and service delivery costs is the right one and encourages innovation
- Ensure we have a clear view of both risks and their mitigation and the future opportunities that will derive from both shared services and pooled resources
- Determine whether the new management structure fits with the work programme and is capable of adapting to future changes
- Assess the impact of legislation on our ability to deliver services and whether we are fit for purpose for addressing this challenge

The above aims and objectives arose out of the preparatory session Members held prior to the overview and scrutiny of the Corporate Plan and Budget

9.30 – 9.45	<b>Welcome</b> Apologies and Substitutions Declarations of Interest Chair’s Urgent Business Draft Aims and Objectives	Chair of Overview and Scrutiny Management Board
9.45 – 10.45	<b>Overview of the Challenge:</b> <b>Broad outline of:</b> City and Council Vision/Priorities <i>(10 minute overview of each service area followed by 30 minutes of questions)</i>	Leader, PCC Chief Executive, PCC Chief Executive, Devon, Plymouth and Torbay PCT Cluster Chief Constable, Devon and Cornwall Police
10.45 – 10.55	Break	
10.55 - 12.15	<b>Community Services:</b> <ul style="list-style-type: none"> <li>• Crime and Community Safety (including Fire Prevention)</li> <li>• Locality and Neighbourhood Working</li> <li>• Equalities and Community Cohesion</li> <li>• Museum Services</li> <li>• Culture and Arts</li> <li>• Recreation and Sport</li> <li>• Library Services</li> </ul>	Cabinet Members Directors for People , Place & Corporate Services Chief Constable, Devon and Cornwall Police and relevant officer(s) Chief Executive, Devon, Plymouth and Torbay PCT Cluster and relevant officer(s) Asst. Chief Fire Officer, Devon & Somerset Fire & Rescue Service
12.15 - 12.30	Identification of possible recommendations / further information requests / cross-cutting issues to raise with other service areas	O & S Management Board
12.30 – 1.15	Lunch	
1.15 – 2.35	<b>Services for Children:</b> <ul style="list-style-type: none"> <li>• Children’s Social Care</li> <li>• Learners and family Support</li> <li>• Lifelong Learning</li> <li>• Special Educational Needs</li> <li>• Children in Schools</li> <li>• Youth Services</li> <li>• Children’s Disability Team</li> </ul>	Cabinet Member Director for People Chief Constable, Devon and Cornwall Police and relevant officer(s) Chief Executive, Devon, Plymouth and Torbay PCT Cluster and relevant officer(s)
2.35 – 2.45	Break	
2.45 – 3.00	Identification of possible recommendations / further information requests / cross-cutting issues to raise with other service areas	O & S Management Board
3.00 – 4.40	<b>Health and Adult Social Care:</b> <ul style="list-style-type: none"> <li>• Adult Safeguarding</li> <li>• Assessment and Care Management Service (Adults)</li> <li>• Self-directed Support Service</li> <li>• Health Commissioning</li> </ul>	Cabinet Member Director for People Chief Executive, Devon, Plymouth and Torbay PCT Cluster and relevant officer(s) Chief Constable, Devon and Cornwall Police and relevant officer(s)
4.40 – 4.50	Break	
4.50 – 5.05	Identification of possible recommendations / further information requests / cross-cutting issues.	O & S Management Board

**Day 2 – Monday 16 January - Place**

9.30 – 11.15	<b>Economic Development:</b> <ul style="list-style-type: none"> <li>• Economy and Employment</li> <li>• Visitor Economy</li> <li>• Place Management</li> </ul>	Director for Place Cabinet Members
11.15-11.30	Identification of possible recommendations / further information requests / cross-cutting issues to raise with other service areas	O & S Management Board
11.30 – 11.40	Break	
11.40 - 1.00	<b>Transport and Infrastructure:</b> <ul style="list-style-type: none"> <li>• Transport Strategy</li> <li>• Sustainable Transport</li> <li>• Parking</li> <li>• Network Management and Amey Contract</li> </ul>	Director for Place Cabinet Member
1.00 – 1.15	Identification of possible recommendations / further information requests / cross-cutting issues to raise with other service areas	O & S Management Board
1.15 – 2.00	Lunch	
2.00 – 3.20	<b>Planning:</b> <ul style="list-style-type: none"> <li>• Planning Delivery (including Area and Spatial)</li> <li>• Planning Strategy</li> <li>• Building Control</li> </ul>	Director for Place Cabinet Member
3.20 – 3.35	Identification of possible recommendations / further information requests / cross-cutting issues to raise with other service areas	O & S Management Board
3.35 – 3.45	Break	
3.45 – 4.45	<b>Environmental Services:</b> <ul style="list-style-type: none"> <li>• Waste and Street Scene</li> <li>• Parks</li> <li>• Food Safety</li> <li>• Safety, Health and Licensing (including Trading Standards)</li> <li>• Licensing</li> <li>• Environment Protection and Monitoring</li> </ul>	Directors for Place and People Cabinet Member
4.45 – 5.00	Identification of possible recommendations / further information requests / cross-cutting issues to raise with other service areas	O & S Management Board

**Day 3 – Wednesday 18 January - Resources**

9.30 – 10.30	<b>Housing:</b> <ul style="list-style-type: none"> <li>• Housing Strategy</li> <li>• Housing Benefits</li> <li>• Homelessness and Temporary Housing</li> <li>• Housing Enabling and New Homes Delivery</li> </ul>	Directors for Place, People and Corporate Services Cabinet Members
10.30 – 10.45	Identification of possible recommendations / further information requests / cross-cutting issues to raise with other service areas	O & S Management Board
10.45 – 10.55	Break	

10.55 – 12.25	<b>Finance, Technology, Assets and Efficiencies:</b> <ul style="list-style-type: none"> <li>• Finance and Accounting</li> <li>• ICT</li> <li>• Carbon Management</li> <li>• Value For Money and Efficiencies</li> <li>• Procurement</li> <li>• Council Tax</li> <li>• Revenues</li> <li>• Transaction Centre</li> <li>• Strategic Estate Management</li> <li>• Capital Projects</li> </ul>	Director for Corporate Services Cabinet Members Director of Finance, NHS Plymouth
12.25 -12.40	Identification of possible recommendations / further information requests / cross-cutting issues to raise with other service areas	O & S Management Board
12.40 – 1.25	Lunch	
1.25 – 2.10	<b>Human Resources and Organisational Development:</b> <ul style="list-style-type: none"> <li>• Human Resources Operations</li> <li>• Payroll</li> <li>• Health, Safety and Welfare</li> <li>• Organisational Development and Training</li> <li>• Workforce Development Strategy and Co-ordination</li> <li>• Recruitment and Talent</li> <li>• Organisational Review</li> </ul>	Director for Corporate Services Cabinet Member Director of Finance, NHS Plymouth
2.10 – 2.25	Identification of possible recommendations / further information requests / cross-cutting issues to raise with other service areas	O & S Management Board
2.25 – 3.10	<b>Customer Services:</b> <ul style="list-style-type: none"> <li>• Customer and Counter Services</li> <li>• Contact Centre</li> <li>• Corporate Complaints</li> </ul>	Director for Corporate Services Cabinet Member
3.10 – 3.25	Identification of possible recommendations / further information requests / cross-cutting issues to raise with other service areas	O & S Management Board
3.25 – 3.35	Break	
3.35 – 4.15	<b>Democracy and Governance:</b> <ul style="list-style-type: none"> <li>• Coroner</li> <li>• Democratic Support</li> <li>• Civic Support and Lord Mayor's Office</li> <li>• Electoral Services</li> <li>• Legal Service</li> <li>• Registration Services</li> <li>• Risk and Insurance</li> </ul>	Director for Corporate Services Cabinet Member
4.15 – 4.30	Identification of possible recommendations / further information requests / cross-cutting issues to raise with other service areas	O & S Management Board
4.30 – 5.00	Wrap Up Overview Challenge:	Leader Chief Executive Directors Cabinet Members
5.00 – 5.30	Finalisation of Recommendations for report	O & S Management Board

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**CITY OF PLYMOUTH**

<b>Subject:</b>	2012/13 Indicative Budget (Revenue & Capital) allocated to corporate priorities
<b>Committee:</b>	Cabinet
<b>Date:</b>	13 December 2011
<b>Cabinet Member:</b>	Councillor Bowyer
<b>CMT Member:</b>	Director for Corporate Support
<b>Author:</b>	David Northey, Head of Finance
<b>Contact:</b>	Tel: 01752 (30)4566 e-mail: david.northey@plymouth.gov.uk
<b>Ref:</b>	djn131211
<b>Key Decision:</b>	Yes
<b>Part:</b>	I

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**Executive Summary:**

This report sets out Plymouth City Council's 2012/13 Indicative Revenue and Capital Budget. It builds on the income assumptions set out in the latest published Medium Term Financial Strategy and its impact on the Council Tax. The budget brings together the elements of the Council's income and expenditure strategy, summarised by each department, together with its Capital strategy. It also reviews the impact on future Revenue and Capital Plans for 2013/14 and 2014/15.

At the time of preparing this budget, the Council has announced its intention to move from a five to a three directorate model progressively from 1 January 2012. The current directorates are: (Assistant) Chief Executive; Children & Young People; Community Services; Development & Regeneration; Corporate Support. The new model's three directorates will be Place; People; and Corporate Services. For this Indicative Budget for comparative purposes, we have continued to report on the existing directorate and department structures.

We knew that the end of the three year Comprehensive Spending Review (CSR) in 2010/11 would present further pressure on future funding arrangements. All indications were that Government funding would substantially reduce in the period 2011/12 to 2014/15. Although the CSR covered a four year period, the settlement announcement gave funding allocations for a two year period only. Following publication of this report, we are expecting a statement to the House from the Chancellor to be delivered at the end of November; we are then expecting further refinements to the funding for 2012/13. The local Settlement should be published in the first two weeks of December 2011. Any impacts on our budget resource assumptions will be analysed and presented in a supplementary report to Cabinet.

We are currently working to guidelines only for Government funding for 2013/14 and 2014/15 but remain only too well aware that future funding will continue to reduce. Indeed, future Local Government funding is expected to move away from a needs based formula towards a greater emphasis on incentivised funding. The published White Paper on Growth outlines plans for a review of business rates with the intention that in future local government will be able to keep what they collect; the introduction of a new homes bonus (consultation currently on-going); and plans to change the law so that Councils will be able to borrow against the proceeds of future business rates (known as Tax Increment Funding) in order to invest. In addition, the Government has instigated a full review of Public Sector pension provision, and we await full details of the impact on our budget.

In setting the 2012/13 budget, we have rolled forward the revenue budgets from 2011/12 as our base budget. In order to meet our reduced funding, and to maintain our delivery of frontline services, we have had to refine our assumptions on inflation and growth; challenged down future years spending profiles; stopped some activity linked directly to withdrawn grants and set new, reduced targets linked to the four top level priorities. These priorities are to Deliver growth; Raise aspirations; Reduce inequality; and Provide value for communities.

In setting the 2011/12 budget, three year "Budget Delivery Plans" were developed to address the requirement to reduce spend whilst maintaining and improving priority services over the next three years. Where delivered, the 2011/12 budget delivery plans have been rolled into "business as usual" and amalgamated into the departmental budgets. Where these plans have increased targets together with new plans, the additional savings are now shown as the 2012/13 and 2013/14 Budget Delivery Plans.

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### **Corporate Plan 2011-2014 as amended by the four new priorities for the City and Council:**

The budget is central to the successful delivery of the Corporate Plan 2012-15.

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

Once approved the 2012/13 budget will become the base year for the Medium Term Financial Strategy (MTFS) 2012-15. The MTFS will be revised and updated soon after the adoption of the 2012/13 budget and will reflect the final settlement announcement. Human resources, ICT and asset implications have been fully considered and referred to throughout the report.

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

All Departmental Delivery Plans are covered by Equalities Impact Assessments, signed off by the relevant Director. Each delivery action has considered the impact

on: council priorities, legal obligations, customers and other services and partners. Each separate action has been risk assessed in terms of potential barriers to implementation with corresponding mitigation stated where relevant.

**Recommendations & Reasons for recommended action:**

This report contains a high level summary of the Corporate Plan. The draft Corporate Plan will be published on 4 January and the Leader will refer the document straight to Scrutiny on January 11, January 16 and January 18 to inform Scrutiny's deliberations on the Council's proposed priorities and budget.

It is recommended that:

1. the Cabinet authorise the Leader to agree the draft Corporate Plan, for the purposes of consultation and scrutiny, in accordance with the budget and policy framework procedure rules;
2. the proposed revenue target budget requirement of £201.1m for 2012/13 and four year Capital Programme of £160.6 is recommended for consultation;
3. Cabinet consider findings from consultation, feedback from budget scrutiny and any material changes announced in the final settlement for Plymouth City Council in early February '12 and recommend the final revenue budget for 2012/13 to Full Council on 27 February 2012

**Alternative options considered and reasons for recommended action:**

It is a Statutory requirement under Section 33 Local Government Finance Act 1992 for the Council to produce and deliver a balanced budget and to set a Council Tax.

**Background papers:**

- Finance Settlement Papers Department of Communities and Local Government
- The Prudential Code for Capital Finance in Local Authorities
- Equality Impact Assessments
- The Local Government Act 2003 and The Local Authorities (Capital Finance and Accounting) (England) Regulations 2003
- Medium Term Financial Strategy
- Capital Financing Regulations
- Workforce development Strategy
- ICT Strategy
- Accommodation Strategy

**Sign off**

Fin	MC111 2.019	Leg	TH003 4	HR	MG	Asset Man.	CJT/0 87/05 1211	IT	-	Strat. Proc.	PWC 1112. 008
Originating SMT Member Malcolm Coe											

**I. Introduction and Contents**

- I.1. This report details how the Council has allocated its revenue and capital resources across departments and priority areas for 2012/13 to improve outcomes for local people. It is fully linked and underpins the Council’s Corporate Plan 2012-15.
- I.2. The proposed 2012/13 budget needs to be considered in the context of the national environment with regards funding assumptions for the Authority. We have a degree of certainty around the income for 2012/13, which builds on the settlement confirmed in December 2010. However, we await confirmation, expected progressively from December 2011, of any changes to specific grant funding for the budget year. Assumptions have been used to formulate the anticipated income for 2013/14 and the following year.
- I.3. Any amendments required to this indicative budget, as a result of the December settlement and after consideration of our consultation process and the proposals from the January Scrutiny, will be presented to Council for approval in February 2012.
- I.4. Funding allocations are made within the framework of the Council’s Medium Term Financial Strategy, (MTFS), which sets targets and principles for setting three year revenue budgets and four year rolling capital budgets. The MTFS will be revised, updated, and published, following the approval of the 2012/13 budget and formal approval of the Council Tax.
- I.5. Appendices to this report provide the main detail and delivery plans that underpin the 2012/13 budgets:

Appendix A	Departmental Indicative Budgets
Appendix B	Local Government Act 2003, Section 25 Section 1: Analysis of Budget Robustness Section 2: Adequacy of Reserves
Appendix C	Capital Investment Programme 2011/12 to 2014/15
Appendix D	Directorate Revenue Budget Delivery Plans

- I.6. This report is a commentary on where the Council finds itself in terms of the national context and challenges. Each department describes its departmental context, progress and investment against challenges and pressures faced and lays out a summary of what the department intends to do to deliver a balanced revenue budget in 2012/13, and the plans for 2013-2015.

**2. The Medium Term Financial Outlook**

- 2.1 The City Council, like everyone else, finds itself operating in the midst of a serious, unprecedented economic downturn, and is facing a series of very challenging issues into the medium term.
- 2.2 The current economy continues to cause budget pressures, such as the impact of reduced income from our car parks and falling income from commercial rents. The downturn has also brought reduced interest rates and therefore reduced income for our treasury investments.
- 2.3 Our ability for future capital investment in the city to stimulate growth and regeneration will also be restricted. The capital programme will continue to require robust management to ensure that outcomes are maximised and the impact on the Council's revenue budget is kept to a minimum.
- 2.4 Against this, the Council face increasing spending pressures moving forward; for example, the increase in the number of children in care and impact of the growing elderly population on adult social care budgets.
- 2.5 Demand for Housing Benefits, with an 18% increase over the last twelve months, and personal finance advice has also significantly increased; this is directly linked to the economic situation.
- 2.6 The council has, for some time, been modelling a year on year real term reduction in its formula Grant.
- 2.7 The Council is not unusual in facing these issues and is prepared for the challenge. The Council will need to take some difficult decisions in the future about what services it does and what services it doesn't provide. The Council will need to continue to radically change shape over the coming years. The Senior Management Restructure needs to be embedded and become the start point for future changes. The new Directorate structure is due to be implemented with effect from 1 January 2012, with the Senior Management Team structure going live March 2012.
- 2.8 The Council needs to continue to work more closely with other partners in the public and private sector to provide the best solution for the city
- 2.9 Despite reducing resources and increasing spending pressures, Plymouth City Council continues to remain ambitious with our future plans. For example, the build of The Plymouth Life Centre and new Academy Schools will generate significant benefits to the residents of Plymouth. Such projects demonstrate our determination to press on with the regeneration and economic growth of the City in order to achieve our long term vision, meeting long term growth aspirations of 50,000 increased population and more than 40,000 new jobs by 2026.

### **3. Executive Summary**

- 3.1 This is a combined Revenue and Capital budget report setting out the City Council's 2012/13 income and expenditure.
- 3.2 Plymouth City Council has continued to make tangible improvements to client facing services whilst driving efficiencies throughout 2011/12. This principle underlies the strategy for the budget for 2012/13. The Authority has to direct scarce resources away from the support functions and towards the frontline services, but maintain the ability to provide the necessary level of support, not just for 2012/13 but the coming years.
- 3.3 This report needs to be read in conjunction with the Council's Corporate Plan 2012-15. A complete revision of the Corporate Plan will be published on 4 January 2012 and will include chapters providing overviews on the council's ICT Strategy, and Workforce Development Plan. This document will be made available for the January '12 budget scrutiny.
- 3.4 The 2010 evidence based 'Plymouth Report' led to the adoption of four city and council priorities, which are set out in detail in the Corporate Plan. Building on the strategies adopted in 2011/12, the 2012/13 budget continues to have a sharper focus on a fewer number of priorities and continues to drive improvement.
- 3.5 In setting the 11/12 budget, we deliberately targeted resources in to spending areas that contribute most to the city's four top level priorities. This strategy has been rolled forward into the 2012/13 budget. For 2011/12, the council developed robust, risk assessed delivery plans to underpin the achievement of the 11/12 budget as well as striving to achieve a balanced revenue position for the '12/13 and '13/14 financial years. These plans underpin the new 2012/13 budget, with increased targets together with plans new to 2012/13 coming into play. Our performance against these plans during 2011/12 and their robustness going forward, will now be subject to a thorough consultation and scrutiny process throughout December '11 and January '12 prior to finalising the budget in February 2012.
- 3.6 This year's budget setting process has again seen much closer working across Plymouth 2020, (the Local Strategic Partnership), with partners aligning priorities and key decision dates.
- 3.7 Each directorate's budget plans have been subject to a cross-directorate challenge at both CMT and Cabinet level. Also, for the first time, we have invited our Strategic Partners to join CMT for a city-wide budget challenge session.
- 3.8 The outcomes from these challenges will be considered to influence our resource allocation within the 2012/13 budget.

- 3.9 The Delivery Plan savings which have been achieved in 2011/12 have been rolled forward into the base budget for 2012/13 and future years. Where these Plans showed an additional savings target for 2012/13 and 2013/14, and where these additional savings have been confirmed, again these savings have been built into the base budget and no longer feature as Delivery Plans.
- 3.10 The Delivery Plans, detailed for each Directorate in Appendix D, now show the additional Plans for 2012/13 and 2013/14 as set out in the budget plans approved by Full Council February 2011, as part of the three year budget. Also shown are Plans developed to supplement and/or replace shortfalls against the original savings targets.

#### **4. Priority focus**

- 4.1 Following our analysis of the Plymouth Report we have reduced our priorities for the city, the council and our key partners to four: deliver growth, raise aspirations, reduce inequalities and provide value for communities.
- 4.2 We have recommitted to our growth agenda and recognised that we need to focus on it much more strongly if we are to achieve the step change required to achieve our vision for the city. This is the agenda that makes Plymouth distinct.
- 4.3 Closely tied to that is the need to raise aspirations. We not only want our children and young people to set their sights higher, but for those in contact with them to have higher expectations; for people to want to come to Plymouth as a place where they can develop and prosper. We do not want the local population to be held back by deprivation and inequalities, but to contribute to and share in the city's growth.
- 4.4 At the same time, we recognise that we are operating in tight financial circumstances and need to be innovative, resourceful; more customer focused; and provide greater value for money. These priorities are all interlinked.
- 4.5 Together with partners we have agreed a set of Level 1 outcome measures for which we share collective responsibility. The priority descriptors and outcome measures for these are listed in *figure 1*.
- 4.6 Our aim is to match our resources to our priorities, moving away from those areas which are "less important" and where we can stop doing things. In 2012/13 we are again focusing on value for communities and the efficiency agenda. We are also protecting budgets around growth.
- 4.7 We must have a sustained focus to deliver improved outcomes.

Figure 1: City and Council top level priorities

Plymouth 2020 priority descriptors			
Deliver growth	Raise aspiration	Reduce inequality	Provide value for communities
Develop Plymouth as a thriving growth centre by creating the conditions for investment in quality homes, jobs and infrastructure	Promote Plymouth and encourage people to aim higher and take pride in the city	Reduce the inequality gap, particularly in health, between communities	Work together to maximise resources to benefit customers and make internal efficiencies

Level 1 Outcome Measures			
Increase the number of jobs in Plymouth	Raise Plymouth's level 4 attainment	Reduce the gap in life expectancy by at least 10% between the fifth of areas with the lowest life expectancy and the population as a whole by 2020	Increase the value of commissioned goods and services by the third sector
An increase in the headline gross value added per head index at current basic prices	Increase in the number of visitors coming to the city.	Reduce the rates of premature mortality (<75 years) in men from all causes by 40% by 2020	Increase the % 'age of customer satisfaction of all public service offering VFM
Deliver connectivity with key regional, national and international markets	Overall / general satisfaction with local area	Reduce Child Poverty	Increase the % of people who feel they can influence decisions in their locality.
	Rate of small business growth with turnover greater than £100k		Per Capita CO2 emission in the LA area
			Increase % of people who believe people from different backgrounds get on well together

## 5. Revenue Resources

- 5.1 Our resources for 2012/13 are based on confirmed assumptions and allocations. For 2013/14 we have reflected expected further formula grant reductions, as shown in figure 2. This is unprecedented in terms of local authority funding to date. We are used to seeing a year on year increase to cover the cost of likely cost rises
- 5.2 Central Government has now confirmed (mid-November 2011) the offer of a one-off Council Tax Grant allowance in 2012/13 equivalent to 2.5% of the Council tax base. For Plymouth City Council, this equates to £2.4m
- 5.3 Although this Grant offer is welcomed, it does mean the Authority would have a year on year shortfall in future funding, as this money is removed from the budget from 2013/14 onwards.



- 5.4 CMT and Cabinet have been made aware of our modelling assumptions over the past months and our Medium Term Financial Strategy, (MTFS), showing the impact of funding reductions has been published on our website.
- 5.5 The National context highlighted a 28% reduction (7% per year) in funding over the Comprehensive Spending Review period, 2011/12 – 2014/15. Our model assumes a 5% reduction in formula grant funding for 2013/14, accumulating to just over 16% when added to the actual funding reductions for 2011/12 and 2012/13. This is on net revenue budget only, and does not include the reductions and deletions of specific grant funding, held elsewhere in the budgets.
- 5.6 We are confident that our overall assumptions are robust and have therefore continued to model our spend allocations on the figures below. However, we continue to carefully monitor, and report on, the impact of changes to numerous specific grants (both revenue and capital) which could have a material impact in certain service areas. The detail of such grants will not become clear until late December '11 / early January '12. When known, the specific grant analysis will be fed into the budget scrutiny process in January 2012.
- 5.7 In Figure 2, 2011/12 shows actual funding; 2012/13 shows funding based on the Settlement as known at the time of preparing the Indicative Budget. Years 2013/14 and 2014/15 are shaded to indicate these are based on our assumptions only at this stage. These will need to be reviewed once Government funding is further clarified.

**Figure 2: Revenue resource assumptions**

	2011/12 £m	2012/13 £m	2013/14 £m	2014/15 £m
<b>Total Resources available</b>	<b>208.2</b>	<b>201.1</b>	<b>198.2</b>	<b>200.7</b>
<b>Increase / (decrease) over previous year</b>	<b>(2.6%)</b>	<b>(3.4%)</b>	<b>(1.5%)</b>	<b>1.3%</b>

*Note: Council Tax level for '12/13 will be finalised at Full Council in February 2012.*

- 5.8 We are used to getting in the region of a £5 to £6m year on year increase in revenue funding, to fund pay increases, general inflation costs, and the ever increasing demands on our services.
- 5.9 Every 1% Council Tax rise generally adds revenue of approx. £950k, and a 1% drop in Formula Grant represents a reduction of £1.06m. For 2012/13, we have a net of £7.13m compared to our 2011/12 budget base.
- 5.10 Our last Council Tax increase, in 2010/11, was by 2.89%, and was followed by a freeze in 2011/12 and a possible freeze again in 2012/13. This means the Authority still has the lowest average Council Tax in the region. For purposes of comparison, a similar Council Tax increase for 2011/12 and 2012/13 would have generated an extra £2.8m and a further £2.9m of income, a total of £5.7m over the two years

## 6. Expenditure Assumptions:

- 6.1 The approach to the budget setting process was changed for 2011/12.
- 6.2 In response to the significant reduction in funding, the Council set up eleven “Theme” budget delivery programmes, which cut across the departments of the council. Each theme was sponsored by a Director, supported by a team drawn from all areas of the council.
- 6.3 Percentage reductions were then applied on a priority basis, to the 11 Budget Delivery Groups in order to set overall budget targets within the projected revenue resources available. These savings targets amounted to £8.2m for 2011/12; this increased to £15.7m in 2012/13; and £25.9m in 2013/14 as detailed in figure 3.
- 6.4 Saving targets range from year one 1.5% for areas such as Adult Social Care and Children’s Services to 40% in year three for Business Support & Corporate Support areas. The targets also clearly demonstrate that we continue the drive to reduce spend in back office support functions and allocate resources to improving front line service delivery.

**Figure 3: Three year revenue reduction targets by delivery group**

	Budget for Reduction £000	Reduction 2011/12		Reduction 2012/13		Reduction 2013/14	
		% 'age	£000	% 'age	£000	% 'age	£000
1 Policy, Performance & Partnerships	2,201	-15.0%	-330	-25.0%	-550	-40.0%	-880
2 Business Support & Corporate Coms	6,051	-15.0%	-908	-25.0%	-1,513	-40.0%	-2,420
3 Corporate Support Services	18,823	-15.0%	-2,823	-25.0%	-4,706	-40.0%	-7,529
- ICT - Direct Costs to Departments	3,484	-3.0%	-105	-5.0%	-174	-8.0%	-279
4 Adult Social Care & Health	70,999	-1.5%	-1,065	-3.0%	-2,130	-6.0%	-4,260
5 Children & Young People Social Care	25,762	-1.5%	-386	-3.0%	-773	-6.0%	-1,546
6 Children & YP (exc Social Care)	22,502	-1.5%	-338	-3.0%	-675	-6.0%	-1,350
7 Customer Services (inc Revs & Bens)	4,171	-1.5%	-63	-3.0%	-125	-6.0%	-250
8 Growth & the Economy	15,229	-1.5%	-228	-3.0%	-457	-6.0%	-914
9 Culture, Sport & Leisure	10,680	-5.0%	-534	-9.0%	-961	-13.0%	-1,388
10 Blue collar services / client side	14,596	-5.0%	-730	-15.0%	-2,189	-25.0%	-3,649
11 Accommodation costs	5,862		-750		-1,500		-1,500
Miscellaneous small budgets	1,464						
<b>Reduction Applied</b>	<b>201,825</b>		<b>-8,260</b>		<b>-15,753</b>		<b>-25,966</b>

- 6.5 The extent of the savings needed to balance the revenue budget meant we had to undertake a programme of transformation across the whole of the council. We need to do things differently. Therefore, target savings were applied to all departments

and services. However, we must continue to balance the target reductions to ensure that the reduced funding does not lead to a drop in the level of service provided in core priority areas. We cannot continue to operate in the same way; we have to do things differently

- 6.6 The advantage of the 'Budget Delivery Group' approach was that it enabled the council to look at entire spend for a specific function, (such as Policy & Performance), across all departments and the corporate centre, identify duplication and overlaps, and make recommendations for what structures and processes are required in the future. However, to maintain departmental 'ownership' of budgets and corresponding delivery plans, the spend reductions applied to the 11 delivery groups were translated back to existing departmental structures to provide clear revenue targets for Directors and their management team.
- 6.7 Further to these reductions, the Final Settlement, confirmed late in December 2010, required us to apply additional target savings in order to match the extra funding reductions. These savings amounted to £5.0m for 2011/12 and £4.7m for 2012/13 and 2013/14.
- 6.8 These savings were allocated firstly to the department directly affected by the funding reduction; for example the reduction in Early Intervention Grant (EIG) was applied 100% to Children and Young People. Secondly, the remaining savings were applied across the directorates following a robust cross-departmental challenge.
- 6.9 Adding these new challenges to those identified in Figure 3 above gives overall revised three year targets of:
- 2011/12        £13.341m
  - 2012/13        £20.453m        an increase of £7.1m
  - 2013/14        £30.666m        an increase of £10.2m
- 6.10 2012/13 indicative revenue budgets, by directorate showing the impact of these base budget target reductions are detailed in *figure 4*.
- 6.11 A more detailed analysis of budgets at Service level within each department is shown as Appendix A to this report.

**Figure 4: PCC indicative revenue budget 2012/13**

DIRECTORATE	10/11 £000s RESTATED BUDGET	11/12 £000s Delivery Plans	11/12 £000s REVISED BUDGET	12/13 £000s Delivery Plans	12/13 £000s "TARGET" BUDGET
Children & Young People	51,570	(3,341)	48,229	(1,018)	47,211
Community Services	111,241	(3,223)	108,018	(3,900)	104,118
Development & Regeneration	17,705	(745)	16,960	(223)	16,737
Chief Executive	2,371	(211)	2,160	(141)	2,019
Corporate Support	31,908	(5,221)	26,687	(2,432)	24,255
Corporate Items	6,783	(600)	6,183	600	6,783
<b>TOTAL REVENUE BUDGET</b>	<b>221,578</b>	<b>(13,341)</b>	<b>208,237</b>	<b>(7,114)</b>	<b>201,123</b>

## 7. Review of Reserves & Risk Management

- 7.1 We have reported the council's intention to support capital 'invest to save' initiatives, part funded through generated capital receipts. The first of these initiatives approved through Cabinet, and subsequently Full Council, was the Accommodation Strategy Phase 1. This entailed a one off capital investment of £6.4m and one off revenue investment of up to £0.8m to rationalise our office premises, generating year on year revenue savings of £1.5m and fundamentally changing how we work both in terms of office layout as well as customer interaction.
- 7.2 Corporate Management Team and Cabinet have considered, and will continue to consider, further invest to save proposals. Other key initiatives for which funding have been allocated include:
- developing the Care First system to improve our management of client information;
  - ICT investment to enable flexible working environments in all of our core office buildings (as part of Accommodation Strategy Phase 1). This will also provide greater opportunity for co-location working with key partners such as Health.
  - Parent and Child Assessments
  - Intensive Support for Young People with Multiple and Complex Needs.
- 7.3 In terms of Reserves, the council retains a prudent approach to risk management. Our core working balance, as at 31 March 2011, at £11.5m is 5.7% of our indicative net 2012/13 revenue budget. Our plans are to retain this Working Balance level throughout 2012/13 (compliant with the objectives set within our MTFS)
- 7.4 In addition to the Working Balance, specific earmarked reserves are forecasted at £23.0m at the end of March 2012 and forecasted to reduce to £20.0m by 31 March 2013. The balances are higher than estimated at this time last year as we now have to include, under IFRS requirements, Schools Balance (currently £5.5m) and unused year end Grants carry forwards (currently £3.0m)
- 7.5 Specific reserves are set to cover known or estimated future costs for specific activities and / or liabilities. For example, Waste Management Reserve (£1.5m) to meet the short term revenue costs of waste disposal and an Education PFI reserve (£1.5m) to meet the scheduled future PFI costs etc.
- 7.6 A detailed analysis of the robustness of the budget, considering relevant risks, is detailed in **Appendix B** along with an analysis of actual, and planned, movement across all key Council Reserves.

## **8 ICT Strategy & Investment**

- 8.1 Plymouth City Council's ICT service benchmarks nationally as a cost effective service. As ICT strives to reduce the number of applications used by the Council and seeks to consolidate around enterprise wide applications, savings proposed, within the 2012/13 budget, will require the full cooperation of all departments. We will also need to improve our ability to manage physical assets such as PCs, laptops and mobile phones.
- 8.2 Investment in ICT is fundamental to the successful transformation of the council. Having one consistent, joined up, reliable source of information on the customer, enabling flexible working across all of our buildings, increasing the use of e-learning facilities, and implementing a new greater functionality interactive website all form part of the overall ICT strategy moving forward.
- 8.3 However, investment, both in terms of finance and capacity, needs to be prioritised to ensure that smooth implementation is achieved in the areas of greatest need. To date, the elements of the ICT strategy that have been approved and are actively progressing relate to the Accommodation Strategy and CareFirst. Further ICT 'invest to save' proposals will be developed and presented for approval over the coming months. A £1.3m data centre fit out goes to full Council for consideration in December 2011.
- 8.4 The new corporate ICT architecture has been designed and delivered with the help of key partners bringing both expertise and capacity to ICT at a critical time. Approximately 600 staff have been successfully migrated to this new way of working and a comprehensive rollout programme for the rest of the organization is in place.

## **9. Human Resources and Workforce**

- 9.1 The Council directly employs approximately 4,300 staff (3,376 FTE) and a further 3,000 staff within maintained schools. The impact of the Council's budget proposals affect only those employed directly as schools have delegated budgets for staffing.
- 9.2 Our total wage bill (excluding on-costs) is around £84.5million. Each year the Council's budget includes a savings target of 3% for 'vacancy savings' which is naturally achieved from vacant positions and natural wastage/turnover.
- 9.3 We aim to reduce the direct and in-direct costs of the workforce through:
- Natural wastage / turnover
  - Planned retirements / use of temporary contracts
  - Recruitment controls and improving redeployment opportunities
  - Negotiated workforce reductions
  - Modernisation and workforce re-modelling
  - Maintaining capacity and improving productivity (which will also require some investment from the Council in skills, training and support)
  - Reducing the overall size of the workforce
- 9.4 The on-going Senior Management Restructure will achieve savings of at least £0.600m in 2012/13.

- 9.5 National pay negotiations are currently under way for the 2012/13 pay award.
- 9.6 Revised Terms & Conditions are now agreed and will achieve the necessary savings in 2012/13. We will need to keep under review the Council's reward, benefits and the pay and grading policies to ensure we reward performance and productivity link to competencies and outcomes to attract and retain the best talent and skills.
- 9.7 Budget Delivery Plans provide estimates in terms of staffing reductions. We continue to seek to reduce the workforce by around 500 posts by 2012/13. To date, we have delivered a reduction of around 250 posts, ahead of expectations. We will also need to review service delivery structures and methods to ensure we organise to continue to deliver more efficient services.
- 9.8 2011/12 will see the introduction of a new management development programme to invest in management and supervisor levels, as well as identify managers of the future to retain our talent. The Council's development programme is being targeted at change management, behavioural competencies, talent management, performance and modern working practices and basic skills. We continue to invest in the development and expansion of the Council's support for apprenticeships following a successful launch in 2010/11 and further work with the University of Plymouth to provide internships, work placements and graduate roles for students will be undertaken.
- 9.9 As part of our on-going plans set out in the 3-year Corporate Plan, we will continue to explore opportunities for greater efficiencies through shared services with other partners within the public sector across the city and region.

## **10. Capital Resources and Prioritisation**

- 10.1 Our financial strategy for capital has been aligned with our Medium Term Financial Strategy for Revenue. It now covers the current year plus three future years, making a four year Programme.
- 10.2 We maintain the principle that capital schemes are only approved into the programme where specific funding has been clearly identified and supported by business cases. Thereby, the capital investment programme, at any set point in time, will evidence 100% funding allocation against approved schemes. The Capital Delivery Board reviews all new proposed projects and ensures Capital Investment is prioritised to maximise outcomes against the council's Priorities.
- 10.3 As a consequence of the CSR 2010, Supported Borrowing for Local Authorities was withdrawn on any future funding requirements. This has added an additional pressure to our revenue requirements. It also explains why the funding for the programme now only shows £0.324m of supported borrowing. This will reduce to zero in the near future.
- 10.4 The council continues to challenge the affordability of its four year Capital Programme for the period 2011/12 to 2014/15. There remains significant volatility around future capital grant funding and income generation through capital receipts.

The four year programme shown in figure 5 below includes new projects to be approved by Full Council in December 2011, and also further monitoring re-profiling. The programme is based on known projects and funding streams. Officers will remain proactive at optimising external grant funding wherever possible in order to continue to deliver significant, ambitious capital investment in the city. The indicative programme for 2011/12 onwards will be updated once further details of funding are made available.

**Figure 5: Four year Departmental Capital Programme**

	2011/12 £000s	2012/13 £000s	2013/14 £000s	2014/15 £000s	Total £000s
Children's Services	18,906	22,756	12,937	1,629	<b>56,238</b>
Community Services	27,703	4,556	183	337	<b>32,779</b>
Development & Regeneration	28,567	12,569	6,523	7,371	<b>55,030</b>
Corporate Support/items	11,996	3,996	500	-	<b>16,492</b>
	<b>87,172</b>	<b>43,887</b>	<b>20,143</b>	<b>9,337</b>	<b>160,539</b>

This expenditure will be funded by:	£000
* Capital Grants/Contributions	92,481
* Supported Borrowing	324
* Unsupported Borrowing	24,774
* Capital Receipts	34,518
* Section 106 / Revenue / Funds	8,442

**Total Funding** **160,539**

- 10.5 At the 15 November Cabinet, in order to fund our ambitious Medium Term Capital Programme, it was agreed to consolidate the balance held in the capital receipt reserve into the main capital receipts programme. This amalgamation allowed a reduction in unsupported borrowing for the current and future programme.
- 10.6 The current programme for years 2013/14 and 2014/15 will increase as new grant allocations are confirmed for the City.
- 10.7 We remain committed to a significant capital investment programme despite the current economic climate. The Council, engaging with partners in major regeneration of the City, will not only contribute towards delivering improvement priorities, but will also help to sustain much needed work opportunities in the local area (for example, the construction industry).

Significant schemes include:

- The Plymouth Life Centre;
- A state of the art new college, Tor Bridge;
- Improving transportation Plymouth (Local Transport Plan);
- A further two new Academies
- A University Technical College (UTC)

10.8 We will continue to regularly review the assets that we own to ensure that they are fit for purpose and optimise the use of capital receipts, where deemed beneficial, in order to support our overall capital investment programme. However, our ability to generate capital receipts has been severely impacted in the last couple of years due to significantly falling land and property prices.

10.9 In reviewing the capital programme as part of 2012/13 budget setting we have built in a risk based capital receipt funding, now £34.5m over the four year period. This funding is based on a schedule of specific assets, with current estimated valuations and proposed timing for disposals. Our view is that we will dispose of very few assets over the next three years, with disposals increasing towards the end of the four year programme on the assumption that market conditions will improve.

10.10 The council has built in the requirement for **additional temporary borrowing** to cover the shortfall in capital receipt income for the 2012/13 and 2013/14 financial years. It is planned that this borrowing will be repaid in future years to coincide with our forecasted capital receipt income. Capital receipt generation will be kept under constant review by the Capital Delivery Board as part of regular monitoring. Any variations to the forecasted position will be reported to Corporate Management Team and Cabinet at the earliest possible opportunity.

## 11 **Asset Management Plan**

11.1 The Council's Asset Management Plan will provide an update on the previous year's plan together with more detailed information on the Corporate Operational Portfolio around key metrics i.e number, size, value and condition & performance of the assets.

11.2 It will also review the shape and opportunities of the estate building on the Property Performance model and service asset strategies. There will be an update on the Accommodation Strategy including further potential for co-location with partners, together with information on the latest round of benchmarking of the estate against other local authorities.

11.3 The document will also include detail on the corporate landlord initiative where all council land is held by one service area.

11.4 We will update on the management of assets including the provision of a new corporate property database, the on-going maintenance strategy, statutory compliance and the corporate property forum.



11.5 There will also be an update on Carbon Management including the Carbon Management Plan and the council's performance under the Carbon Reduction Commitment.

## **12 Value for Money & Efficiencies**

12.1 The Authority continues to encourage initiatives for identifying VFM efficiency gains with good success

12.2 Many of the Departmental 2012/13 budget delivery plans will continue to generate the efficiencies that are required to achieve our cumulative target. Each department will adopt a Budget Delivery Plan which will be supported by staff from the corporate centre and form part of regular quarterly performance and finance reporting.

12.3 The internal challenge and reporting of efficiencies has continued to improve substantially across the Council through the introduction of cross departmental Improvement Boards which focus on the implementation of budget delivery plans for each Directorate (all cashable efficiency savings are being reported against plans to achieve budget targets as well as general efficiencies to improve services to customers).

12.4 The Council continues its commitment to undertaking annual robust benchmarking against our council 'family group' as well as top performing councils. Such information is used to inform Budget Delivery Plans to ensure that greater savings are driven out from areas of high spend where possible.

## **13 Departmental Prioritisation and Budget Delivery Plans**

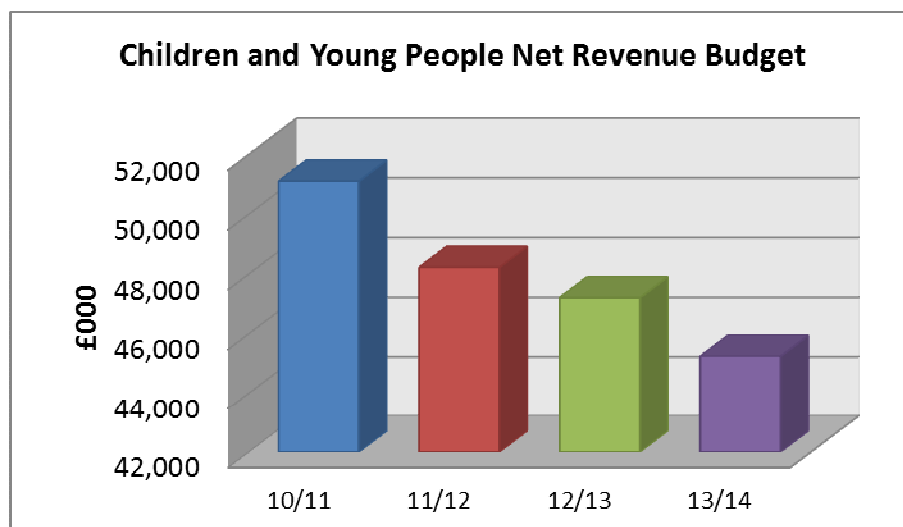
13.1 The Council has adopted a strategic approach to allocating its limited revenue and capital resources across departments based on clear prioritisation and a need to deliver against the City and Council's four Corporate Priorities.

13.2 Within this corporate framework, each department continues to focus on improving front line service delivery and drive efficiencies whilst tackling challenges and funding pressures through additional service demand. This section summarises the strategic direction that each department is adopting and plans that it will put in place to deliver improved services within the available budget.

13.3 Revenue Budget Delivery Plans that specify planned action to achieve two year reduction targets are detailed in **Appendix D**. Progress against these plans will be incorporated within regular quarterly performance and budget reporting.

## 14 Children and Young People

	<u>Net Revenue</u> <u>Budget £000</u>
10/11	51,111
11/12	48,229
12/13	47,211
13/14	45,246



### Departmental context

- 14.1 The Chancellor's Autumn Statement put education at the top of the agenda, with measures to invest in the infrastructure and ensure resources are placed in areas of most urgent need. The Government continues to push schools and the LA to drive up education standards. Measures include open procurement of education support services by schools, which presents challenge and opportunity for existing LA services. A school improvement role remains for the Local Authority, but swifter improvements are required, with failing schools expected to make structural reforms where necessary. A significant number of the city's schools have now transferred to academy status, with a further number actively exploring academy status in the near future.
- 14.2 The recent increase in the birth rate has bucked the historic trend of declining schoolchildren numbers and will place ongoing pressure on school accommodation capacity. The demand for primary school places is now reaching the point where it will outstrip supply and in certain localities this has already been reached. In addition, there is a significant issue of a backlog maintenance liability and suitability of an ageing asset stock remains.
- 14.3 The number of children in care has increased, with additional pressures including legislative changes such as the Southwark judgement and increases in the number of homeless young people presenting to Children's Social Care, as well as continued requirements around adoption and placement for children in Care. The cost of caring for an individual child varies in relation to their specific needs, and the service continues to balance the safeguarding risk and caseload management.
- 14.4 Strong changes in policy direction towards prevention and early intervention are coming from both the Department of Health and Department for Education. While a

strong prevention element exists within Services for Children and Young People, the requirement for more intensive and targeted services for the most vulnerable is outlined in both the education and public health White Papers. This includes marginalised young people, families experiencing difficulties, Children in Care, special educational needs, disability, and a focus on mental health, sexual health, alcohol and drug use.

- 14.5 A significant number of staff are employed via grant spend. We are continually tracking changes in grant determinations to assess and plan for the impact on Services for Children and Young People.

**Current year**

- 14.6 2011/12 has again presented some significant challenges as we adapt to the reduced funding and new ways of working. Despite this, the current year end forecast, based on the second quarter’s published report, shows a slight underspend of £0.160m.
- 14.7 Social care reports a nil variation in the second quarter of the year. The number of residential placements has increased from 17 to 19 (against a target of 13) and the number of Independent Sector Foster placements from 65 to 66. This has resulted in an increased forecast expenditure, offset by savings within 16+ Service placement budget and the In- House Fostering provision.
- 14.8 The Commissioning and Finance Board continues to look at the range of options to improve efficiency and also to make choices about services. This includes looking at new ways of preventing children from needing to come into care, where the risk could be managed differently so that we could focus on the most vulnerable children. The Commissioning and Finance Board continues to look at options to deliver a balanced budget by year end.

**Delivery Plans 2011/12 – 2013/14**

	2011/12	2012/13	2013/14
DIRECTORATE	Total Delivery Plans	Additional Delivery Plans	Additional Delivery Plans
<b>CHILDREN AND YOUNG PEOPLE</b>	<b>3,890</b>	<b>1,018</b>	<b>1,965</b>

- 14.9 A very stretching target in 2011/12 of £3.9m included the reduction of specific grants EIG (Early Intervention Grant) £1.7m and ABG (Area Based Grant) £0.4m. The September 2011 monitoring shows all of the £3.9m is on track to be delivered within the year.
- 14.10 Where the 2011/12 Delivery Plans have been confirmed and verified by Finance as achieved, these savings have been absorbed as business as usual and netted off the relevant department budgets.

- 14.11 The target savings increase for 2012/13 by a further £1.018m, made up of
- Learning & Family Support £0.290m;
  - Children’s Social Care £0.520m;
  - Cross-cutting targets £0.208m.

**Full details behind these plans are shown in Appendix D.**

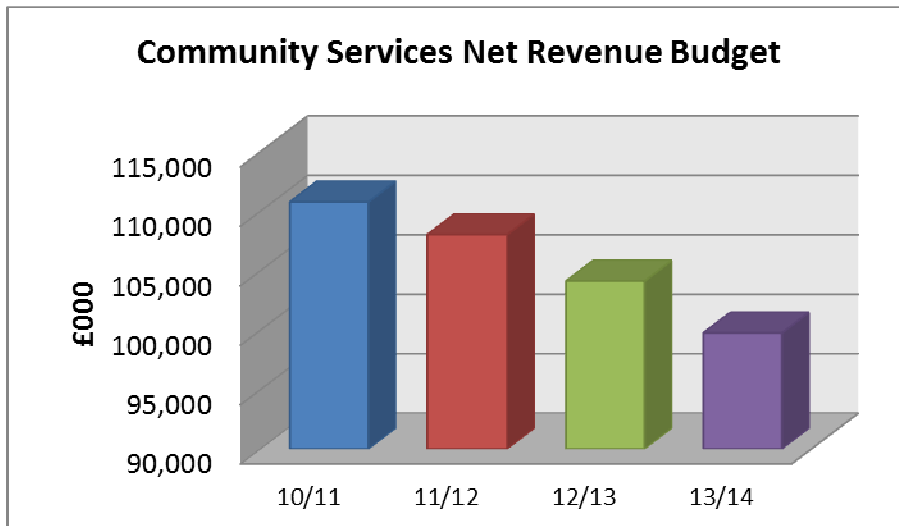
14.12 The departments Commissioning and Finance Programme board will continue to oversee the delivery of an ambitious programme of change designed to ensure services are provided efficiently within resources.

14.13 In Children’s Social Care the focus will be the continuation of wrap around services and risk managed diversion strategies to ensure that Children are able to stay with families in a safe environment wherever possible. Policy reviews such as the Transport review and the work regarding Special Educational Need will address underlying pressures whilst ensuring the most vulnerable are supported.

14.14 The back office, as with all departments, will also be reviewed to deliver efficiencies. The programme will inevitably lead to significant changes and the partnership with schools will also be a key feature in shaping the size and transformation of the department in future.

**15 Community Services**

	<u>Net Revenue Budget £000</u>
10/11	110,777
11/12	108,018
12/13	104,118
13/14	99,756



**Departmental context**

15.1 Community Services covers four customer facing departments:

- Adult Social Care
- Environmental Services
- Culture, Sport and Leisure
- Safer Communities

All of these services face a range of challenges in the current economic situation and all face significant policy changes and demands.

### **Adult Social Care**

- 15.2 Major government changes are now reforming the system of social care. It is moving to a service that is more personalised, more preventative and more focused on delivering the best outcomes for those who use them.
- 15.3 We have jointly established a Health and Wellbeing Development Group, reflecting the anticipated role of the Council in ensuring better integration of health and social care as proposed in the Health and Social Care Bill, improving health and wellbeing outcomes for the people of Plymouth.
- 15.4 Nationally, Adult Social Care is facing increasing pressures due to the growth in relevant demographics and increasing levels of long term care needs for high dependency service users. We are projecting a 17% (6,800) increase of over 65s and 12% (700) increase of over 85s by 2015.
- 15.5 The Personalisation Agenda has again been given extra pace this year with targets around direct payments and personal budgets. This has changed both our commissioning activity and service delivery going forward.

### **Environmental Services**

- 15.6 Environmental Services is a highly visible front line service with enormous challenges especially in the areas of waste disposal, waste collection and recycling. Managing public expectations of enhanced levels of service against a very tight budget is difficult.
- 15.7 The amount of waste going to landfill per household remains ahead of target at 51.65kg (target 54kg). However, landfill tax is set to increase by £8 per tonne each year until 2014. The Council also faces fines of up to £150 per tonne if we landfill more biodegradable waste than our landfill allowance (LATS).

### **Culture, Sport & Leisure**

- 15.8 The city is currently investing a significant amount in providing the new Plymouth Life Centre, which will be of international quality and will provide top class sport and leisure facilities in the city.
- 15.9 Negotiations continue around the future of the Plymouth Pavillions, and the continued provision of an ice rink in the city whilst a long-term solution is sourced.

### **Safer Communities**

- 15.10 From next year there will be changes to the way police forces are governed, with elected Police and Crime Commissioners to replace police authorities, and the introduction of Police and Crime Panels to scrutinise them. Although Community

Safety Partnerships are set to continue, Commissioners and Panels will bring a new dimension to the council's partnership role in delivering crime reduction. Plymouth City Council is leading work amongst councils in Devon and Cornwall to develop our Police and Crime Panel.

- 15.11 Both policing legislation and the government's place-shaping agenda is likely to see increased focus on councils and other public services engaging with communities at neighbourhood level. Our approach to neighbourhood working has been reviewed and is in a positive position to respond.
- 15.12 Economic pressures are likely to see increased demands for services such as personal financial advice and will also present challenges in terms of crime reduction eg rising acquisitive crime. We have adopted a new framework for advice services and are undertaking intensive work with partners to address a recent rise in acquisitive crime.
- 15.13 Changes to the licensing regime as a result of the Police and Social Responsibility Act may provide opportunities with regard to tackling alcohol-related violence. Closer working with the NHS also provides more opportunities to work in partnership and jointly commissioning services eg domestic abuse and Sexual Assault Referral Centre. Although there are grant reductions for the statutory sector for some of this work, new opportunities for grants directed at communities, are emerging.
- 15.14 Despite changes in national requirements to provide Gypsy sites, the government has said councils should consider need in their area and take this into account in reaching decisions locally. We are seeing increases in unauthorised encampments and have responded with a strategic way forward to identify Gypsy sites locally, in line with the national context.
- 15.15 The city's growth agenda means our population will increase and diversify further. Our services need to be able to respond to the changing demands this will bring. Ensuring good community cohesion between different communities will be a vital part of successfully managing the change.
- 15.16 New equality legislation brings a refocused requirement for us to ensure that our statutory duties are achieving real outcomes for different groups within our local and visiting population as well as our workforce. This will need to be evidenced against our core internal work like budgets and policies as well as in mainstream external delivery. However, there is less emphasis on national standards and targets which means our equality, diversity and community cohesion work can focus even more on locally agreed priorities e.g. differences in life expectancy and diverse community priorities.

### **Current year**

- 15.17 The current year has again been challenging in order to deal with the continued pressure within Adult Social Care and also the rising costs of providing front line services within Environmental Services. Services are continually reviewed to deliver within budget whilst maintaining the level of service expected by our customers.

- 15.18 As a result of continuing cost pressure in Adult Social Care, a cross departmental Programme Board has been in place since 2009/10. The department is rolling out significant change in a managed and phased way which will result in a total transformation of the service by the end of the current financial year.
- 15.19 Safer Communities remain off target to achieve the reduction in serious acquisitive crime, mainly due to a poor start to the year. However, we are ranked third in our family group of fifteen. The department is on target to reduce levels of violence with injury, and to achieve the proportion of priorities at neighbourhood meetings that get resolved.
- 15.20 The forecasted annual overspend within Environmental Services is around £0.084m. We have now addressed the cost pressures attributed to increasing vehicle and maintenance costs due to an ageing refuse fleet and the high cost of specialist repairs with the authorisation to purchase a dedicated fleet of vehicles.
- 15.21 Culture, Sport and Leisure budget pressures are largely as a result of costs of delivering the Leisure Management project; early mobilisation costs; the naming rights consultancy costs; and supporting the operating deficit for the Mayflower Centre. The Plymouth Life Centre construction programme is on target for an early 2012 opening.

#### Delivery Plans 2011/12 – 2013/14

	2011/12	2012/13	2013/14
DIRECTORATE	Total Delivery Plans	Additional Delivery Plans	Additional Delivery Plans
COMMUNITY SERVICES	4,686	3,900	4,362

- 15.22 The target in 2011/12 of £4.7m included the stretching challenge to Adult Social Care to reduce costs by £2.3m, with the directorate challenge increasing by a further £3.9m in 2012/13, and another £4.4m in 2013/14.
- 15.23 Community Services is largely on track to deliver the £4.6m delivery plans for the 2011/12 budget. The main challenge has been to deliver a wide programme of modernisation within Adult Social Care which has been very resource intensive; some notable successes around decommissioning, re-provision of services and our contributions policy have come about due to some excellent consultation with service users
- 15.24 The September monitoring shows £0.730m of Delivery Plans with a status of not achieved. Although the department will continue to work hard to offset these plans, there is still a risk of non-delivery. The plans concern the proposed transfer of assets to the community, public toilets for example, and savings associated with the Leisure Management contract.

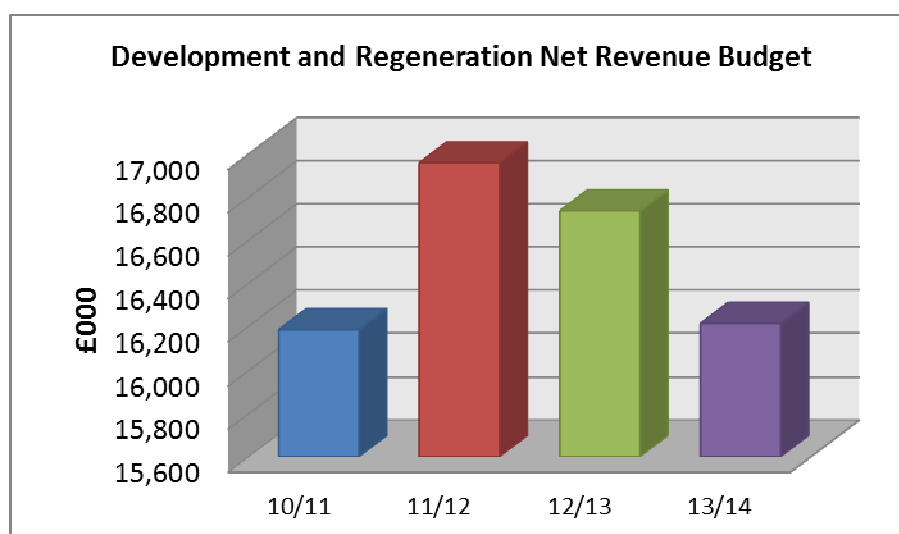
- 15.25 The target savings increase for 2012/13 by a further £3.900m. This is made up of
- Adult Social Care £2.500m;
  - Culture Sport & Leisure £0.230m;
  - Cross-cutting targets £1.170m.

**Full details behind these plans are shown in Appendix D.**

- 15.26 Adult Social Care plans going forward are around better commissioning and procurement, and ensuring value for money and a more targeted approach through the use of category management. We also want to look at integrating commissioning activity within the Council and rebalancing spend across all user groups through personal budgets. We are developing much leaner business processes.
- 15.27 Environmental Services is in year two of the three year action plan for savings/transformation of the service to achieve target budget. The plans are ensuring that front line services are still protected during 2012/13.
- 15.28 The main focus of Culture, Sport and Leisure services during 2011/12 was to award the leisure management contract and open the Plymouth Life Centre; both will be achieved within the current year. Other areas which will form part of the delivery plan will be modernisation of the library service, reduced support for the Theatre Royal and Pavilions, with a raft of smaller initiatives in order to balance the budget.
- 15.29 There are also a number of plans linked to reducing back office support within the department and ensuring a more consistent and standardised approach is in place in support areas.

## 16 Development & Regeneration

	<u>Net Revenue Budget £000</u>
10/11	16,184
11/12	16,959
12/13	16,736
13/14	16,213





## Departmental Context

- 16.1 Development & Regeneration covers four customer facing departments:
- Planning
  - Strategic Housing
  - Economic Development
  - Transport & Highways
- 16.2 The key objective of the directorate is to support and enable the delivery of the growth and regeneration agenda across the city. The current year saw the renewal of the new growth point funding and the planned closure of the Regional Development Agency. The establishment and development of a 'ring fenced' growth fund provides a new mechanism to support growth and regeneration which, alongside income for other assets (RDA asset transfers) and potential match through ERDF urban programmes and government funding streams such as Growing Places will help us deliver the growth the city aspires to.
- 16.3 As the economy and economic growth remain sluggish it becomes more important than ever to invest in initiatives which protect or deliver new growth and helps shift the city's economy away from a public sector led and focuses on the opportunities in the city's private sector.
- 16.4 The measures taken by the directorate in setting the budget for 2011/ 2012 and the following three year period remain on course. This is despite increasing challenges and pressures for each service as detailed below.
- Planning Services**
- 16.5 There are uncertainties relating to the Government's proposals to decentralise planning application fee setting powers and major reforms of the planning system and new neighbourhood planning arrangements with significant cost and resource implications and opportunities.
- 16.6 The Community Infrastructure Levy will replace Section 106 agreements and has major resourcing implications for future infrastructure planning and coordination of resources to support growth.
- 16.7 The fragile economy has necessitated a radical and innovative approach to overcome development viability through Market Recovery Scheme. Planning application fee income is still weak as a consequence although applications are rising raising workload implications if not managed carefully.
- 16.8 The above all create the potential to increase demand for planning services resulting in additional planning applications and policy framework requirements that will need to be resourced. Income generation within Planning Services has been benchmarked and shows that the range of charges is wider than most comparable authorities.
- 16.9 The potential for further increased income generation is assessed as limited, unless the Coalition Government decentralise planning application fees although that in itself will come with restrictions (e.g. income would be ring fenced to the

Development Management function making opportunities for other planning service savings more limited).

### **Economic Development**

- 16.10 This year 5 “Star Projects” were identified which will help deliver growth: Inward Investment, Waterfront Business Improvement District, Growth Acceleration Investment Network (GAIN), LEP and City Centre Regeneration. The challenge is to deliver on these projects against limited resources. The ED service is funded from income generated from the commercial property estate, with a circa £1.2 million surplus contributing to the general fund. It is a further significant challenge to maintain the service income target in a falling market.
- 16.11 Notwithstanding the present difficult state of the economy the commercial estate is currently 93% let. Given the size of the estate there will always be a natural turnover of tenants – a higher occupancy rate than that currently existing will therefore be unrealistic to achieve. There is a downward pressure on rentals and on occasions rent reductions are being granted in order to retain tenants.
- 16.12 It is essential that the ED service retains capacity to deliver on the Council’s growth agenda; unrealistic commercial income targets should not place service delivery at risk. In terms of policy, the recently launched Growing Places Fund of which £14.2 million has been allocated to the Heart of the West LEP, places an onus on councils to provide the ‘technical and financial expertise’ to deliver projects which unlock growth.
- 16.13 The Economic Development service, working across the department and with a range of partners will make an essential contribution to this policy and challenge for Plymouth as an authority
- 16.14 With our decreasing levels of Grant funding, and availability of private sector finance limited, the need to better align and join up varied funding streams is both a challenge and an opportunity when supporting the city’s growth agenda.

### **Transport & Highways**

- 16.15 The key challenge for the service has to be the management of the c.£2bn of assets it is responsible for. A draft Highway Asset Management plan is being prepared to better understand the issues and establish what additional funding or change in procedures may be required to ensure the network is maintained to an acceptable level.
- 16.16 Another area of challenge is ensuring that income revenue through car parks is maintained.
- 16.17 The service is also responding to ‘regional’ connectivity issues to ensure we benefit from the likely decentralised budgets for major highway schemes as well as potential decentralised local train services. This may generate greater demands for revenue work in preparation as well as direct support of services.

16.18 At the same time, there is a continued stream of work prioritising the need for the city to have better, quicker and more regular connections to London.

**Strategic Housing**

16.19 There is increasing demand for Housing services brought about by the housing market, welfare benefit reforms and the recession.

16.20 There is a significantly increasing demand for homelessness and housing need, with the first upturn in the number of people in temporary accommodation since 2005/6 and 28% increase in homeless applications from previous years

16.21 There is also a disproportionate increase in the numbers of vulnerable single people seeking housing support.

16.22 There is also evidence in private rented housing of greater demand due to increasing numbers of people who cannot afford to buy. This restricts the supply and our ability to respond to temporary accommodation needs.

16.23 Welfare benefit reforms will mean people will have to move or access alternative income to pay for their home. This could mean more pressure and demand on affordable housing and housing needs / homelessness.

16.24 North Prospect and Devonport continue to demand significant attention from the council and a variety of partners, and will continue to do so, emphasising this is more than a bricks and mortar regeneration project.

16.25 Future years will see a reduced number of household adaptations for those with disabilities, which will increase the risk of larger numbers needing to move into care homes.

16.26 New house building of affordable homes is likely to reduce as the level of grant for each new build has been reduced. The city council is working to bring forward sites, and with partners to support new models for housing delivery.

16.27 The mix of increasing demand (11,000 on DHC waiting list) , limited supply (750 pa) and the demands of decanting 940 households over the next few years from regeneration projects, will test resources, and if not managed could increase costs of temporary accommodation.

**Delivery Plans 2011/12 – 2013/14**

	2011/12	2012/13	2013/14
<b>DIRECTORATE</b>	<b>Total Delivery Plans</b>	<b>Additional Delivery Plans</b>	<b>Additional Delivery Plans</b>
<b>DEVELOPMENT &amp; REGENERATION</b>	<b>790</b>	<b>223</b>	<b>523</b>

*Full details behind these plans are shown in Appendix D*

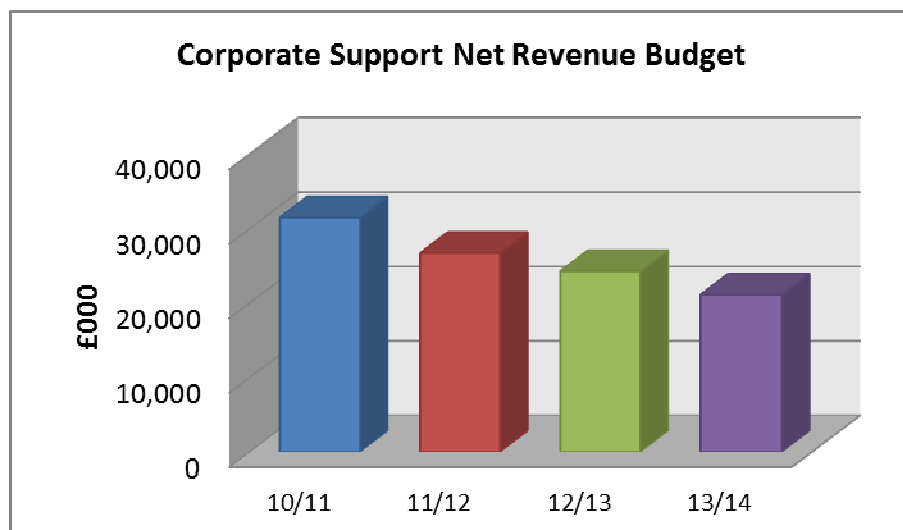
16.28 To meet a balanced budget for 11/12, the department has undertaken a series of actions to reduce overall costs and raise income to meet the £0.790m Delivery plan

target. The department has gone through a comprehensive exercise which has examined what we can stop doing, where we can look to increase or generate new forms of income, review budgets on a line by line basis, amalgamate budgets and make savings.

- 16.29 The September monitoring report shows the department is dependent on other department's plans to achieve their share of the cross-cutting savings. There is also pressure to increase fees and charges to generate the planned £0.100m increase.
- 16.30 However, the department remain confident that they will end the year within the tolerance levels, as other compensating savings are achieved.
- 16.31 The additional target for 2012/13 £0.223m relates to Growth Fund projects
- 16.32 In setting the budgets for 12/13 and beyond, the department had to grapple with the planned percentage reductions for the funding period, the continuing pressure to ensure income levels are maintained and increased wherever possible but also overcome the withdrawal of some specific grant funding, including New Growth Point and Family Intervention Service Grants.
- 16.33 The department will continue to ensure that services are provided and that capacity and support remains in place to support the delivery of the growth agenda, working collaboratively with public, private and voluntary partners to support job and housing growth.
- 16.34 This needs to be seen within the context of steps already taken across the department over the 2009/10 and 2010/11 periods which saw 21 % reductions in planning and 15% reductions in transport and housing staff numbers. It is therefore vital that as far as possible, the capacity is retained within the department to support the delivery of the growth priority. This is essential to ensure the Council and the city has the ability to respond to and maximise any new opportunities for funding, such as the Regional Growth Fund, the Homes Bonus scheme, and the Sustainable Transport Fund.

**17 Corporate Support**

	<u>Net Revenue Budget £000</u>
10/11	31,479
11/12	26,687
12/13	24,255
13/14	21,104



## Departmental Context

- 17.1 Nationally, the Government is continuing its delivery of both a radical new legislative programme and a phased reduction in public sector expenditure. These initiatives significantly impact on Plymouth City Council. Given the services that Corporate Support provide we will be involved either directly or indirectly in working through the implications of all proposals.
- 17.2 Linked to the above, the current economic uncertainty has a significant effect on the Council and the department. For example we are managing an increasing demand from people applying for benefits. The Government is proposing a radical overhaul of the benefits system which we will need to ensure is delivered.
- 17.3 To comply with the national agenda for increased openness from the public sector we already publish senior salaries and also, each month, details of our expenditure over £500. We have built on last year's first ever web based consultation on the budget and the results will be fed into the scrutiny process in January.
- 17.4 Examples of delivering 'more with less' in legal services include a 50% increase in judicial review claims with a 90% success rate and a 43% increase in childcare cases. The re-tendering of insurance saved the authority £408,000.
- 17.5 We have also delivered restructuring in the Registration Service and Democratic and Member Support.
- 17.6 We have already undertaken work with some of our partners to share services and nationally this continues to be actively encouraged. We set up the Devon Audit Partnership with Devon County Council and Torbay Council from April 2009 and this is already bringing benefits to the three partners and is looking to expand its business. .
- 17.7 In legal services, Devon authorities have undertaken shared procurement of e-libraries in addition Plymouth City Council has led on shared legal training and the authority undertakes legal work for other authorities
- 17.8 We are in discussions with other partners in the City to establish the scope for further sharing of services looking to maximise employment opportunities in the City. In the context of significant financial reductions for all partners there is currently a real spirit of co-operation.
- 17.9 In addition to shared services, initiatives for joint working this year have included the 'tell us once' project and the nationality checking process in the Registration Service. Other initiatives include developing a mutual insurance scheme with 24 other unitary authorities and providing an insurance advisory and claims service for Academies

**Current year**

- 17.10 The Department has again faced significant challenges to achieve the current year budget. We have faced managing the increasing demand against reducing resources. However, we have significantly reduced our costs across the department whilst still achieving our key performance targets.
- 17.11 The Finance service has been further refined with the reduction of managers from four to two. Although this will generate on-going revenue savings, it will also allow the service to provide a more strategic response to Directorate and Finance requirements.
- 17.12 Revenues and Benefits, Debtors & Creditors, Customer Services and also Cashiers have been radically reformed, both in terms of structures but also the way in which they work, integrating all processes for housing benefit assessment and council tax around the needs of the customer. Work patterns have been changed resulting in greater efficiencies and reduced overtime.
- 17.13 The focus on the customer has been evidenced by the maintenance of the ISO9001 quality certification in the legal and insurance team and the 100% delivery against nationally set targets for appointments in the Registration service. The Registration service also achieved a 'good' score in the GRO assessment of the Registration Service. In other areas, the electoral team exceeded the electoral commission standards for elections in 5 of the 7 categories.
- 17.14 Throughout the directorate, we have promoted, and been focused on, creating a dynamic environment, cutting waste, optimising the use of our systems and data, joining up work, where practical, across the directorate and across the council and improving our customer focus in all areas.

**Delivery Plans 2011/12 – 2013/14**

	2011/12	2012/13	2013/14
<b>DIRECTORATE</b>	<b>Total Delivery Plans</b>	<b>Additional Delivery Plans</b>	<b>Additional Delivery Plans</b>
<b>CORPORATE SUPPORT</b>	<b>5,376</b>	<b>2,432</b>	<b>3,151</b>

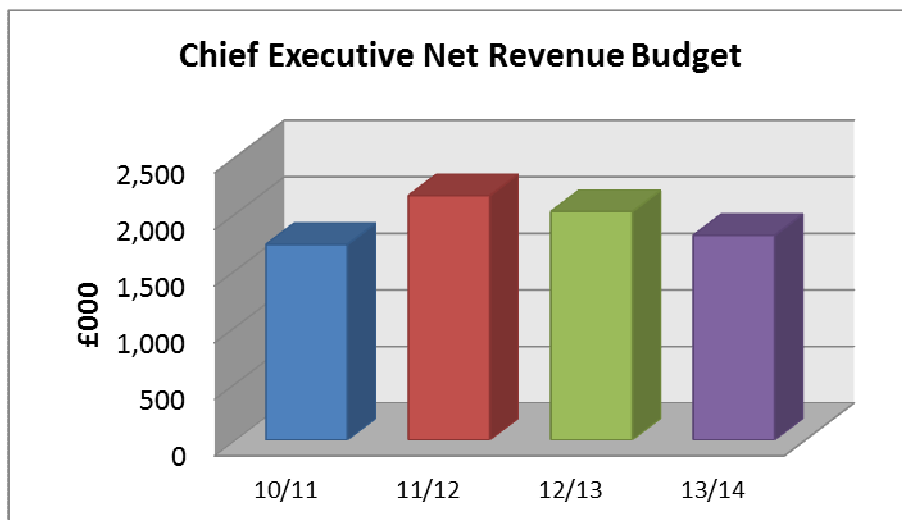
**Full details behind these plans are shown in Appendix D**

- 17.15 To achieve the ambitious savings targets, we will require further radical transformation for Corporate Support, building on the work we have done already.
- 17.16 £3m of the 2011/12 £5.4m savings plans are cross-cutting projects. In particular, we are delivering the ambitious Accommodation Strategy and Procure -2-Pay projects which together amount to over £2m.

- 17.17 The Accommodation Strategy investment has started to deliver benefits from 2011/12 both financial, and cultural in terms of changing the way in which people work and interact with the public.
- 17.18 A key delivery action for us is to radically revise the way in which we procure items from outside of the council. Better category management, effective challenge and co-ordinated ordering from pre-negotiated contracts will generate significant financial savings across the council for many supplies and front line services.
- 17.19 A further £0.700m target was assigned to a major review of the Council’s Terms and Conditions. The collective agreement was agreed and signed by the trade unions on 14 September 2011. Although this was delayed from the original implementation date of 1 April 2011 it went live from 1 November 2011 and will still deliver the required savings. We are also evaluating alternative options for the delivery of staff training in the future.
- 17.20 The ambitious target savings for Procurement, Accommodation and Terms & Conditions all increase further in 2012/13.
- 17.21 Other major areas of work over the coming year will be the implementation of the new Localism Act (general power of competence, new standards regime, directly elected mayors, local referenda, planning reforms, duty to cooperate etc).
- 17.22 The critical remaining piece of the jigsaw is the further transformation of ICT. We will need to invest further in our ICT during the next three years over and above already planned investments. We will need to be clear about how we deliver new ICT projects and how we can work with partners across the City to maximise outcomes.

**18 Chief Executive**

	<u>Net Revenue Budget £000</u>
10/11	1,728
11/12	2,160
12/13	2,019
13/14	1,809



### **Departmental Context**

- 18.1 The operating context for both the Council and the City is changing. Whilst budgetary constraints are putting greater pressure on managing resources more efficiently internally and engaging in more collaborative working across partnerships, other changes impact in this area too. These include the move away from top down target setting and overall inspection with the abolition of the Comprehensive Area Assessment, ending of Local Area Agreements, downgrading of the national indicator set.
- 18.2 At the same time, there is likely to be an enhanced role for Ofsted and the move towards greater local autonomy can also be seen in the removal of Regional Development Agencies and Government Offices for the Regions, along with less stress placed on nationally prescriptive partnership approaches.
- 18.3 The future change in responsibility for public health, from Primary Care Trusts to councils, is a further important aspect of this changing context; while the growing move from provider to enabling councils, with an enhanced role for commissioning, is another crucial ingredient in the mix. Although regulation is being eased considerably, the tight financial context in which the council and partnership will be operating in means it is even more important that they both know their business and how they are performing.
- 18.4 In terms of communications, there will be a greater need to achieve efficiencies in driving out duplication in the function across the Council, and improving the focus and clarity of both internal and external communications.
- 18.5 The above factors form the scope for the realigned Chief Executive's function. There will be greater emphasis on having a sharper strategic focus, meaningful and qualitative performance measures, self and peer assessments and more efficient and effective means of working together, with strong programme and project management to ensure delivery. Similarly, in order to achieve a step change in performance, the realigned function will need to demonstrate how it positively impacts on the performance management and communications functions of the Council.

### **Current Year**

- 18.6 We have set out our vision to remain ambitious for our city and its residents, together with our staff and Elected Members. This year we have remained focused on our customers and worked with our partners to provide easy points of contact and streamlined service delivery. We are moving towards being more of an enabling organisation rather than a simple provider. We will continue to help others to deliver services where possible, and move closer to sharing our support services with other agencies to get maximum efficiencies and benefits.



**Delivery Plans 2011/12 – 2014/15**

DIRECTORATE	2011/12	2012/13	2013/14
	Total Delivery Plans	Additional Delivery Plans	Additional Delivery Plans
<b>CHIEF EXECUTIVE</b>	<b>400</b>	<b>141</b>	<b>210</b>

*Full details behind these plans are shown in Appendix D*

- 18.7 The Chief Executive's delivery plans for 2011/12 focused on integrating current arrangements for supporting the performance management, policy and communications functions across the authority, reviewing governance arrangements for the Council and its partners and providing a stronger, single focus for communication activity.
- 18.8 A major restructure has resulted in the amalgamation and streamlining of teams and management structures to provide a performance management, policy, partnership and communication function that serves the requirements of the whole organisation.
- 18.9 The additional targets for 2012/13 and 2013/14 require further rationalisation, to include for example consultation.

**19. Equality Impact Assessments (EIA's)**

- 19.1 We have taken steps to ensure our budget plans are as fair as possible. To help achieve this, we have again completed Equality Impact Assessments (EIA's) on the budget delivery plans. Given recent legislative changes we have revamped, simplified and streamlined our EIA format and adjusted it to align more closely to our local priorities.
- 19.2 This year's EIA's build on those published in December 2010 and while they still cover the nine "protected characteristics" within the Equality Act greater emphasis is now placed on our local priorities to narrow inequality gaps especially in relation to health and to improve community cohesion.
- 19.3 The Equality and Human Rights Commission issued guidelines on how EIA's assist in relation to spending decisions which make it clear that the equality duties within legislation: .... "do not prevent you from making decisions such as reorganisations and relocations, redundancies and service reductions nor do they stop you making decisions which may affect one group more than another. What the equality duties do is enable you to demonstrate that you are making financial decisions in a fair, transparent and accountable way, considering the needs and rights of different members of your community. This is achieved through analysing the impact changes to policies, procedures and practices might have on people within and across different protected characteristics."

- 19.4. Last year, in addition to the five departmental wide budget equality impact assessments we also completed specific EIA's at the implementation stage of key decisions if relevant. Where the EIA's have shown mitigation for differential impact is required we have agreed specific actions. We will do the same this financial year.
- 19.5. "Differential impact" means that the decision might unfairly have more affect one protected characteristic group or local priority action more than another. Where there is a possibility that this could be the case action to mitigate the impact is included within the specific EIA. Key considerations highlighted within the five departmental EIA's are noted below.

### **Chief Executive's Department**

- 19.6. As noted last year, there is minimal differential impact in relation to changes now implemented in the Chief Executive's department. Managers are actively managing any limited risks in relation to the new structures that we have set up for data analysis, performance management and arrangements for consultation. We continue to ensure that we align our equality and diversity work to city wide priorities and current action plans, while also retaining the ability to effectively and specifically engage with diverse communities across the nine protected characteristics.
- 19.7. Possible changes to our print and document arrangements continue to have the potential for some differential impact for those whose first language is not spoken English, older people and those with disabilities who require information in a range of accessible formats. While reducing costs in relation to printing, publicity and advertising we will continue to be mindful about the provision of accessible information through a range of accessible mediums and formats.

### **Children and Young People**

- 19.8 There is potential for both positive and negative impacts across all nine of the protected characteristics except in relation to the proposed locality restructure and the changes to schools catering. We are committed to undertaking further EIAs during the implementation stages of these budget actions to mitigate against any unintended differential impact.
- 19.9 Last year we identified that changes to transport arrangements, disability service restructure and changes to Special Educational Needs (SEN) may have more impact on older children, those with disabilities and boys (and their parents/carers). While the concessionary fares scheme ceased with effect from 31 July 2011 we continue to prioritise those with the greatest need and have made children and parents aware of alternative options. There is ongoing potential for some children and their carers to now use healthier ways of getting to school e.g. walking, which in the longer term may assist with our reducing health inequalities ambitions.
- 19.10 Life long learning structures have been reconfigured and services are being sold to schools. The previously identified potential for equality and diversity advice to schools to be reduced has been mitigated by schools ongoing use of the Ethnic Minority Achievement Service. Where further action is required in relation to primary advisory support and early years EIA's will be conducted as relevant.

- 19.11 Within our Social Care Services for children, young people and their families our intention is still to divert children from care into alternative community support interventions. The budget plans have a potential for limited differential impact on older children, those with attention deficit and hyper activity disorder (ADHD), young people with emotional and behavioural disorders and those with disabilities. We continue to monitor the take up of our services by these children/young people and address negative trends. We will also use of our mediation and family group conferencing processes to ensure maximum impact.
- 19.12 In addition, we are focusing on wrap around services and risk managed diversion strategies to keep children with their families where possible. We are using our performance score card tracking of the 'Diversion of Children from Care Strategy' (which is reviewed monthly) to take remedial action as soon as may be necessary. Those most in need of protection and safeguarding are our top priority.
- 19.13 With regard to the protected characteristics of faith, religion, belief; gender; gender reassignment; race and sexual orientation impact has been assessed as none or minimal. However, we will ensure that we continue to give relevant attention to the needs of those where religious considerations are significant (e.g. Muslims). Admissions into care are monitored to ensure disproportionate representation does not develop. We will continue to target care towards those most in need of protection and safeguarding. We remain committed to undertaking further EIAs on certain decisions as well as closely monitoring the changes during the implementation phase of budget delivery actions still pending.

### **Community Services**

- 19.14 As part of our plans to modernise and personalise our adult health and social care services several bespoke EIA's have already been conducted and where relevant mitigating action is in hand. Our 'putting people first and personalisation – fairer contribution policy' EIA showed an overall positive impact for people eligible for adult social care as fewer people have to pay a contribution towards their care and there is also a further reduction for those previously giving small contributions.
- 19.15. Most care recipients are over 65 so changes automatically affect older rather than younger people. Greater proportions of adult social care service users also have disabilities meaning that changes could also affect them. This is the same in relation to gender as 62% of service users are women. Any budget impact within adult social care will affect these groups but is not a differential impact as it affects all users regardless of their protected characteristic(s) or where they live.
- 19.16 Our Black Minority and Ethnic (BME) service user profile within adult social care is low (2%) so we do not anticipate a disproportionate impact. We recognise that we need to develop and embed race and also faith, religion and belief needs into individual care assessments in line with statutory requirements. We also need to encourage wider take up of our services within BME groups to reflect our wider older population. We are mindful of the requirements of our customers based on their gender assignment and sexual orientation and how this relates to their civil partnership status.

- 19.17 We anticipate that front line adult social care services will be unaffected as individual care needs, identified through the care management process, will continue to be met in line with our statutory duties. However, we will monitor services and individual packages to ensure that there is no additional age or disability-related impact and our assessed lack of impact in relation to faith, religion, belief; and sexual orientation remains the same.
- 19.18 Our plans in relation to culture, sports and leisure services have the potential to have some differential impact on children under the age of five and their parents/carers, older people, people with disabilities and women. We will monitor the use of relevant services against the protected characteristics and if any groups are under-represented we will target information to encourage take-up. We will also continue to make reasonable, adjustments to improve access, where practicable and ensure the same is expected of our contracted service providers.
- 19.19 Our Translate Plymouth is now self-financing and the new arrangements have had a positive impact on end-users (people with disabilities and those who do not speak or read English as their first language) as quality standards and access to linguists and translation is more accessible. This has also put the service on a sustainable footing in the medium-term.
- 19.20 Bulky waste proposals have been implemented with no differential impact. Proposals to upgrade public toilets should mitigate against any potential impact on older people, people with disabilities (including changing room facilities for adults with learning difficulties and dementia), carers and families with younger children.
- 19.21 Transferring some playgrounds to community ownership will have minimal impact on young people, their families/carers and people of all ages with disabilities. This is because we have more play spaces than required under the maximum “walking/accessibility distance” and current play spaces are under used. Charges and changed arrangements in relation to bowling greens should have had a limited differential impact on older people and those with disabilities because they tend to be the service users using these facilities rather than they are being unfairly treated differently to others within protected characteristic groups as the same fees would apply to faith groups or individuals for the same service.
- 19.22 Fees for cemeteries and crematoria were raised on 1<sup>st</sup> April 2011. We continue to consult with diverse communities and relevant stakeholders to mitigate against any potential differential impact in relation to race and faith, belief and religion (e.g. for our Chinese and Muslim communities). We will use this information as we move towards further service improvements and changes.

### **Corporate Support Services**

- 19.23 Our actions to move to cashless payment systems, integrating our customer services and revenues and benefits, and increasing the use of our self- service/website arrangements may affect older people, some people with disabilities and those who do not speak/use English as their first language. We have already closed cashiers and

improved our processes to maximise Housing Benefit subsidy claims with minimal impact.

- 19.24. As part of our financial inclusion and health inequality work, we will ensure that older people and those with disabilities take up the benefits to which they are entitled and that this is not made more difficult. We are already planning to meet the impact of proposed national changes to welfare benefits. We have established a new financial inclusion framework and a bespoke EIA is being drafted to mitigate against any differential impact,
- 19.25. With information technology changes, there will be no impact in relation to gender, faith, religion, belief or sexual orientation and some positive benefit for younger people and those that rely on technology due to their disability. In the longer term, backed by other support mechanisms like computers in public places and promotional activities about alternative ways to do business with us, these moves should have positive impacts across all the protected characteristics, reducing costs and increasing accessibility.
- 19.26 We are making progress in streamlining our debt collection which will allow us to ensure that debt is controlled and repayment arrangements affordable. We are giving specific consideration to vulnerable groups and utilising our contracts with financial advice service providers to minimise differential impact within each of the protected characteristics such as learning disability and mental health.
- 19.27 Changes to our training arrangements, human resources, business support, information technology (ICT) and legal services have the potential for differential impact on some staff groups within the protected characteristics. Reasonable adjustments such as specific ICT equipment for staff with disabilities will be provided to mitigate this. There is also a potential for front line services delivered by other service areas to be affected e.g. prioritisation of legal advice to front line services which will need careful planning given the proposed reductions. Robust contracting arrangements will help ensure that this differential impact is minimised.

## **Development and Regeneration**

- 19.28 The key thread running through the budget actions for Development and Regeneration is to have a clear corporate direction minimising the effect on front line services and maximising shared and self funding services.
- 19.29 The work of our Family Intervention Project and Anti-Social Behavior Team impacts most in relation to young people, parents and their families but especially lone parents who tend to be women. Their work has an indirect correlation to fear of crime and sense of wellbeing for older peoples, women, BME and lesbian, gay, bisexual and trans communities. Reductions have been made to the service to achieve savings and given this the services continues to target those most in need. We will continue to monitor anti-social behaviour and where relevant take action in priority situations as we become aware of any adverse effect on community cohesion.

19.30 Savings in relation to concessionary fares have been identified through new repayment mechanisms and refocusing the number of Ring and Ride services provided within Access Plymouth. We have used a smaller vehicle with fewer services as suggested by our service users during consultation.

19.31 Car Parks are being upgraded and charges have been raised equally across all protected characteristics in regards to those who own and drive cars. Within any public transport change there is a potential for differential impact on older people, younger people who do not have or drive cars, people with disabilities, women and those from the more deprived areas. We will undertake a full EIA on the implementation stages of transport budget plans as relevant.

### **Cross-cutting Budget Actions**

19.32 Where any changes to structures or service delivery arrangements lead to redundancies, we will ensure that staff are not unfairly selected for redundancy e.g. on the basis of them having a particular protected characteristic within the Equality Act 2010. We will also seek to avoid any indirect impact on staff within these groups that we cannot objectively justify. Where changes lead to commissioning services in different ways, we will use our strategic procurement procedures, which include specific reference to inequality and local priorities are used in order to deal with any potential differential impact. While reducing costs in relation to printing, publicity and advertising we will continue to be mindful about the provision of accessible information through a range of mediums

## **20 Budget Consultation**

20.1 The Council has continued to improve how it communicates with partners and the public in relation to its budget setting and spending plans. Throughout 2011/12 summary accounts have been made available within locations such as local libraries and Schools, articles published in the local newspaper and budget details issued in Plymouth People (the Council's newsletter) which is delivered to every household within the City.

20.2 Last year, we launched a new on-line consultation tool "You Choose". Members of the public, staff and business partners were given the opportunity to suggest increases or decreases for each Council service and provide suggestions about additional areas of income and reductions in expenditure.

20.3 This year, as part of our 2012/13 consultation we gave staff and the public the opportunity to help us refine our budget assumptions.

20.4 The public consultation for the 2012-13 budget setting process took place between Tuesday 11 October and Tuesday 8 November 2012. In total 1,115 people responded to the consultation.

20.5 To build on and validate the information gathered through the 2010-11 consultation, which assisted in the development of a three year medium term financial plan, the aim of this year's consultation was to determine the public's view on services that

were important to them including spending priorities around health and community safety.

- 20.6 The Council continues to keep its partners fully informed of its corporate priorities and financial position through comprehensive quarterly performance and finance reports. As per previous years, presentations and discussions will be held with all key stakeholders such as political groups, Chamber of Commerce, local MPs, Unions and the LSP and Civil Society representatives, throughout December 2011 and January 2012
- 20.7 From the survey, the top three service priorities are:
- Creating and protecting jobs across the city
  - Support for vulnerable children, children in care or in need of protection
  - Tackling criminal damage and anti-social behaviour.
- 20.8 Further analysis will be undertaken and submitted within the final report for Scrutiny Management Board in January; this will include an analysis of the comments provided by respondents as part of this consultation
- 20.9 The full results from the consultation and outputs from the stakeholder discussions will culminate in a thorough three day scrutiny of the corporate planning and budget documents along with those of our partners on the 11th, 16th and 18th January 2012 where the views of the public will be presented for the panel's consideration..
- 20.10 The recommended budget presented within this report is draft and subject to any necessary changes and amendments made through the consultation and scrutiny process (as approved through Cabinet and Full Council). It is also subject to any necessary changes as a result of the final settlement for Plymouth City Council that is expected to be announced early December 2011.

## **21 Scrutiny**

- 21.1 In order to scrutinise the budget an agreed set of evidence is to be heard by the Overview & Scrutiny Management Board on 11 January 2012 (with Partners); 16 and 18 January 2012 (public meetings).
- 21.2 The Overview & Scrutiny Management Board will consider this as part of the scrutiny process and form a set of recommendations. These recommendations will be submitted to:
- Plymouth City Council Cabinet 7 February 2012
  - Full Council 27 February 2012
  - PCT Cluster Board dates to be scheduled
  - Clinical Commissioning Executive Group dates to be scheduled
  - Police Authority 2 or 17 February 2012
- 21.3 Evidence was pulled together following a series of budget challenge sessions held by CMT in November 2011, which included a session with key Public Sector Partners.

## **22 Adjustments**

- 22.1 The overall revenue and capital budget allocations stated in this report are accurate based on the information known to us at the time of writing. However, there will be a number of adjustments that will be required within the overall revenue total.
- 22.2 This Indicative Budget, for comparative purposes and also due to the timing of final consultation around departmental structures, has been prepared under the existing reporting model of five Directorates.
- 22.3 The Corporate Items budget and individual departmental budgets will need to be updated and adjusted to account for:
- a) Virements undertaken during the period October to 31 December 2011;
  - b) Final allocations re Revenue Settlement;
  - c) Final consideration and allocations for a pay award and fees and charges
- 22.4 Details of all such corporate adjustments will be incorporated within the papers for the January 2012 scrutiny of the budget and corporate plan. Corporate adjustments will not materially affect the departmental revenue reduction targets or corresponding budget delivery plans as detailed within this report.

## **23 Summary**

- 23.1 2011/12 was the first full year of significant public sector funding reductions under the 2010 Comprehensive Spending Review.
- 23.2 This budget has been set under very challenging conditions, building on the unprecedented income reductions. The Government continues to initiate significant policy changes with the full impact on the Council still needing to be understood.
- 23.3 We are already planning for reductions in future funding, and are continually receiving details of new initiatives from Central Government. Officers are compiling appropriate responses to consultation documents for areas such as National Non Domestic Rates (NNDR) reform; Council tax benefit reform.
- 23.4 Despite this operating environment, we are continuing our aims of transforming, modernising and increasing efficiency across the whole council. This has been demonstrated by the revised Senior Management structure to ensure we have a fit for purpose leadership team in place to delivery our objectives.
- 23.5 This budget continues to protect frontline services whilst rationalising and reducing the back office running costs.
- 23.6 As the Council undertakes transformation, there will be a need to reduce staff numbers, but this will continue to be managed in such a way as to reduce the need for redundancies.



- 23.7 The Council remains very ambitious with an extensive Capital Programme. The Plymouth Life Centre will open early 2012, marking a major investment in the future of our city. We have confirmed funding for two new Academies, plus a successful bid for a University Technical College (UTC).
- 23.8 This is a draft budget report for consultation. Cabinet will consider all consultation responses, along with the output from the January 2012 budget scrutiny and any material changes from the CSR settlement in early February 2012 prior to recommending a final budget for adoption by Full Council on 27 February 2012.

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## APPENDIX A

DIRECTORATE	11/12 £000s REVISED BASE BUDGET	12/13 £000s Additional Savings	12/13 £000s Additional Savings Reallocated	12/13 £000s TARGET BUDGET
Schools	0	0	0	0
Funded Programmes	0	0	0	0
Performance and Policy	355	0	(80)	275
Learner and Family Support	9,387	0	(332)	9,055
Lifelong Learning	10,794	0	0	10,794
Social Care	28,013	0	(520)	27,493
Childrens YP Budget Savings	(320)	(1,018)	932	(406)
<b>Children &amp; Young People</b>	<b>48,229</b>	<b>(1,018)</b>	<b>0</b>	<b>47,211</b>
Adult Health and Social Care	71,867	0	(1,600)	70,267
Culture Sport and Leisure	9,447	0	(230)	9,217
Environmental Services	24,267	0	(1,280)	22,987
Safer Communities	2,024	0	0	2,024
Service, Strategy & Regulation	413	0	0	413
Community Services Budget Savings	0	(3,900)	3,110	(790)
<b>Community Services</b>	<b>108,018</b>	<b>(3,900)</b>	<b>0</b>	<b>104,118</b>
Planning Services	1,504	0	2	1,506
Strategic Housing	2,839	0	127	2,966
Business Support	24	0	(363)	(339)
Transport and Highways	13,511	0	125	13,636
Waste Management Project Team	420	0	(114)	306
Economic Development	(1,339)	0	0	(1,339)
Development Budget Savings	0	(223)	223	0
<b>Development &amp; Regeneration</b>	<b>16,959</b>	<b>(223)</b>	<b>0</b>	<b>16,736</b>
Departmental Management	482	0	0	482
Policy Performance & Partners	1,137	0	(7)	1,130
Corporate Communications	572	0	0	572
Chief Executive Budget Savings	(30)	(141)	7	(164)
<b>Chief Executive</b>	<b>2,160</b>	<b>(141)</b>	<b>0</b>	<b>2,019</b>
Departmental Management	181	0	0	181
Finance, Assets & Efficiencies	12,952	0	(180)	12,772
HR Organisational Development	2,951	0	(150)	2,801
ICT Information Systems	5,797	0	(100)	5,697
Customer Services	2,155	0	(100)	2,055
Democracy and Governance	5,063	0	0	5,063
Corporate Support Budget Savings	(2,412)	(2,432)	530	(4,314)
<b>Corporate Support</b>	<b>26,687</b>	<b>(2,432)</b>	<b>0</b>	<b>24,255</b>
Other Corporate Items	(3,653)	0	0	(3,653)
Capital Financing	9,635	0	600	10,235
Major Projects	203	0	0	203
Corporate Items Budget Savings	0	600	(600)	0
<b>Corporate Items</b>	<b>6,185</b>	<b>600</b>	<b>0</b>	<b>6,784</b>
<b>TOTAL REVENUE BUDGET</b>	<b>208,237</b>	<b>(7,114)</b>	<b>0</b>	<b>201,123</b>

*Budget Savings shown at Directorate level are the Cross-Cutting Plans*

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## Risk to Budget Proposals

Risk Identified	Risk Mitigation (Actions Required)	Risk Status *
* Risk Status : Red=High; Amber=Medium; Green=Low		

<p>Directors have produced and signed up to high level plans to deliver a balanced budget. Resources required to deliver plans may lead to plans being phased resulting in planned savings being deferred</p> <p>2011/12 forecasted revenue budget overspend as reported in September quarterly monitoring report will add pressure if CMT are not able to return a balanced situation by year end.</p> <p><b>(c) Transfers of Responsibilities and Funding</b></p> <p><u>Public Health</u> The Public Health Service will transfer from Health to Local government during 2012/13 as a shadow year with the Council taking full responsibility in 2013/14. Funding will also move as part of this transfer of responsibility from 2013/14 based on government returns completed in 2011/12. There is a risk that the level of funding transferring will not cover the responsibilities given potential flaws in the government returns.</p> <p><u>Police Commissioner</u> A new Police Commissioner will be elected in November 2012 and take full responsibility for the Forcewide Police Budget with a small transfer of some Formula Grant (formerly part of the Safe and Strong Area Based Grant subsumed into Formula Grant). This may change the use of the funds subject to priorities set by the newly elected Police Commissioner</p>	<p>Budget delivery plans have been subject to Scrutiny.</p> <p>The Council continues to include a contingency provision in the budget of £0.5m in line with previous years.</p> <p>All departments are seeking to return a breakeven budget for 2011/12. In the 2<sup>nd</sup> quarter report, to September 2011, we were reporting an overspend of £0.569m, being 0.3% of the net budget.</p> <p>The Council and regional Public Health Directors will continue to lobby through the appropriate channels to ensure Public Health is fully funded.</p> <p>A team will be drawn together from relevant services and partners to manage the transfer into the Council's services and structures and look at the delivery options and Public Health priorities</p>	
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Risk to Budget Proposals

Risk Identified	Risk Mitigation (Actions Required)	Risk Status *
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<p><b>2. Service Specific Issues</b></p> <p><b>(a) Children and Young People</b></p> <p>The number of Children in the care of the local authority has increased due to the increasing break down of families arising from the local and national financial climate and also due to increasing trends in childbirth.</p> <p>The cost of caring for an individual child varies depending on their particular needs</p>	<p>Continued focus on preventative and early intervention strategies will help prevent cases escalating unnecessarily and in many cases help to keep children in their extended family environment</p> <p>Continued rigour with the decision making process of the placement review panel.</p> <p>A continued focus on the recruitment, training and retention of in house foster carers will enable more placements to be made appropriately within Plymouth. Higher quality factors increase the council's capacity to care for children with more complex needs.</p> <p>Early intervention strategies to safely reduce the number of children needing social care. Regular reviews of caseloads.</p> <p>Successful implementation of a fully functioning Care First system will help to mitigate the requirement for additional social workers.</p> <p>The transfer of some children in need cases to other agencies through the Common Assessment Framework will ensure that the needs of the children are met by the body best placed to support them and help to contain the pressure on the Council.</p>	<p><b>AMBER</b></p>
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Risk to Budget Proposals

Risk Identified	Risk Mitigation (Actions Required)	Risk Status *
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<p>Court ordered assessments may add financial costs where the court determines that a parent and child assessment is required in deciding if and how a child is safeguarded. Currently, the court determine who and how the assessment is undertaken</p> <p>A potential transfer of responsibility from the Home Office to Local Government relating for children and young people remanded to custody would add significant financial pressure on local services</p> <p>A significant number of schools have converted to Academy status and more are likely to convert over time. Funds will transfer from the DSG and general fund to the Academies reducing the economic viability of the authority to deliver statutory core education and supporting services.</p> <p>Increasing competition in the market to sell services to Academies and maintained schools</p> <p>School funding reform could result in a change to the methodology by which resources are transferred from LA's to the DFE for Academies. This would align reductions local funding to match the local Academy take up.</p> <p>Early intervention strategies are more difficult to implement as key partners withdraw financial support (because their core funding is reduced).</p>	<p>The Council is working with the courts to agree an 'in house' approach to parent and child assessments which would reduce the risk of the family being sent away for an assessment</p> <p>Continue to Lobby via the Local Government Association to ensure any transfer of responsibility is funded appropriately</p> <p>The department continues to plan for grant reductions and also design and deliver income generating services to ensure costs are contained within resources. Commissioned services continue to be designed around more flexible contracts. We will continue to maintain a dialogue with Academies, existing and proposed.</p> <p>Continue to Lobby via the Local Government Association to ensure deductions from Local Government Formula Grant is in line with the funding of transfer of responsibilities</p> <p>Continue to liaise with local partners to fund activity that will improve the life changes of young people and also reduce costs to the public sector over the mid to longer term.</p>	
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## Risk to Budget Proposals

Risk Identified	Risk Mitigation (Actions Required)	Risk Status *
* Risk Status : Red=High; Amber=Medium; Green=Low		

<p><b>(b) Adult Social Care</b></p> <p>Within Adult Social Care there are nationally recognised demographic changes which impact the budget, due to both an ageing population and increased complex needs.</p> <p>The services are volatile and small changes in service user numbers of those with high care needs can impact significantly on the budget.</p> <p>The personalisation, modernisation agendas will present challenges and lead to the transformation of the service. The transition from traditional to modern methods of care and associated restructuring and cultural changes present risks to service delivery in the interim.</p> <p>Service priorities and funding decisions made by Health Partners can impact on the costs incurred by the Council.</p> <p>Local Authorities are now reviewing a number of legal cases challenging the approach taken by Social Care Services.</p> <p>These test cases, primarily into charging and eligibility criteria could result in significant increases in the cost of providing social care.</p>	<p>Accurate and timely monitoring information provided to lead officers for Adult Social Care.</p> <p>Better integrated forecasting and working with Health.</p> <p>Review of data quality, linked to Carefirst project and other systems.</p> <p>The Director of Community Services established a Programme Board 2 years ago and this continues to govern and scrutinise the delivery of action plans and the transformation of adult social care services and commissioning intentions.</p> <p>Maintaining effective and influential working relationships with GP Commissioning via the Sentinel Commissioning Executive will help ensure integration and joint commissioning maximise resources, minimise impact and improve care pathways within the local health and social care community</p> <p>Plans to co-locate Health commissioning staff alongside Social Services staff at Windsor House.</p> <p>The Legal outcomes are being reviewed by our Legal Service against our own budget setting decisions to determine any potential risk of adverse financial impact on the cost of the service.</p>	<b>AMBER</b>
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## Risk to Budget Proposals

Risk Identified	Risk Mitigation (Actions Required)	Risk Status *
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<p><b>(c) Stock Transfer</b></p> <p>As part of the transfer the Council has been required to provide a number of warranties. There may yet be residual costs and claims that will fall to the Council, eg public liability claims.</p> <p>The Council faces financial issues into the future relating to the stock transfer; in the coming year this will include the loss of significant levels of income associated with Service Level Agreements ending or diminishing</p>	<p>The Council has negotiated monies, as part of stock transfer, via VAT shelter and Right to Buy receipts, whilst these monies are a capital resource they have not been allocated to the capital programme. These monies are to assist in tackling issues relating to stock transfer.</p> <p>Quarterly joint liaison meetings take place with PCH. Where Income losses arise associated with Service Level Agreements ending the option of TUPE will be explored</p> <p>The Corporate Items budget for 2012/13 has made a small allowance for residual HRA payments.</p>	<b>AMBER</b>
<p><b>(d) Environmental Services</b></p> <p>Landfill tax is set to increase by £8 per tonne each year until 2014. This will add a budget pressure in the region of £650k per year. In addition, the costs of transporting waste are rising.</p>	<p>Targets to reduce the percentage of waste going to landfill have been set.</p> <p>We will continue to review the changes to the LAT's scheme to consider the impact of any alternative target/penalty driven replacement</p> <p>Entering into a Private Finance Initiative, (PFI), with Devon County and Torbay Councils to build a new 'waste into energy' plant.</p> <p>Set aside a Waste Reserve to help address the rising costs of the waste operations until the new solution is built and fully operational.</p>	<b>AMBER</b>

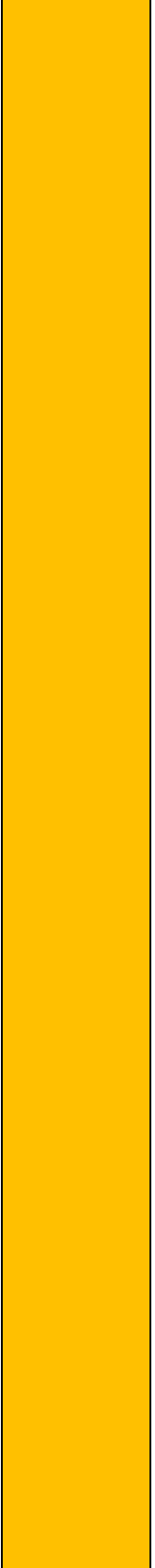
## Risk to Budget Proposals

Risk Identified	Risk Mitigation (Actions Required)	Risk Status *
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	<p>Reviewing the cost of waste operations to identify cost reduction and other solutions with the most recent being the replacement of expensive fleet hire with cheaper purchase options</p> <p>The council will explore proposed Government funding to encourage Councils to <u>maintain</u> or introduce weekly collections</p>	
<p><b>Development &amp; Regeneration</b></p> <p><b>(a) Planning Services</b></p> <p><b>Planning System Reforms:</b> major reforms of the planning system and new neighbourhood planning arrangements with cost and resource implications and opportunities.</p> <p><b>Community Infrastructure Levy:</b> will replace Section 106 agreements and has major resourcing implications for future infrastructure planning and coordination of resources to support growth.</p> <p><b>Economic Climate:</b> fragile economy has necessitated radical and innovative approach to overcome development viability through Market Recovery Scheme. Planning application fee income is still weak as a consequence although applications are rising raising workload implications if not managed carefully.</p> <p>Above all create potential to increase demand for planning services resulting in additional planning applications and policy framework requirements that will need to be resourced.</p>	<p>Planning Services 2012/2013 and 2013/2014 Budget Delivery Plans largely as planned. Some minor adjustments are necessary but the overall target savings are still expected to be achieved.</p> <p>There are limited opportunities to reduce costs further in light of the 28% service reductions implemented over the last 2 years without impacting on the proactive approach of the service to the growth agenda.</p> <p>However ,the key budget opportunities facing the service are:</p> <p>Rolling out additional services such as viability appraisals and developing new income streams together with detailed reviews of existing revenue streams.</p> <p>Developing a Community Infrastructure Levy Charging Scheme</p> <p>Investigating opportunities for new models of delivery and reducing costs</p> <p>Income generation within Planning</p>	<b>AMBER</b>

Risk to Budget Proposals

Risk Identified	Risk Mitigation (Actions Required)	Risk Status *
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<p><b>(b) Economic Development</b></p> <p>This year 5 “Star Projects” were identified which will help deliver growth: Inward Investment, Waterfront Business Improvement District, Growth Acceleration Investment Network (GAIN), LEP and City Centre Regeneration. The challenge is to deliver on these projects within limited resources. The ED service is funded from income generated from the commercial property estate ,with a circa £1.2 million surplus contributing to the general fund. It is a further significant challenge to maintain the service income target in a falling market.</p> <p>Notwithstanding the present difficult state of the economy the commercial estate is currently 93% let. Given the size of the estate there will always be a natural turnover of tenants – a higher occupancy rate than that currently existing will therefore be unrealistic to achieve. There is a downward pressure on rentals and on</p>	<p>Services has been benchmarked and shows that the range of charges is wider than most comparable authorities. Elasticity of income generation increasingly restricted due to customer resistance. Potential for further increased income assessed as limited, unless the Coalition Government decentralise planning application fees although that in itself will come with restrictions (e.g. income would be ring fenced to the Development Management function making opportunities for other planning service savings more limited). Planning Services has identified various areas it has stopped doing to ensure focus on departmental priorities.</p> <p>It is essential that the ED service retains capacity to deliver on the Council’s growth agenda; unrealistic commercial income targets should not place service delivery at risk. In terms of policy the recently launched Growing Places Fund of which £14.2 million has been allocated to the Heart of the West LEP, places an onus on councils to provide the ‘technical and financial expertise’ to deliver projects which unlock growth and the ED service will make an essential contribution to this policy and challenge for Plymouth as an authority</p> <p>The key focus must be flexibility in managing the commercial portfolio, as well as looking at how best to use recyclable monies within the Growth Fund . We must look at</p>	
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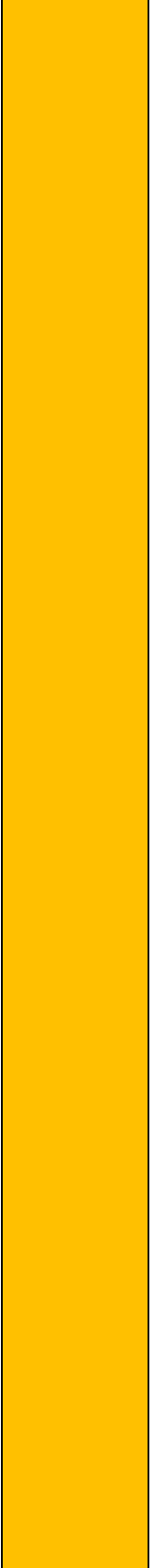
Risk to Budget Proposals

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<p>occasions rent reductions are being granted in order to retain tenants. Further income growth through increased occupancy and rental levels is unlikely and indeed to maintain current occupancy and income levels will be a major challenge in the current economic environment.</p> <p><b>(c)Transport &amp; Highways</b></p> <p>The Highway Asset Management plan early draft has been completed and this shows a requirement to increase annual revenue spend by £1.5m and capital spend by £7m to maintain the network on a like for like basis over the next 20 years.</p> <p>Further work is being undertaken to refine this Plan.</p> <p>There also needs to be greater emphasis on 'regional' inputs to ensure we benefit from the likely decentralised budgets for major schemes as well as decentralised local train services.</p> <p>The uncertain economic climate has a significant impact on the service as a whole, being reliant upon car parking income to fund a high proportion of the service.</p>	<p>retaining and growing tenancies in balance with lease renewals and respond to the downward pressure in the market. If we seek further rental growth then this is likely to be at the expense of occupancy which would be to the detriment of the overall budget.</p> <p>The Department will continue to lobby Central Government and take a pro-active stance towards securing maximum grant funding.</p> <p>Responsibilities for Surface Water and Flood management continue with the need for on-going funding through the centralised pot</p>	
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Risk to Budget Proposals

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<p><b>( d )Strategic Housing</b></p> <p>There is increasing demand for Housing services brought about by the housing market, welfare benefit reforms and the recession.</p> <p>There is a significantly increasing demand for homelessness and housing need -with the first upturn in nos of people in temporary accommodation since 2005/6 , and 28% increase in homeless applications from previous years</p> <p>There is a disproportionate increase in the numbers of vulnerable single people presenting to the council and doubled rough sleeping</p> <p>There is evidence of squeezing of private rented housing with greater demand due to increasing nos of people who cannot afford to buy. This restricts the supply and our ability to respond to temporary accommodation needs.</p> <p>Welfare benefit reforms will mean people will have to move or access alternative income to pay for their home. This could mean more pressure and demand on affordable housing and housing needs / homelessness.</p> <p>North Prospect and Devonport are now demanding more resources and attention from the council and others, and will continue to do so , emphasising this is not just bricks and mortar.</p> <p>There is now clear evidence of poor housing in Plymouth with its distinct housing market, impacting on people's health and wellbeing. We are only able to respond to this from past capital funding underspends, which will end after next year.</p> <p>Future years will see a reduced number of adaptations delivered with more people at</p>	<p>The increasing demand on the Homelessness budget, if it continues to rise unchecked, will present pressures to the housing budget for temporary housing. We are expanding easy-let (a private rented sector leasing scheme) and managing our access to other accommodation as best we can. We need to look at more incentives for private landlords to accept our customers, which will be challenging with the welfare benefit changes.</p> <p>We have Homelessness prevention fund (govt grant continued from last government) for this year and next financial year, but it will be a challenge thereafter unless we have found ways to manage demand and supply.</p> <p>Private sector housing capital funding diminishes incrementally to grant only after 2013/ 14 at about a third of last year's programme, therefore schemes to help the above will be limited</p>	
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## Risk to Budget Proposals

Risk Identified	Risk Mitigation (Actions Required)	Risk Status *
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<p>risk of going into expensive care homes New house building is at a low; our proportion of affordable housing has been growing due to previous government funding.</p> <p>This has ended being less grant per home, so higher rents 80% of market</p> <p>The mix of increasing demand (11,000 on DHC waiting list) , limited supply (750 pa) and the demands of decanting 940 households over the next few years from regeneration projects, will test resources severely, and if not managed could increase costs of temporary accommodation / bed and breakfast for homeless families</p>		
<p><b>3. Corporate Issues</b></p> <p><b>(a) Maintenance Liabilities</b></p> <p><b>Inadequate budget provision to meet maintenance liabilities</b></p> <p>Provision has been made in the revenue budget to meet the costs of the routine maintenance of the Council's operational buildings. Improvement works are charged to the capital budget.</p> <p>The asset management strategy identifies that there is a significant backlog in maintenance obligations.</p> <p>Risks include health and safety issues that may arise during the year and the uncertainties over the future of the Civic Centre.</p>	<p>Asset management keep under review all the Council's assets including identifying and considering assets for disposal.</p> <p>Accommodation reserve set up to meet one off repairs to Civic Centre (and other Council Offices) pending outcome of negotiations on the future of Civic Centre.</p> <p>The Accommodation strategy will reduce the number of offices and thus the ongoing maintenance liability</p> <p>The insurance reserve can be used to meet the costs of urgent health and safety repairs.</p>	<b>AMBER</b>

## Risk to Budget Proposals

Risk Identified	Risk Mitigation (Actions Required)	Risk Status *
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<p><b>(b) Redundancies</b></p> <p><b>Impact of redundancies on revenue budget</b></p> <p>The budget delivery plans will result in a reduction of staffing across the Council.</p> <p>Redundancies result in one-off costs, including a contribution to the pension fund.</p> <p>International Financial Reporting Standards (IFRS) require the cost of redundancies to be accounted for in the year they are declared not when they are paid.</p>	<p>A redundancy reserve has been set up and a top up will be considered as part of the year end corporate health adjustments.</p> <p>The reserve can be carried forward to future years to enable resources to match accounting requirements</p> <p>We will continue to minimise the number of redundancies through vacancy management, effective redeployment practices and close working with the unions.</p>	<b>AMBER</b>
<p><b>(c) Equal Pay</b></p> <p>The Council has received a number of equal pay claims and grievances. These will be dealt with by way of grievance hearings and through the Employment Tribunal system. Formal dates for the hearings have yet to be set.</p>	<p>The Council secured a Capitalisation Direction to cover equal pay claims in 2007/08. This can be used for any claims submitted prior to 31 March 2008.</p> <p>Equal pay reserve set up 31 March 2009 for claims submitted after March 2008.</p> <p>Regulations allow impact of equal pay claims to be deferred until actual payment.</p> <p>The Council can apply for a capitalisation direction in 12/13 if costs exceed threshold.</p>	<b>AMBER</b>



## Risk to Budget Proposals

Risk Identified	Risk Mitigation (Actions Required)	Risk Status *
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<b>SECTION II – IMPACT OF MAJOR PROJECTS / CORPORATE ITEMS</b>		
<p><b>4. Major Projects</b></p> <p><b>Delivery of Major Projects- timing and resources</b> The Council currently has a number of cross cutting major projects either in progress or planned for the medium term. The key risk is delivering the projects on time and to budget.</p> <p>The requirement to reduce staffing to balance budgets may impact on the ability to adequately resource projects.</p> <p>Many projects require services to be delivered in an innovative way. There may need to be a requirement for external advisors which puts pressure on budgets.</p>	<p>Clear project plans in place for key areas.</p> <p>Revenue and Capital Funding allocated to Corporate priorities under budget process.</p> <p>Progress on Major Projects overseen by a Project Delivery Boards with finance input.</p>	<b>AMBER</b>
<p><b><u>The main projects are:</u></b></p> <p><b>(a) Waste PFI</b> The cost of disposing the City's waste is due to rise sharply over the coming years. Since closing the Council's landfill site, Chelson Meadow, we have entered into a contractual arrangement to dispose our waste in Cornwall for the immediate future.</p> <p>The Council has jointly signed a contract with German Company MVV Umwelt to deliver an Energy from Waste PFI solution in partnership with Torbay and Devon County Councils. The project is subject to the statutory planning process which is due to be determined by the end of 2011</p>	<p>A waste management reserve has been created with the balance of this reserve currently at £1.5m. Consideration to top up this reserve will be given as part of the year end corporate health adjustments.</p> <p>The contract provides future certainty to the amount the Council will be paying for waste disposal linked to disposal volumes</p> <p>MVV have been consulting all stakeholders including statutory agencies to ensure all areas have been considered within their planning application</p> <p>PFI credits to support the scheme when operational have been confirmed</p>	<b>AMBER</b>

## Risk to Budget Proposals

Risk Identified	Risk Mitigation (Actions Required)	Risk Status *
* Risk Status : Red=High; Amber=Medium; Green=Low		

<p><b>(b) HR / Payroll replacement</b></p> <p>The Council is replacing its HR and Payroll systems and has entered into contracts for the implementation of these new systems. The proposed 'go live' date is July 2012.</p>	<p>A project delivery board has been set up which reports to the Corporate Support Programme board chaired by the Director of Corporate Services.</p> <p>All stakeholders have been actively involved in the project including HR, Finance, ICT and service users</p> <p>It is proposed to have parallel running of the old and new systems prior to 'go live' to allow robust testing and validation checks</p>	<b>AMBER</b>
<p><b>(e) Pavilions (Arena / Ice )</b></p> <p>The Council in conjunction with the Life Centre project had always intended to pursue options around the reprovision of Ice Skating facilities within the City and the potential remodelling of the Pavilions complex following the closure of the pool area.</p> <p>The Council has commenced an OJEU procurement exercise in early 2012/12 using a 'commercial dialogue' process to select a provider of Ice and Arena facilities</p>	<p>A project delivery team has been set up including officers from legal, finance and corporate property to oversee the procurement exercise</p> <p>The intention is to select a preferred bidder in early 2012/13 and subject to Cabinet approval sign a services contract in the summer of 2012.</p> <p>There is a robust service delivery contract proposed for the delivery of these services, the exact solution will depend on the provider that is selected.</p>	<b>AMBER</b>

## Risk to Budget Proposals

Risk Identified	Risk Mitigation (Actions Required)	Risk Status *
* Risk Status : Red=High; Amber=Medium; Green=Low		

SECTION III - IMPACT OF ECONOMY		
<p><b>5. <u>Economic Impact on Income</u></b></p> <p><b>(a) Reduced income from fees and charges</b> The economic climate continues to see a reduction in income such as car parking and commercial rent income</p> <p><b>(b) Reduced collection rates – NNDR &amp; Council Tax</b> National economic climate having impact on local authority. This may result in reduced collection rates for the Authority</p>	<p>Departments have reviewed underlying income assumptions.</p> <p>Increases to fees and charges are under review as part of the budget setting process.</p> <p>Key PIs in relation to collection rates reported/monitored in bi-monthly monitoring report.</p> <p>Current monitoring (September 2011) suggests we are holding our very stretching collection targets. Risk is, as economy continues to falter, that this trend doesn't continue</p>	<b>AMBER</b>
<p><b>6. <u>Treasury Management</u></b></p> <p><b>(a) Borrowing risk – portfolio imbalance PWLB/LOBO</b></p> <p>Increase in PWLB interest rate as part of 2010 Comprehensive Spending Review has made new borrowing more expensive.</p> <p>Average interest payable on loans exceeds rate of interest receivable on investments increasing pressure on budget.</p>	<p>New long term borrowing to be considered from PWLB to address the imbalance.</p> <p>Devon Debt brought in house during 2010/11 which has given greater flexibility over debt repayment.</p> <p>Continue strategy to make greater use of variable rate debt and maximise short term temporary borrowing options.</p> <p>Use balances and reserves to meet cash flow and borrowing requirements.</p>	<b>GREEN</b>

## Risk to Budget Proposals

Risk Identified	Risk Mitigation (Actions Required)	Risk Status *
* Risk Status : Red=High; Amber=Medium; Green=Low		

<p><b>(b) Investment losses – Iceland Banks</b></p> <p>Recovery of Investment monies in Landsbanki and Glitnir, and Heritable.</p> <p>Court proceedings now concluded and Test Cases have been granted Preferential Creditor status.</p>	<p>Plymouth City Council representation on the Local Authority Iceland Bank Steering Committee.</p> <p>Dividend payments being received.</p> <p>Plans in place to receive monies as quickly as possible once confirmed.</p> <p>Capitalisation Direction maximised in 2009/10 enabling any potential losses to be spread over a 20 year period.</p>	<b>AMBER</b>
<p><b>7. Capital Programme</b></p> <p>Current housing market makes it difficult to generate sufficient capital receipts to fund capital programme at assumed level.</p> <p>Impact of Credit Crunch on Treasury Management with knock on effect on Capital Programme.</p> <p>Any shortfall may require additional temporary borrowing which will impact on revenue budget.</p> <p>The settlement has clarified the position in respect of the immediate impact on resources, although longer term capital resources still remain uncertain.</p>	<p>Constant review of capital receipts position and other financing options as part of monitoring.</p> <p>Review of capital programme to reduce dependency on capital receipts undertaken as part of budget setting.</p> <p>Capital Financing reserve set up which can be used to fund temporary borrowing costs to plug timing differences in receipt of capital receipts.</p> <p>The level of grants will be constantly monitored, with projects being delivered over several years not being commenced until there is certainty over linked grant funding.</p> <p>The programme has been reviewed and a revised programme is being submitted to cabinet for approval as part of this budget report.</p> <p>Continuing dialogue with the relevant Government departments</p>	<b>AMBER</b>

## Risk to Budget Proposals

Risk Identified	Risk Mitigation (Actions Required)	Risk Status *
* Risk Status : Red=High; Amber=Medium; Green=Low		

SECTION IV – FURTHER BUDGET ASSUMPTIONS		
<p><b>8. Inflation assumptions</b>  <b>Difficult to identify impact of inflation / deflation as economic uncertainty continues.</b></p> <p>RPI remains high. PCC budget is a no-growth budget with no allowance for general inflation</p>	<p>Each department is planning to absorb inflation costs.</p>	<p><b>RED</b></p>
<p><b>(a) Pay award</b>  The budget for 2012/13 assumes a pay award freeze.</p>	<p>Budget provision is held corporately for any potential increase.</p> <p>MTFS will address future increases.</p>	<p><b>AMBER</b></p>
<p><b>(b) Energy costs</b>  <u>Gas and Electricity</u>  The Council procures general energy directly from the wholesale markets and is therefore subject to changing market conditions. The Council's Corporate contract will fix British Gas' administrative charges and margin but does not fix the cost of energy and the network charges.</p>	<p>The price of the transmission network is regulated by Ofgem and is subject to five yearly reviews.</p> <p>Currently, the consortium is buying forward for next financial year (April 2012 - to March 2013)</p> <p>The accommodation strategy and the move to reduce carbon tax emissions should lead to a reduction in energy consumption.</p>	<p><b>AMBER</b></p>
<p><b>(c) Other</b></p> <p>This is a no-growth budget to balance our spending to our available resources.</p> <p>Inflationary increases have been contained for social care commissioning (private and independent sector), with exceptions relating to previously agreed medium term contracts. Irrespectively, these contracts will all need careful management to contain costs and drive service improvements.</p>	<p>Departments will have to balance any increases from other budget saving initiatives.</p> <p>This is consistent with guidance from commissioning colleagues.</p> <p>Contracts will need to be closely monitored.</p>	<p><b>AMBER</b></p>

## Risk to Budget Proposals

Risk Identified	Risk Mitigation (Actions Required)	Risk Status *
* Risk Status : Red=High; Amber=Medium; Green=Low		

SECTION V - OTHER		
<p><b>9. <u>Partners</u></b></p> <p>(a)</p> <p>There is a close relationship between the costs incurred by adult social care and Health Partners</p> <p>Both organisations face future budget pressures and challenging transformation agenda's</p>	<p>The Council has strengthened its relationship with Health Partners through Memorandum of Understanding.</p> <p>The Council is a key and influential partner and meets regularly with Health and is also represented at Executive and in Commissioning Group level. The Council is working with Health to co-locate, integrate and strengthen joint commissioning.</p> <p>Plans are in place to co-locate</p>	<b>AMBER</b>
<p><b>10. <u>Insurance Cover</u></b></p> <p><b>The adequacy of the authority's insurance arrangements to cover major unforeseen risks</b></p> <p>Monitoring during 2011/12 indicates the provision should be sufficient to meet all known liabilities.</p> <p>Any shortfall in the provision at year end would be met from the earmarked insurance reserve and/or general balances.</p>	<p>The Council continues to keep the adequacy of its insurance fund under review.</p> <p>A number of pro-active risk management measures are being implemented in response to the identification of problem areas.</p> <p>The Bellwin Scheme is available for emergency expenditure – this provides 85% funding of costs that exceed the Council's threshold of approximately £0.700m.</p>	<b>AMBER</b>

## Risk to Budget Proposals

Risk Identified	Risk Mitigation (Actions Required)	Risk Status *
* Risk Status : Red=High; Amber=Medium; Green=Low		

<p><b>11. Outstanding Liabilities-Risk Management</b></p> <p><b>Contingent Liabilities</b> The Council is aware of the following contingent liabilities:</p> <p>Municipal Mutual Insurance Ltd- Scheme of Arrangement PLUSS Organisation Ltd Section 117 refunds Single Status Equal Pay claims Civic Centre Connexions (Careers South West). Contaminated land Warranties under Housing Stock Transfer agreement, including environmental and asbestos warranties. Local Land Charge income Eastern Corridor Integrated Transport Scheme Spoil heaps at Central Park</p>	<p>The Council operates a system of internal control to identify and manage risk.</p> <p>Contingent liabilities are added to the risk register but specific budget provision is not normally made in the accounts.</p> <p>The Council keeps under review all its outstanding financial liabilities.</p> <p>Contingent liabilities identified and reported as part of Statement of Accounts.</p> <p>Provision accounts set up as appropriate once certainty of liability known, but not expected to be settled by year end.</p>	<b>AMBER</b>
<p><b>12. Pension Fund Deficit</b></p> <p>The Council's balance sheet shows a pensions fund deficit of £219m at 31 March 2011.</p> <p>A triennial pensions review was undertaken as at 31/3/2010. This confirmed that the pension contribution rates for the following 3 years to March 2013 will remain at the rate of 19.4%.</p> <p>However, the Council is expected to make a 3 year contribution to the fund of £59m. Should our contributions fall short of this amount, for example as a result of a reduction in staffing levels, the Council will be required to make a one off top up to the fund.</p> <p>Outsourcing/transferred services- Legislation requires pensions liabilities to be fully funded for all staff transferring under TUPE arrangements.</p>	<p>The deficit is reported as part of the Council's Annual Statement of Accounts and is therefore subject to Member scrutiny. The IAS19 deficit in the Statement of Accounts is not calculated on the same basis as the triennial review which takes a much longer term view.</p> <p>The Council makes a 'top-up' to the fund when staff are made redundant.</p>	<b>AMBER</b>

## Risk to Budget Proposals

Risk Identified	Risk Mitigation (Actions Required)	Risk Status *
* Risk Status : Red=High; Amber=Medium; Green=Low		

<p><b>Public Sector Pensions Review</b></p> <p>Following the publication of Lord Hutton's initial report reviewing all Public Sector Pensions, the Chancellor is seeking an increase in employee contributions of 3.2% across all public sector schemes being phased in over three years commencing on 1 April 2012.</p> <p>There is a significant risk that during the current difficult economic period an increase in employee contributions could result in scheme members opting out of the Pension scheme. This would have an adverse impact on the Pension Fund as it would reduce the cash inflow from contributions.</p>	<p>Following representations from Local Government, the Treasury has recognised that there are significant differences between different public sector pension schemes, and has agreed that the LGPS can achieve the required savings by a combination of increased employee contribution rates and other scheme changes.</p> <p>The Secretary of State for Communities and Local Government (CLG) has issued a consultation document with proposals on how the savings should be achieved, with a deadline for responses of 6th January 2012.</p>	
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### Conclusion

This Appendix represents the risks associated with the budget and the actions required to mitigate the risks. These have been taken into account in the budget setting process.

It should be noted that the Council also operates a system of internal control to identify and manage risk, with a key element the maintenance of strategic and operational risk registers.

The departmental delivery plans are also subject to a vigorous risk assessment process and have been risk rated. Details are shown on the delivery plans themselves

The departmental plans have been subjected to cross-departmental challenge at both CMT and Cabinet level.



## Section 2

**LOCAL GOVERNMENT ACT 2003, SECTION 25 STATEMENT****SECTION 2 - ADEQUACY OF RESERVES**

The requirement for financial reserves is acknowledged in Statute. Sections 32 and 43 of the Local Government Finance Act 1992 requires billing and precepting authorities in England and Wales to have regard to the level of reserves needed for meeting estimated future expenditure when calculating the budget requirement. However, there is no set guidance on the minimum level of reserves that should be held.

The recommendation for the minimum prudent level and optimal level of reserves has therefore been based on the robustness of estimate information and an assessment of the strategic, operational and financial risks facing the authority over the next three years and Section 1 of this Appendix. Plymouth has significantly improved the approach to risk management over recent years. Our strategic and operational risk registers are comprehensive and are regularly reported to, discussed and challenged by senior officers and members.

In order to assess the adequacy of unallocated reserves the following factors have been taken into account:

- The level of earmarked reserves, which are shown in Annex 1 to this Appendix.
- There is always some degree of uncertainty over the timing and the full effects of any economy measures and/or service reductions that will be achieved. Directors have been requested to be prudent in their assumptions and that those assumptions, particularly about demand led budgets, will hold true in changing circumstances.
- The Bellwin Scheme Emergency Financial Assistance to Local Authorities provides assistance in the event of an emergency. The local authority is able to claim assistance with the cost of dealing with an emergency over and above a threshold set by the Government (Plymouth City Council's threshold for 2011/12 has yet to be confirmed but will be set at 2% of net revenue budget, and is currently estimated as around £0.700m). The assistance is usually 85% of any eligible costs over the threshold. Any incident for which assistance is sought must involve conditions, which are clearly exceptional by local standards and the damage to local authority infrastructure or communities must be exceptional in relation to normal experience. In the first instance these initial costs will have to be met from reserves.
- The continuing economic climate which is having an impact on income levels.
- The continuing financial climate which has seen a reduction in interest rates and Government support to prop up the UK banking industry.
- The risk of major litigation, both currently and in the future.
- Risks in the inter-relation between the NHS and Social Service authorities .
- Unplanned volume increases in major demand led budgets.

- The need to retain a general contingency to provide for any unforeseen circumstances, which may arise.
- The continuing uncertainties surrounding the recovery of monies in Iceland banks.
- The need to retain reserves for general day to day cash flow needs.
- An Increasing deficit on the pension fund.
- Potential redundancies in the light of Government grant reductions.

The effect of base budget changes, the full year effect of previous decisions, corporate priorities, demographic growth and legislative change have been identified and will continue to be identified during the budget and medium term planning process.

The Council has a good track record of delivering the budget. Variations from approved budget since becoming a Unitary authority have been within the range +0.3% to -1.7%. In 2010/11 a favourable variation of £0.150m was achieved.

The Council continues to set Directors a budget variance tolerance of no more than +1% overspend and -2% under spend of their budget allocation for any financial year, and performance against this target is reported to Cabinet as part of the performance and budget monitoring reports.

The achievement of delivery plan actions has been closely monitored during 2011/12 with regular reporting on a risk rated basis (RAG) to CMT. CMT and cabinet members also receive monthly scorecards highlighting performance and finance issues and whilst budget pressures have continued to be experienced across all Directorates in 2011/12, the reporting and implementation of timely corrective or alternative actions has seen the overall forecast deficit reported at September 2011 of £(0.569)m which is a reduction from the previous quarter's deficit forecast of £(1,294)m. **The Council is still aiming to achieve a breakeven position at the end of the year.**

The medium term financial strategy outlines in more detail the Council's policy on reserves for the period 2012/13 to 2014/15. The Council regularly reviews the appropriateness and use of reserves throughout each financial year. Where relevant, recommendations for changes are reported to Cabinet on an on-going basis. As a minimum, **all** specific reserves will be reviewed on an annual basis in March as part of the end of year accounting closedown arrangements.

The Council's 'Working Balance' is the revenue reserve that is put aside to cover any significant business risks that might arise outside of the set budget. This reserve stood at £11.518m at 31 March 2011, representing just under 6% of net revenue budget. It is forecast that the balance will remain at this level at the end of March 2012.

Taking all the above into account, it is recommended that the Working Balance for 2012/13 should equate to at least 5% of net revenue spend. This is in line with the Council's medium term strategy objective.

This Working Balance will continue to be kept under review in the light of the other factors the Council needs to consider in delivering its priorities and in the light of benchmarking.

**RESERVES**

1. As part of the 2012/13 budget process, a review has been undertaken of the Council's earmarked reserves to identify the purpose of each reserve, and the estimated movement on these balances in 2011/12. A summary of the estimated movement is shown in Table I to this Annex.
2. In total, current balances are considered to be sufficient to meet existing commitments.
3. Whilst, historically, it has been the Council's policy to maintain separate reserves for those services which operated as trading services, (the major ones are On Street Parking, Off Street Parking, Pannier Market), there is no requirement to keep separate reserves for many of these activities. Transfers from these balances to supplement the general Working Balance or support the overall budget have become commonplace and although most of the balances on these reserves have become exhausted, annual transfers to reserves will continue to be made from trading surpluses allowing, an albeit reduced, continued level of support to the general fund.
4. Reserves may also be established at the end of the financial year to carry forward certain unspent balances from the budget to finance the cost of specific commitments which may have slipped over into the following year or for one-off projects. The existing policy is that up to 50% of revenue under spends may be carried forward at year end providing they were declared in the mid year report and that all overspends should be carried forward unless Cabinet determines otherwise.
5. In November 2010, Cabinet approved the transfer of £2.333m to a new Invest to Save Reserve to be utilised to support the set up costs of delivery plan projects. A sum of £0.071m has subsequently been transferred back to the cemetery reserve to meet essential improvement works. Following a further review in September 2011, Cabinet have subsequently approved the transfer of a further £0.462m into this reserve. In November 2011, Cabinet recommended to Full Council that the revised Revenue Invest-to-Save reserve be allocated £1.3m to the provision of an ICT Data Centre at Windsor; £1.3m to fund road repairs in the city.
6. Other reserves held by the Council in the current year include:
  - Capital Financing Reserve
  - Waste Management Reserve
  - Staff reserves - Equal Pay / Redundancy
  - Accommodation Reserve / Commuted Maintenance Reserves
  - Insurance Reserve

Further detail of the reserves and their purpose is given in the Annex. Movements to and from reserves are kept under review during the year and an update is included in the mid-year budget monitoring report.

**7. Schools Balances**

In addition to the reserves detailed in the table, the Council also holds significant balances for schools. Schools are expected to manage within the delegated budgets which are allocated to them and at the end of each financial year schools are required to carry forward any budget variations to the following year. At 1st April 2011, school balances totalled £5.540m (net).

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**APPENDIX B**

<b>RESERVES SUMMARY</b>	<b>Balance as at</b>	<b>Transfers to</b>	<b>Transfers from</b>	<b>Balance as at</b>	<b>Transfers to</b>	<b>Transfers from</b>	<b>Balance as at</b>	<b>Purpose of reserve</b>
	<b>31/03/11</b>	<b>Reserves</b>	<b>Reserves</b>	<b>31/03/12</b>	<b>Reserves</b>	<b>Reserves</b>	<b>31/03/13</b>	
	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	
<b>Off Street Parking</b>	<b>0</b>	(1,482)	1,482	<b>0</b>	(1,500)	1,500	<b>0</b>	Represents Accumulated trading position. Used to support spending priorities in department.
<b>On Street Parking</b>	0	(1,539)	1,539	<b>0</b>	(1,500)	1,500	<b>0</b>	Represents Accumulated trading position. Used to support spending priorities in department.
<b>City Market</b>	<b>(1)</b>	(216)	216	<b>(1)</b>	(200)	200	<b>(1)</b>	Represents Accumulated trading position. Used to support spending priorities in department.
<b>Taxis</b>	<b>(56)</b>	(48)	0	<b>(104)</b>	(98)	0	<b>(202)</b>	Represents Accumulated trading position. Used to support spending priorities in department.
<b>Street Trading</b>	<b>(111)</b>	0	0	<b>(111)</b>	0	0	<b>(111)</b>	Represents Accumulated trading position. Used to support spending priorities in department.
<b>Land Charges Development Fund</b>	<b>(60)</b>	(35)	35	<b>(60)</b>	(30)	30	<b>(60)</b>	To fund improvements in the LLC service
<b>Education Carry Forwards</b>	<b>(1,939)</b>	(2)	1,685	<b>(256)</b>	0	0	<b>(256)</b>	Schools ringfenced resources mainly from grants. 2012/13 allocation to be confirmed
<b>School Budget Share</b>	<b>(5,540)</b>	0	0	<b>(5,540)</b>	0	0	<b>(5,540)</b>	Previously shown as a separate reserve. Represents schools balances under delegated budgets
<b>PFI reserve</b>	<b>(1,468)</b>	(72)	0	<b>(1,540)</b>	(58)	0	<b>(1,598)</b>	PFI credits towards the schools PFI contract at Wood View are received in equal instalments over the course of the contract. This reserve enables the matching of the credits to actual expenditure incurred from year to year.
<b>Commuted Maintenance</b>	<b>(1,228)</b>	0	265	<b>(963)</b>	0	15	<b>(948)</b>	Revenue contribution from developers /section 106 agreements to provide for future maintenance over a period of years
<b>Accommodation Reserve</b>	<b>(1,812)</b>	0	250	<b>(1,562)</b>	0	250	<b>(1,312)</b>	To meet costs of repairs to Office Accommodation. The fund will be used to support the wider accommodation strategy.
<b>Insurance and Risk Management Reser</b>	<b>(951)</b>	0	50	<b>(901)</b>	0	50	<b>(851)</b>	To meet any unforeseen/increased costs of insurance claims or works to minimise insurance risk. The fund is available to meet the costs of urgent health and safety works that cannot be contained within existing budgets.
<b>Budget Carry Forwards</b>	<b>(1,269)</b>	0	442	<b>(827)</b>	0	0	<b>(827)</b>	Reserve set up from end of year budget underspends to meet future Council priorities. The reserve is kept under review and balances no longer required transferred to revenue or another reserve as appropriate.
<b>Budget c/f 2010/11 subject to approval by Cabinet.</b>	<b>(800)</b>	0	400	<b>(400)</b>	0	0	<b>(400)</b>	Budget provision 2010/11 outturn for Americas Cup, schools demolitions and procurement contingency.
<b>JE contingency</b>	<b>(52)</b>	0	52	<b>0</b>	0	0	<b>0</b>	Utilised in 2010/11 budget to fund successful appeals
<b>Pensions Fund</b>	<b>(1,088)</b>	0	0	<b>(1,088)</b>	0	0	<b>(1,088)</b>	Following the triennial pensions review the council's contribution rate has been held at current levels for the next three years. However, this is on the understanding that contributions into the fund remain at least at 10/11 levels. Any shortfall will require a one off lump sum payment in year 3. Given further outsourcing transfer of schools to academies and the
<b>Redundancies</b>	<b>(2,610)</b>	0	1,000	<b>(1,610)</b>	0	0	<b>(1,610)</b>	To meet potential costs of redundancies, including strain payments to the pension fund
<b>C/F</b>	<b>(18,984)</b>	<b>(3,394)</b>	<b>7,416</b>	<b>(14,962)</b>	<b>(3,386)</b>	<b>3,545</b>	<b>(14,803)</b>	

**APPENDIX B**

<b>RESERVES SUMMARY C/F</b>	<b>Balance as at 31/03/11</b>	<b>Transfers to Reserves</b>	<b>Transfers from Reserves</b>	<b>Balance as at 31/03/12</b>	<b>Transfers to Reserves</b>	<b>Transfers from Reserves</b>	<b>Balance as at 31/03/13</b>	<b>Purpose of reserve</b>
<b>B/F</b>	<b>(18,984)</b>	<b>(3,394)</b>	<b>7,416</b>	<b>(14,962)</b>	<b>(3,386)</b>	<b>3,545</b>	<b>(14,803)</b>	
<b>Urban Enterprise Fund</b>	<b>(523)</b>	0	163	<b>(360)</b>	0	0	<b>(360)</b>	Match funding to ensure that Plymouth gains access to the European funding available to the region to support Urban Enterprise
<b>Corporate Improvement Priorities</b>	<b>(498)</b>	0	498	<b>0</b>	0	0	<b>0</b>	Fund used to support the Councils Corporate Priorities. The commitments against this fund will be reviewed as part of the budget and performance monitoring process and any surplus balance will be transferred to the Invest to Save Reserve.
<b>Ex-gratia gas servicing payments</b>	<b>(1,005)</b>	0	0	<b>(1,005)</b>	0	0	<b>(1,005)</b>	Reclassification from a provision. This reserve will meet the costs of any further refunds in respect of HRA gas servicing charges levied in error.
<b>Capital Reserve</b>	<b>(975)</b>	0	100	<b>(875)</b>	0	620	<b>(255)</b>	To be used to support the capital programme and potential shortfall in capital receipts
<b>Pay Issues</b>	<b>(350)</b>	<b>0</b>	<b>0</b>	<b>(350)</b>	<b>0</b>	<b>0</b>	<b>(350)</b>	To meet the costs of any pay claims, subject to Tribunal hearings.
<b>Invest to Save Reserve</b>	<b>(2,262)</b>	(462)	1,326	<b>(1,398)</b>	0	1,274	<b>(124)</b>	Reserve set up using balances released from other reserves. To be used to support/pump prime invest to save initiatives to deliver budget savings over the medium term. £1.3m to be used for road repairs 11/12 and £1.3m in 12/13 for new ICT room at Windsor House.
<b>Recovery costs - Icelandic Banks</b>	<b>(380)</b>	0	0	<b>(380)</b>	0	0	<b>(380)</b>	Allowance relates to money invested in the Icelandic banks. Reserve currently meeting the ongoing legal costs and borrowing costs from utilising the capitalisation direction in 09/10.
<b>Grants carryforward</b>	<b>(3,071)</b>	0	3,071	<b>0</b>	0	0	<b>0</b>	Under IFRS all grant income must be released to revenue unless there are pay back conditions attached. This reserve therefore reflects unspent balances on ringfenced grant income at the year end, where there are continuing commitments. The amount c/f into 12/13 will become known during the 11/12 closedown process.
<b>Waste Reserve</b>	<b>(2,400)</b>	0	900	<b>(1,500)</b>	0	900	<b>(600)</b>	Reserve set up to proactively provide and manage the future budget shortfall due to increasing landfill tax liability pending the new energy from waste plant becoming operational.
<b>DRCP</b>	<b>(1,173)</b>	0	318	<b>(855)</b>	0	46	<b>(809)</b>	Reserve set aside to meet future expenditure in Devonport, in lieu of grant funding in 2007/08. Fund set aside to meet ongoing liabilities.
<b>Plymouth City Development Company (CDC) Legacy Reserve</b>	(412)	(93)	229	<b>(276)</b>	0	126	<b>(150)</b>	Reserve set up to continue the activities previously provided by the Company including branding of the city as part of Positively Plymouth. The reserve includes funds provided by RDA and HCA.
<b>A386 Park &amp; Ride Leased Spaces</b>	<b>(578)</b>	0	44	<b>(534)</b>	0	44	<b>(490)</b>	Upfront payment from PCT for leased spaces at George Park & Ride site. Released to revenue annually in lieu of rental income.
<b>Other Reserves</b>	<b>(547)</b>	(48)	179	<b>(415)</b>	(40)	64	<b>(391)</b>	All reserves have been reviewed and confirmed as required to meet specific policy commitments
<b>Sub Total Earmarked Reserves</b>	<b>(33,158)</b>	<b>(3,996)</b>	<b>14,244</b>	<b>(22,911)</b>	<b>(3,425)</b>	<b>6,619</b>	<b>(19,717)</b>	
<b>General Fund Working Balance</b>	<b>(11,412)</b>	<b>0</b>	<b>0</b>	<b>(11,412)</b>	<b>0</b>	<b>0</b>	<b>(11,412)</b>	General Balance available to meet unforeseen expenditure. This balance represents 6% of net revenue expenditure and is in line with Unitary Council averages

**APPENDIX B**

<b>Total Reserves</b>	(44,570)	(3,996)	14,244	(34,323)	(3,425)	6,619	(31,129)
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**Capital Programme 2011/12 - 2014/15**

**Appendix C**

	2011/12						
	Original Budget Approved April 2011	Approved Capital Budget (October 10th & 18th Full Council)	Latest Forecast September 2011	New Schemes for Approval (for approval at December Council)	Re-profiling	Virements & Variations	Latest Forecast October 2011
	£000	£000	£000	£000	£000	£001	£000
Childrens Services	34,067	38,484	19,551	0	(535)	(110)	18,906
Community Services	24,838	29,794	27,866	0	(24)	(139)	27,703
Corporate Support	9,093	11,190	11,040	1,300	(374)	30	11,996
Development	21,376	26,753	27,222	1,300	0	45	28,567
<b>Total Capital Programme</b>	<b>89,374</b>	<b>106,221</b>	<b>85,679</b>	<b>2,600</b>	<b>(933)</b>	<b>(174)</b>	<b>87,172</b>

Financing of 2011/12 Latest Forecast							
Capital Receipts	Unsupported Borrowing	Supported Borrowing	Grants	Contributions	S106 / Tariff / RIF	Revenue / Funds	Total Funding
£000	£000	£000	£000			£000	£000
120	581	0	17,102	39	990	74	18,906
9,960	13,613	0	1,645	1,640	398	447	27,703
4,772	4,660	0	238	0	19	2,307	11,996
4,760	5,147	277	15,114	1,200	769	1,300	28,567
<b>19,612</b>	<b>24,001</b>	<b>277</b>	<b>34,099</b>	<b>2,879</b>	<b>2,176</b>	<b>4,128</b>	<b>87,172</b>

**Total Years Capital Programme**

	2011/12	2012/13	2013/14	2014/15	Total
	LATEST FORECAST £000	LATEST FORECAST £000	LATEST FORECAST £000	LATEST FORECAST £000	£000
Childrens Services	18,906	22,766	12,937	1,629	56,238
Community Services	27,703	4,556	183	337	32,779
Corporate Support	11,996	3,996	500	0	16,492
Development	28,567	12,569	6,523	7,371	55,030
<b>Total Capital Programme</b>	<b>87,172</b>	<b>43,887</b>	<b>20,143</b>	<b>9,337</b>	<b>160,539</b>

Financing of 2011/12 to 2014/15							
Capital Receipts	Unsupported Borrowing	Supported Borrowing	Grants	Contributions	S106 / Tariff / RIF	Revenue / Funds	Total Funding
£000	£000	£000	£000			£000	£000
655	881	0	53,299	39	1,290	74	56,238
13,998	13,776	0	2,265	1,640	653	447	32,779
9,144	4,784	0	238	0	19	2,307	16,492
10,721	5,333	324	33,649	1,351	2,352	1,300	55,030
<b>34,518</b>	<b>24,774</b>	<b>324</b>	<b>89,451</b>	<b>3,030</b>	<b>4,314</b>	<b>4,128</b>	<b>160,539</b>

**Capital Receipts Summary - Using Actual Receipts Received and RAG Rating Forecasted Receipts**

Year	Capital Receipts b/fwd from Previous Year	RAG Rated Forecasted Receipts	Total Receipts Expected	Capital Receipts Required for Funding (as above)
	£000	£000	£000	£000
2011/2012	19,056	2,117	21,173	19,612
2012/2013		6,952	6,952	14,401
2013/2014		4,569	4,569	505
2014/2015		1,001	1,001	0
<b>Total</b>	<b>19,056</b>	<b>14,639</b>	<b>33,695</b>	<b>34,518</b>

In Year (Shortfall) / Surplus of Capital Receipts
£000
1,561
(7,449)
4,064
1,001
0
(823)

Any temporary shortfall of required capital receipts is to be funded by short-term unsupported borrowing that is financed from the Capital Finance Reserve.

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## Delivery Plans

Balancing the budget : Areas for savings, efficiency gains or increase income							Revised 12/13
	Lead Officer	Service	2012/13	2013/14	2014/15	Narrative	R/A/G
			£000	£000	£000		
<b>Theme 1 Domiciliary Care Services:</b> maximisation of block contracts and standardisation of unit rates, efficiencies across in house and externally provided services	Pam Marsden	Adult Social Care	300	1,100	1,100	Plans continue to be updated and progressed through the Adult Social Care Programme Board	G
<b>Theme 2 Supported Living:</b> remodelling of services and standardisation of unit	Pam Marsden	Adult Social Care	423	623	623	Plans continue to be updated and progressed through the Adult Social Care Programme Board	G
<b>Theme 3 Care Management Services:</b> reviewing of high cost packages and alternative service provision	Pam Marsden	Adult Social Care	200	850	850	Plans continue to be updated and progressed through the Adult Social Care Programme Board	A
<b>Theme 4 Day Care:</b> remodelling of services and standardisation of unit rates	Pam Marsden	Adult Social Care	34	234	234	Plans continue to be updated and progressed through the Adult Social Care Programme Board	G
<b>Theme 5 Enabling and Floating Support:</b> remodelling of services and standardisation of unit rates	Pam Marsden	Adult Social Care	278	278	278	Plans continue to be updated and progressed through the Adult Social Care Programme Board	A
<b>Theme 6 Residential Care - under 65:</b> remodelling of services and standardisation of unit rates	Pam Marsden	Adult Social Care	212	262	262	Progress against the individual projects within this theme continues with incremental savings being captured during the year	A
<b>Theme 7 Workforce re-modelling:</b> linked to CareFirst 6 and Charteris Business process Re-design for the operating model	Pam Marsden	Adult Social Care	950	950	950	Consultation completed. Structures to be delivered for April, subject to Accommodation and ICT timelines. Service operations to be modelled to establish potential level of savings from provision of care	G
<b>Environment Service Programme.</b> Service reprovision and efficiency initiatives	Jayne Donovan	Environment Service	560	560	560	Environment Service programme board working through a range of options	R
<b>Events, grants and other funds initiatives</b>	James Coulton	Culture Sport & Leisure	170	290	290	The suite of delivery plans continue to be worked through to achieve the required savings	A
<b>Transfer of assets: transfer of assets / facilities to local community ownership.</b>	James Coulton	Culture Sport & Leisure	80	80	80	Research into the options has taken place during 2011/12	A
<b>COMMUNITY SERVICES DIRECT TOTAL:</b>			<b>3,207</b>	<b>5,227</b>	<b>5,227</b>		

Publicly Cross-Cutting: Savings delivered on behalf of, or reliant on, other departments							R/A/G
<b>Performance and Intelligence:</b> rationalise performance management, completion of government returns and data analysis across the council. 1/3rd of total planned savings applied to Community Services at this early stage of development	Giles Perritt	Chief Executive	180	180	180	Achieved in 11/12. Residual Target for 12/13 and beyond. Budgets and Delivery Plan to transfer to the Chief Executive as part of the organisational restructure	A
<b>Business Support Review:</b> Rationalise Business Support across the council.	Tim Howes	Other	tbc	tbc	tbc	Community Services engaged in project proposals. Paper proposing delivery plan savings and implementation in progress	G
Leisure Management Contract	James Coulton	Culture, Sport & Leisure	0	250	250	The Leisure Management contract has now been awarded and will commence in February 2012, savings will accrue in future years.	G

**COMMUNITY SERVICES INDIRECT TOTAL:** 180 430 430

**TOTAL DELIVERY PLANS COMMUNITY SERVICES:** 3,387 5,657 5,657

**2011/12 PLANS ABSORBED IN THE BASE** 3,545 3,735 3,735

**TOTAL SAVINGS TARGET COMMUNITY SERVICES:** 6,972 11,234 11,234

**SURPLUS/(SHORTFALL) IF ALL PLANS DELIVERED:** (40) (1,842) (1,842)

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## Delivery Plans

Balancing the budget : Areas for savings, efficiency gains or increase income		2012/13	2013/14	2014/15	Narrative	Revised 12/13	
	Service	£000	£000	£000		R/A/G	
1	<b>Package of Transport Options:</b> considering options for increased income and/or revised service provision. For example, subsidised bus fares, shop mobility, car park charges etc.	Transport & Highways	100	300	300	The original savings plan has to date achieved : £130k from new concessionary fare repayment mechanism; £50k from Access Plymouth; £20k from income on S278/38 works. The remaining shortfall in savings are still being reviewed.	A
2	<b>ALL - Additional income to be achieved through Fees and Charges</b>	Director of Development	100	100	100	Development are currently reviewing all income streams from fees and charges to identify additional income to meet this. Other Growth related spend will be reviewed to ensure this plan is delivered.	R

**DEVELOPMENT DIRECT TOTALS:** 200 400 400

Publicly Cross-Cutting: Savings delivered on behalf of, or reliant on, other departments					R/A/G		
3	<b>Printing, Publicity and Advertising:</b> challenge the current demand across the council and rationalise future publicity & advertising activity. Notional saving to department based on total council spend.	Director of Development	100	100	100	This plan is currently being reviewed across the Council	A
<b>Development INDIRECT TOTAL:</b>			100	100	100		

**TOTAL DELIVERY PLANS DEVELOPMENT:** 300 500 500

**2011/12 PLANS ABSORBED WITHIN BASE:** 660 940 940

**TOTAL SAVINGS TARGET DEVELOPMENT:** 868 1,291 1,291

**SURPLUS/(SHORTFALL) IF ALL PLANS DELIVERED:** 92 149 149

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## Delivery Plans

Balancing the budget : Areas for savings, efficiency gains or increase income						
		2012/13	2013/14	2014/15	Narrative	Revised 12/13
	Service	£000	£000	£000		R/A/G

CHIEF EXECUTIVES DIRECT TOTALS:						0	0	0	
Savings delivered on behalf of, or reliant on, other departments									R/A/G
3	<b>Consultation:</b> Better joined up / rationalised small team of dedicated consultation staff. Look at duplication between departments and ensure consultation is relevant and required	Chief Executives	200	200	200	Although the restructure within Policy and Performance Units addressed this action there is still a question over whether this activity is still being carried out within Departments.			A
4	<b>Corporate Subscriptions:</b> challenging the need for subscriptions to professional organisations. Joining up subscriptions and / or removing non-essential spend	Chief Executives	100	100	100	Departments requested to submit business plans. These indicate that substantial savings could be achieved, although due to notice periods on some of these subscriptions there is a delay in realising all anticipated savings in the short-term.			A
5	<b>Printing, Publicity and Advertising:</b> challenge the current demand across the council and rationalise future publicity & advertising activity. Notional saving for department based on total council spend.	Chief Executives	100	100	100	This plan is currently being reviewed across the Council			A
<b>CHIEF EXECUTIVES INDIRECT TOTAL:</b>			<b>400</b>	<b>400</b>	<b>400</b>				

<b>TOTAL DELIVERY PLANS CHIEF EXECUTIVES:</b>	<b>400</b>	<b>400</b>	<b>400</b>
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<b>2011/12 PLANS ABSORBED WITHIN BASE:</b>	<b>190</b>	<b>190</b>	<b>190</b>
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<b>TOTAL SAVINGS TARGET CHIEF EXECUTIVES:</b>	<b>352</b>	<b>562</b>	<b>562</b>
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<b>SURPLUS/(SHORTFALL) IF ALL PLANS DELIVERED:</b>	<b>238</b>	<b>28</b>	<b>28</b>
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Balancing the budget : Areas for savings, efficiency gains or increase income							
	Service	2012/13	2013/14	2014/15	Narrative	Revised 12/13	
		£000	£000	£000		R/A/G	
1	<b>Training &amp; Development:</b> review the provision of training throughout the Council	Human Resources & Organisational Development	150	200	200	ICT training already consolidated. Further opportunity for training rationalisation across the council and exploring alternative options for training delivery	A
2	<b>Legal Services:</b> Restructure the service and reduce support in non-critical areas	Democracy & Governance	200	330	330	Restructure planned for implementation January - March 2012	G
3	<b>Democratic Services:</b> reduce the level of Civic engagements and restructure the democratic support service.	Democracy & Governance	25	25	25	Civic engagements reduced as part of 2011/12 budget delivery plans. Further actions needed to improve efficiencies in supporting member panels	A
4	<b>ICT Direct Costs &amp; Data Quality:</b>	ICT	135	270	270	Continue to challenge hardware contracts and licence costs. Challenge other areas to drive efficiencies from ICT	G
<b>CORPORATE SUPPORT DIRECT TOTALS:</b>			<b>510</b>	<b>825</b>	<b>825</b>		

Publicly Cross-Cutting: Savings delivered on behalf of, or reliant on, other departments							R/A/G
5	<b>Procurement:</b> Procure To Pay / Buyer roll out. Driving efficiencies out of external purchasing	Finance, Assets & Efficiencies	1,200	3,600	3,600	On target to achieve £800k from Procure to Pay in 2011/12. Plan to implement Category Management in 2012/13 onwards to increase potential for Procurement efficiencies	A
6	<b>Print and Document Services (PADS)</b> - consider options for future service delivery and/or increase productivity	Finance, Assets & Efficiencies	100	100	100	Options appraisal undertaken and Business Case developed in November '11. Aiming to commence consultation in January 2012	G
7	<b>Customer Contact Centre:</b> bring in services from other departments into contact centre. Improve service & reduce costs	Customer Service	200	250	250	Finalising plan to move car park telephone queries shortly. Implementation of Microsoft Dynamics CRM is critical to moving other services in and driving further efficiencies.	A
8	<b>Workforce Management:</b> remove duplication with staff based within departments	HR	100	120	120	There are still some staff within departments - next step requires CMT buy-in to moving resources into one co-ordinated organisational team	A
9	<b>Accommodation Strategy (Phase I = Office Accommodation £1.2m)</b>	Finance, Assets & Efficiencies	1,200	1,200	1,200	Savings achieved in 2011/12 by introducing Phase II of strategy early. Further packages of assets will need to be developed and implemented to meet with the shortfall that will accrue due to delays in selling the Civic Centre.	R
		Finance, Assets & Efficiencies	300	300	300		G
10	<b>Business Support:</b> restructure across the Council - anticipated savings attributable to Corporate Support	Director of Corporate Support	100	100	100	Data collated and analysed in 2011/12. Co-ordinated structure needs to be consulted on and implemented in 2012/13	G
11	<b>Senior Management:</b> implement Sen Man restructure	Director of Corporate Support	400	800	800	The entire Senior Management restructure savings target has now been collated and held within Corporate Support budget delivery plans. Proposals to be implemented early 2012	G
<b>CORPORATE SUPPORT INDIRECT TOTAL:</b>			<b>3,600</b>	<b>6,470</b>	<b>6,470</b>		

<b>TOTAL DELIVERY PLANS CORPORATE SUPPORT:</b>	<b>4,110</b>	<b>7,295</b>	<b>7,295</b>
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<b>2011/12 PLANS ABSORBED WITHIN BASE:</b>	<b>3,908</b>	<b>4,177</b>	<b>4,177</b>
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<b>TOTAL SAVINGS TARGET CORPORATE SUPPORT:</b>	<b>7,853</b>	<b>11,404</b>	<b>11,404</b>
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<b>SURPLUS/(SHORTFALL) IF ALL PLANS DELIVERED:</b>	<b>165</b>	<b>68</b>	<b>68</b>
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# CORPORATE PLAN

## 2012-15



### **Corporate Plan 2012-15 draft for Overview and Scrutiny**

- The Corporate Plan is a three year rolling programme and has been amended accordingly
- Focus this year has been on linking new structure to previously agreed vision and priorities, showing how it all fits together and stressing we are one council
- This is a basic word document, the published version will be done in apple-mace with some pictures - will also insert a diagram showing vision-priorities-council-partner link

Jonathan Fry

Senior Policy, Performance and Partnerships Adviser

## FOREWORD

We are in an incredibly challenging period nationally and globally and no one can know for sure what the impact will be on the economy and our standards of living. Things may well be very tight indeed for some years to come and Plymouth, as both a city and a council, cannot escape that scenario. We can, however, try to ensure that we are well placed when the economic upturn does come and do our best to support people through difficult times, particularly those most reliant on our front line services.

In last year's edition of what is a three year rolling Corporate Plan, we recommitted, along with our partners, to our ambitious vision to make Plymouth one of Europe's finest, most vibrant waterfront cities where an outstanding quality of life can be enjoyed by everyone. We did this in the full knowledge that the economic climate was extremely difficult and we remain committed to achieving that vision - whilst recognising that some of the original milestones for doing so may need to be pushed back, given the changing circumstances from when they were first set in 2003-6.

Last year, following analysis of the Plymouth Report in 2010, we adopted four key priorities with our partners to help us really drive towards our vision. These were to deliver growth, raise aspirations, reduce inequality and provide value for communities. We are more than ever committed to them and they are priorities we all need to own.

This year sees us put more focus on how we organise ourselves to ensure delivery, both as a council and a city, whilst meeting efficiency targets. We have to address a very challenging national agenda in areas like, health, welfare, localism, child poverty, education and policing reform. Our senior management structure is being reorganised and streamlined as we have moved to three directorates – People, Place and Corporate Services. We are also working with our partners to streamline our partnerships and enhance their operational focus. Whilst our management overheads will continue to be reduced, this is an opportunity to look at whether we are being imaginative enough in how we deliver services on the ground and the degree to which we get maximum benefit for our residents and customers. The future will be about being far more innovative in how services are resourced and provided and even more focused on seeing things through from conception to implementation. Our staff will be central to achieving both these objectives.

### Corporate Plan's purpose

#### The Corporate Plan helps us make sense of our complex world. It:

Outlines the strategic direction of the council for the next three years

Provides an assessment of current performance and future challenges

Shows how we contribute to achieving the city's shared vision and priorities

Demonstrates how we align our resources and contribute to the efficiency drive and transformation of service delivery

Informs the integrated planning process with partners

Gives clear direction on how the organisation will operate

Helps us hold ourselves to account and ensure we deliver for the city and its residents

Brings key information together in one place – particularly for members, managers, staff and partners

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# OUR VISION AND PRIORITIES

## The type of city we want to be

The transformation of Plymouth where the most is made of the city's natural assets and setting, is at the core of the vision for Plymouth to become "one of Europe's finest, most vibrant waterfront cities where an outstanding quality of life is enjoyed by everyone". It is based on the Mackay view that the city should grow in width to the east and in height to exploit its waterfront setting. The aim is to grow the city's population to achieve the critical mass to provide the range of amenities needed to be an enticing regional economic hub of the far South West – with more visitors, inward investment and jobs; the development of the cultural and retail offer and making the place more vibrant. It involves exploiting the city's natural waterfront setting for commercial, recreational and domestic purposes; as well as building on the city's marine heritage to become a major marine industries centre of international excellence.

It is a vision that involves all our council services and partnership activity. We will have to respond to what will be a growing and changing population, as new workers and visitors arrive, in an inclusive and welcoming way. It means building on the city's strengths and developing a series of interlocking and sustainable communities, where there is strong resident engagement. Ensuring that there are high quality access networks across the city to leisure, work, health and other amenities is a feature of the vision, together with improving the major gateways to the city and our major road corridors. It requires much better connectivity to the rest of the country in terms of both transport and information and communications technology.

The vision involves the University of Plymouth centred on enterprise, the City College on vocational skills and the council supporting a range of learning opportunities and high quality school provision that is at the heart of community regeneration. It is also about co-locating services like health and social care, so they are more accessible and bringing services together better at the locality level. It is focused on creating jobs in six high value growth areas; having a vibrant city centre of

## The type of city we want to be

A marine city noted for its world class marine industries and waterfront setting

A city that is a thriving regional centre that attracts visitors and businesses

A city with a series of sustainable communities enjoying a high quality of life

A city that is well connected to the rest of the country, particularly for business

A city with a strong cultural and retail offer

A city that is aspiring with excellent educational attainment

A city that is cutting edge with high tech, high value industries and jobs

A city that people want to live, work and play in because of the quality of its environment and waterfront setting

A city where everyone feels they can be part of its success

A city with a strong regional, national and international identity

A city that is dynamic and innovative with a growing and diverse population

Our plans involve increasing the city's population from 248,000 in 2005 to around 300,000 by 2026, with an extra 50,000 in the surrounding area.

They include opening up the waterfront, renovating the harbour areas and delivering area action plans

It means, creating 13,000 sq metres of office space per annum; 172,000 sq metres of new retail space by 2021; as well as 100 new hectares of local nature reserves, 32,000 new homes and 42,500 new jobs in our six growth areas:

- advanced engineering,
- business services,
- creative industries,
- marine industries,
- medical and health care
- tourism and leisure

regional significance and a second centre for the growing high tech and medical sciences quarter to the north of the city at Derriford. It involves getting the most from 12 miles of open waterfront; enhancing our many green amenities like the Hoe and Central Park; and continuing to improve the economic and cultural vibrancy of the city centre and the waterfront.

It includes rejuvenating areas like Devonport and North Prospect; ensuring the housing stock is decent, there is a good balance of quality and affordable homes; waste is effectively recycled and disposed of; providing a safe and healthy environment; the opening of the Plymouth Life Centre that provides local and nationally significant sports facilities; enhancing the cultural offer through major events and other attractions to create vibrancy and having a thriving voluntary and community sector. It is a vision that is about people in terms of raising aspirations, widening horizons, maximising opportunities and having a creative culture. The vision and commitment to growth is what makes Plymouth distinct. It is also a level of ambition against which progress has to be judged. In Plymouth the bar is higher.

It is work in progress with achievements to date and there is no intention of moving away from it. Recent examples of progress include the Americas Cup and British Arts show; £1.4b government funding for Princess Yachts to support enterprise and jobs; new state of the art marine research facilities being developed at the University of Plymouth and the opening of the Plymouth Life Centre in February 2012.

## The type of council we want to be

A vibrant, innovative city needs an efficient, innovative and enabling council focused on its customers, so we must continue our process of modernisation and improvement. Looking to the future, we will have a stronger enabling function, as we seek to build up capacity in local communities and help people achieve their ambitions and become less dependent on services in some cases. In terms of direct provision, we will have more varied delivery options and a stronger focus on commissioning services. We will e-enable all our services so that, where appropriate, we can provide our customers with the choice of self service at times that suit them.

There will be closer working with our partners as we seek to provide more seamless services and easy contact points for a range of advice and support. We will share more back

## The type of council we want to be

We will be very focused on our customers and work with partners to provide easy points of contact and streamlined service delivery

We will be ambitious for our city, all its residents, our council, Members and staff

We will have staff that recognise the value and demands of operating within a democratically accountable body; while our Members will value the knowledge and commitment of our staff

We will encourage innovation and take reasonable risks in pursuit of our vision for the city, encouraging both user and staff engagement to improve services

We will work from flexible settings, sometimes co-located, sometimes remotely, and there will be more movement around the organisation and across the partnership to tackle issues

We will be a confident, learning organisation; an employer of choice where people feel they can develop and realise their full potential

We will be more of an enabling organisation rather than simple provider – helping others to deliver services where possible

We will have clear and transparent leadership and sense of direction, with an enabling management culture where staff are empowered to act and make decisions

We will be an organisation that shares its support services with other agencies to get maximum efficiencies and benefits

We will be a 'can do', problem solving organisation that is focused on having an impact and getting things done

We will constantly raise the bar and challenge ourselves to perform better



office functions where we can to reduce costs and gain benefits of scale. There will be more flexible working as we 'hot desk' and lower office costs. We will also share more accommodation with our partners, whether that is offices, depots or other facilities. Our staff will be empowered to make decisions; they will be far more self-reliant; there will be considerably less management overheads and more focus will be placed on strong strategic leadership, good communication and managing outcomes. The council will be both a more exciting and more challenging place to work.

Again this is work in progress with the council, for example, rationalising its accommodation through new ways of working, including the introduction of Lync telephone technology, co-locating with health services at Windsor House and undertaking the current management restructure.

## Our four priorities for delivering the vision

Following our analysis of the Plymouth Report in 2010 we reduced the number of our priorities for the city, the council and our key partners to four, in order to drive the vision:

<b>Deliver growth</b>	Develop Plymouth as a thriving growth centre by creating the conditions for investment in quality homes, jobs and infrastructure
<b>Raise aspirations</b>	Promote Plymouth and encourage people to aim higher and take pride in the city
<b>Reduce inequality</b>	Reduce the inequality gap, particularly in health, between communities
<b>Provide value for communities</b>	Work together to maximise resources to benefit customers and make internal efficiencies

We recommitted to our growth agenda and recognised that we need to focus on it much more strongly if we are to get the step change required to achieve our vision for the city. This is the agenda that makes Plymouth distinct. Closely tied to that is the need to raise aspirations. We not only want our children and young people to set their sights higher, but for those in contact with them to have higher expectations; for people to want to come to Plymouth as a place where they can develop and prosper. We do not want the local population to be held back by deprivation and inequalities, but to contribute to and share in the city's growth. At the same time, we recognise that we are operating in tight financial circumstances and need to be innovative, resourceful, more customer focused and provide greater value for money. Whilst some directorates within the council, or partner agencies, may have a greater affinity with some priorities than others, we must stress that these are four priorities that we are all responsible for – they are all our business and they are all interlinked.

Together with partners we agreed a set of very high level long term outcome measures that sit under the priorities and for which we share collective responsibility. Under these sit a set of medium term outcome measures which will contribute to the delivery of the high level ones and involve effective partnership working if we are to achieve the desired results.

## Level 1 Long-term Outcome Measures

Deliver growth	Raise aspirations	Reduce inequality	Provide value for communities
Increase the number of jobs in Plymouth	Raise Plymouth's Level 4 attainment so that it exceeds the national average by 2% by 2020.	Reduce the gap in life expectancy by at least 10% between the fifth of areas with the lowest life expectancy and the population as a whole by 2020	Increase the value of commissioned goods and services by the third sector
An increase in the headline gross value added per head index at current basic prices	Increase in the number of visitors coming to the city	Reduce the rates of premature mortality (<75 years) in men from all causes by 40% by 2020	Increase customer satisfaction with all public services offering VFM
Deliver connectivity with key regional, national and international markets	Overall / general satisfaction with local area	Reduce Child Poverty	Increase % of people who feel they can influence decisions in their locality
	Increase the new business births in the city per 10,000 resident population		Per Capita CO2 emissions in the LA area
			Increase % of people who believe people from different backgrounds get on well together

## Level 2 Medium-term Outcome Measures

Deliver growth	Raise aspirations	Reduce inequality	Provide value for communities
Hectares of employment land delivered per annum	Achievement of 5 or more A*-C grades at GCSE or equivalent incl Maths & English	Reduction in the educational attainment gap at Key Stage 4 between the most and least deprived localities in the city	Increase in the value of commissioned goods and services
Percentage of dwellings on major sites meeting good/very good Building for Life standards	General satisfaction with public sector organisations	Reduce the gap in vulnerable families by at least 50% between the fifth most and fifth least deprived neighbourhoods by 2020	Increase in the use of volunteers
Number of inward investment enquiries	Achievement of a Level 3 qualification by the age of 19	Child protection plans lasting two years or more	Customer satisfaction with the council offering vfm
Number of affordable homes delivered (gross)	Reduce under 18 conception rate	Social Care clients receiving self directed support.(direct payments & individual budgets)	% of priorities identified at neighbourhood meetings that have been resolved
Net additional homes provided	16 to 18 year olds who are not in education, training or employment (NEET)	Prevalence of breastfeeding at 6-8 weeks	Percentage of household waste sent for reuse, recycling and composting
Improved rail journey times and frequency to key cities	Rate of anti social behaviour incidents per 1000 population	Reduce the economic inactivity rate	CO <sub>2</sub> reduction from public sector operations
Percentage of households connected by broadband	Increase in the percentage of working age people with level 3 or above qualifications	Housing decency - Number of Category 1 Hazards removed	No. of racist, disablist, homophobic and faith, religion and belief incidents
Improved road journey times to key cities	Increase in numbers of visitors by different types – e.g. day, stay, international visitors	Narrow the gap in overall crime between the city average and most deprived neighbourhoods	Level of community engagement in neighbourhood plans
Reduce the gap in average pay of full-time workers		Reduce the rate of accidental dwelling fire casualties	Rate of non-domestic property fires

between Plymouth and the South West			
		Reduce the rate of adult smoking	% satisfied with outcome of reported racist, disabilist, homophobic, faith & belief incidents
		Narrow the gap in Coronary Heart Disease (CHD)	
		Decrease the rate of childhood obesity in Year 6 children by 10% by 2020	
		Reduce the rate of alcohol-related admissions by 2020 to 2010 levels	
		Delayed Transfers of Care (NI 131)	
		Reduce harm from inter-personal violence (domestic violence and sexual violence)	
		Access to services and opportunities – ease of transport access	

Progress against medium term outcome measures can be found in the quarterly monitoring reports that go through Overview and Scrutiny and which are published on the council's website. In addition, the six-monthly Economic Review contains information about longer term economic trends and more medium term measures. Information can also be obtained through the Policy, Performance & Partnerships service – 01752 398330.

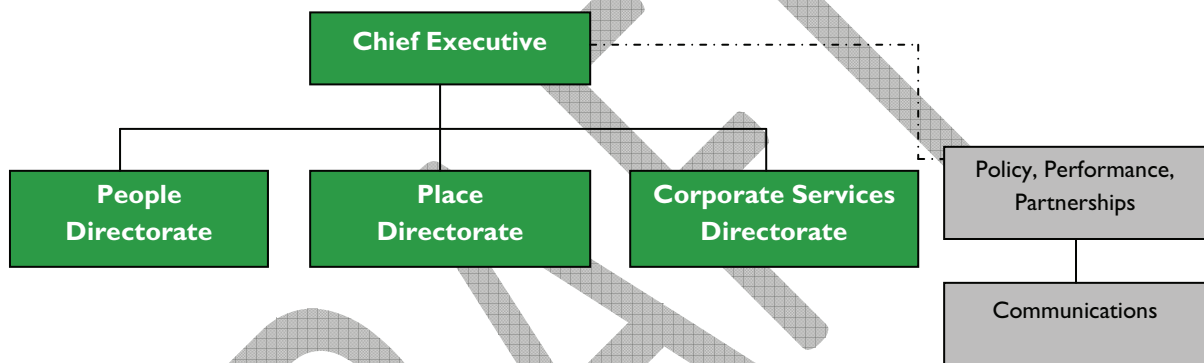
## Plymouth Plan

The new statutory requirement to prepare a Local Plan under the government's Localism Act provides the opportunity, for the council as the responsible body, to develop one overarching strategic Plymouth Plan for the city. The Plan will:

- Map out how change will be delivered to 2031, building on city's vision and priorities for transformation, while taking account of national and local changes since the city's current strategies were first prepared.
- Be about both people and place, outward facing, outcome focused and provide the context for all other plans and the allocation of resources – the focus will be on what Plymouth will be like as a place to work, rest and play in and how the city and its services need to be configured to achieve this
- Provide an integrated approach for key areas such as the economy, education, health, housing, transport and communications, culture, the environment, social inclusion, neighbourhoods, older people and children and set this within a sub-regional context
- Enable a significant streamlining of the strategies that currently exist, with those that remain feeding into the Plan in a way that they both influence and are influenced by it – with the focus on operational delivery
- Offer a single point of reference for articulating our vision and long term direction of travel and a framework to guide decisions on infrastructure investment and service priorities
- Be supported by a shared source of evidence and information to assist demographic modeling and scenario planning – including the Economic Review, Joint Strategic Needs Assessment, strategic assessment of crime and Plymouth Report
- Be produced in an inclusive way with our partners

# OUR CHANGING DELIVERY MODEL

We are in the process of changing our delivery model within the council. A key driver for this has been to reduce senior management positions and costs in order to make £1m savings as part of the council's budget delivery plans 2011-14. However, it is an opportunity to get greater clarity around how the council is likely to evolve as an organisation in the future, ensure the revised structure supports that evolution and thereby informs future decision-making around support services and direct delivery. The overarching model we have adopted is now common in many unitary authorities, though we will be fine tuning it further in the coming year, particularly around the front end of delivery, as we better align service functions.



The restructure is also an opportunity to rationalise our strategic work; ensure we share our technical skills better; improve our operational and customer interface to provide more streamlined customer processes, reduce duplication and achieve greater efficiency; operate more effectively across directorates and encourage innovation. We have adopted a structure that we feel will help us better deliver the city's vision and the four priorities, with a strong focus on customer delivery and engagement. It is simple to understand and align with both revised partnership and shared delivery arrangements.

## People

We face major legislative, demographic and financial challenges within the People Directorate and how we change our working practices and work more closely with our partners will be crucial to our success. We will need strong leadership throughout; effective negotiating and influencing skills; a willingness to work across service areas and issues and develop a shared vision for delivery with our partners.

In health, for instance, there are a number of new delivery and commissioning groups. We have established an overarching Health & Wellbeing Board development group; the Plymouth Shadow Commissioning Group is in place, as is Plymouth Community Healthcare; Plymouth Hospital NHS Trust is applying to be a Foundation Trust and we are exploring joint commissioning opportunities. We will soon see public health responsibilities transferred to the council. We want to use the Joint Strategic Needs Analysis, Health and Wellbeing Strategy and overview of commissioning to focus on the most important health and well-being priorities for the city, particularly health inequalities.

At the same time, medical science is one of our growth priority sectors, so it will be important that the Foundation Trust's business plan and the development of Derriford as a centre for the north of the city fit together. Growth interweaves with health as a vehicle for planning healthy communities, with better quality housing, services and improved access to specialist facilities, and as a means of attracting more high value jobs and companies through the development of the medical sciences, hospital and university.

In 'People' we must establish a shared vision for areas where adult, children's and health services need to be integrated to deliver better outcomes; with the early establishment of a

### People Directorate

#### Children's Social Care

- Children's Safeguarding
- 16+ Service and transitions
- Children in Care
- Business Support (Children's Social Care)
- Permanency and Placements
- Advice and Assessment
- Children in the Community
- Out of Hours
- Family Support

#### Joint Commissioning/Adult Social Care

- Adult safeguarding
- Joint Adult and Children's Commissioning
- Assessment/Care Management Service -Adults
- Self-directed Support Service
- Service Provision
- Children's Disability Team (integrated)

#### Education, Learning and Family Support

- School Improvement (schools and settings)
- School Organisation and Admissions
- Early Years Team
- Governor Services
- Plymouth Adult and Community Learning
- Special Educational Needs
- Integrated Locality Services inc. Ed. Psychology
- Behaviour Support Services
- Educational Welfare Services
- Common Assessment Framework Team
- School Transport
- Assessment of need
- Route planning and procurement
- Passenger assistants
- Education Catering
- Alternative Complementary Education
- Centre for Young Parents
- Parent Partnership Service

#### Homes and Communities

- Youth Services
- Youth Offending Services
- Sports Development Unit
- Neighbourhood working
- Equalities, Access and Participation Co-ord.
- Community Safety
- Gypsies and Travellers Welfare
- Homelessness and Temporary Housing
- Housing Advice
- Housing Needs (Register)
- Housing Options - Customer services
- Neighbourhood Regeneration
- Anti-Social Behaviour Unit
- Family Intervention service
- Private Rented Sector Team
- Housing Renewals Team

**Major achievements to draw on**

- Good safeguarding and children in care services with outstanding features; fostering and adoption service outstanding
- Good assessment of adult services throughout, strong progress on the personalisation agenda
- Rising educational attainment, including that for Children in Care
- Preventing homelessness and reducing the number of children in temporary accommodation
- Work on financial inclusion/community cohesion
- Preventative approach to addressing disadvantage and tackling issues like alcohol and substance misuse, families with multiple problems, anti-social behaviour
- Reduction in overall crime
- Examples of commission driving down costs and providing better service
- Adapting 466 homes with Disabled Facilities Grants
- Improving quality of rented accommodation through HouseLet and EasyLet

**Moving on – the big issues**

- Increased demand for children’s social care services, whilst responding to the Munroe Review and diverting children from care
- Making the most of the trading relationship with schools in the new educational environment
- Ensuring commitment from partners around multi-disciplinary team locality working
- Aspirations and the post 16 agenda highlighted by Ofsted
- Ageing population with more complex conditions such as dementia and multiple disabilities – extra 4000 people over 65 by 2015
- Impact of economic downturn on serious acquisitive crime, up 19% in first half of year, and longer term impact of reducing inequalities
- Big health agenda – integration of social care, joint commissioning, setting up new partnerships
- Reducing costs in Adult Social Care, particularly expensive care packages in Learning Disability – where we are around average
- New relationships to develop with Police and Crime Commissioner and Panel
- Responding to welfare reform policy changes
- Focus on troubled families that consume resources of many agencies – building on our success here
- Increased birth rate in more deprived areas

joint commissioning team essential. We are committed to developing a more joined up advice and information services through the Contact Centre, web, libraries, GP surgeries, schools and other outlets; together with the further development of Plymouth Online Directory

The personalisation agenda within adult social care involves a major change in culture in terms of how services are provided and received and we will have to ensure this transformation change takes place. The inclusion of adult and children’s services also provides us with the opportunity to achieve better outcomes for those children who move between the two services.

We will have to use our influence to ensure that the needs of Plymouth are reflected in the priorities of directly elected Police and Crime Commissioners and Panels, as they become established. The bringing together of youth services, youth offending, neighbourhood management, sports development, anti-social behaviour, community regeneration and homelessness will enable us to have one joined up approach and maximise our resources on the ground. We must concentrate on more joined up services to vulnerable families, in conjunction with health and the police, to deliver better outcomes in their lives.

Early intervention and the embedding of multi-agency teams around localities are both critical to diverting children from care, improving school attendance, reducing the number of young people not in education, training or employment and addressing issues like teenage pregnancy, substance misuse and inequalities in attainment.

We must continue to tailor our education services to meet the needs of academies and

emphasise the improvement agenda. The city needs a more highly educated and skilled workforce to match its growth aspirations and we must continue to aim high here, whilst narrowing the attainment gap for the most deprived areas.

We remain committed to preparing young people for work, particularly given the difficult economic climate. Pupil attainment for 11 year olds at Key Stage 2 needs to improve significantly to achieve and overtake the national average, as does attainment at age 19. We are working with our schools and colleges to improve education results and the development of the University Technical College will provide an important new educational offer to young people in the city and beyond, concentrating on engineering skills.

More shared services across back office functions will help us to succeed, along with a joint workforce development plan across children, adult and health services.

Although there is much to do we have a strong base to build on and must utilise the best practice we have developed – e.g. consultation and engagement with young people; Charteris and Carefirst 6 up-grade in adult transformation; the Sentinel Referral Hub that provides a single point of access for all planned referrals; the Children and Young People's Plan, the Children's Trust and work of the Safeguarding Board; our work to address and prevent disadvantage and harm; and, our use of Programme Boards to drive delivery.

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## Place

The configuration of services under the Place Directorate offers a real opportunity to work more effectively in terms of strategy, project development and delivery. For instance:

- Bringing together culture and economic development provides a much stronger link with Destination Plymouth and can help to strengthen and clarify the city's cultural offer
- Pulling together the various capital programme teams from across the council will provide us with a broader set of shared skills, improve co-ordination and delivery and bring greater coherence to what we are trying to achieve

Across the directorate we want to encourage strong matrix working to maximise our impact. At the same time, we will need to ensure that we maintain high standards of day to day delivery, particularly in areas like environmental services and aspects of cultural provision, where there is a strong customer interface.

Our work is intimately tied to delivering the city's vision with key areas of immediate priority:

- The development of the city centre and Derriford centre
- Maintaining the momentum around Devonport and North Prospect regeneration
- Bringing in the investment that supports high growth businesses and business start-ups
- Improving connectivity – digital and physical

Other major challenges include ensuring that we have a strong Peninsula and regional presence and national identity and are able to state the city's case clearly, particularly at a time when there are less funding sources to compete for and a more fluid environment in which to do so. Working with the Heart of the South West Local Economic Partnership (LEP) and our own private sector led Growth Board will be crucial here.

We must also remember that there are a number of areas where it is critical that we work successfully across the whole council and city partnership:

### Place Directorate

#### Economic Development

- Economy and Employment
- Capital Strategy (inc. Strategy for Change)
- Strategic Estate Management (including business parks and City Market)
- Strategic Projects
- Museum Services
- Culture and Arts
- Events and Visitor Services
- Place Management

#### Transport and Infrastructure

- Network Management
- Parking and Marine Services
- Public Transport
- Capital Projects Delivery
- Transport Strategy
- Road Safety
- AMEY Contract Management

#### Planning

- Area Planning Teams
- Planning Delivery
- Spatial Planning
- City Sustainability
- Building Control
- Housing Enabling and New Homes Delivery

#### Environmental Services

- Garage
- Waste Disposal
- Waste Projects and Commercial Development
- Environment Protection and Monitoring
- Food Safety and Standards
- Safety, Health and Licensing
- Trading Standards
- Parks
- Waste and Street Scene



**Achievements to draw on**

Very successful Americas Cup, British Arts Show attracting visitors and investment
Market recovery action plan
Award winning area action planning and strong performance on major applications
£1.2b of development approved since 2009, £318m of development on the ground
993 new affordable homes and further 1,000 through accessing inward investment of over £100m
Award winning East End Community Village and regeneration of Devonport and North Prospect
Eastern Corridor and East End scheme
Strong City Centre Company and Development of Waterfront Improvement District
Work to support to Plymouth Argyle
Extension of green waste collection and anti-social littering bins
Strong city record around sustainability

**Moving on – the big issues**

Moving the city forward during difficult times
Promoting the city so that its identity is clear to investors, policy makers and visitors
Becoming the centre of marine excellence
Achieving improved connectivity
Developing city and Derriford centres; maintaining momentum in Devonport and North Prospect
Securing long-term commitment to the naval base
Rebalancing economy away from dependence on public sector; supporting private sector job growth
Addressing unemployment amongst young people
Responding to the Localism Act
Addressing challenging environmental issues around waste minimisation, recycling
Building on Americas Cup success
Maintaining income during economically difficult times and also developing a Growth Fund
Ensuring the city’s population has the right skills to support growth
Supporting innovation and the Growth Acceleration Investment Network

- Worklessness, homelessness and poverty have to be addressed as one issue and not compartmentalised and there must be an increasingly strong emphasis on both early intervention and support for young people who are unemployed
- Provision of new and affordable housing is another cross cutting issue that will require imaginative solutions to how we influence the housing supply chain and maintain progress with affordable housing and area regeneration
- Across the council we have many physical assets and these can be used more strategically and efficiently, both within the council and the partnership, to support the growth agenda and provide better value for communities.

In the more challenging environment we are working in it will be crucial that we develop innovative initiatives for attracting investment and jobs, or reducing the cost of delivery in some areas - and have the skills to do so from conception of an initiative through to delivery. The technical skills that support this work will need to be enhanced. We will need to work towards the long-term transition of the local economy, shifting dependence on public sector jobs to areas of recognised excellence – e.g. the marine sector through support for and development of initiatives such as the Marine Energy Park. Finally, we have some challenging targets to deliver against. Given the economic circumstances we are in nationally and globally, we may well have to adjust the timings of some of these targets. Whilst

many of these outcomes are not in our direct control, it is important that they are ‘owned’, so that we ensure things happen and barriers to progress are identified. The long-term nature of some of the measures, such as increasing Gross Value Added and the jobs target, heightens the need to have clear plans to ensure the building blocks for success are in place. This in turn means having clear milestones and knowing where you are at a given time.

## Corporate Services

Corporate Services is not simply a support service to other parts of the council, but an outward facing service that has extensive contact with residents and businesses.

Customer Services, for instance, provides advice and information to customers and will now include the Library Service, following the restructure. This provides the opportunity to strengthen the role of libraries in the community and create community information hubs. Further operational services will transfer to Customer Services over the next year as we seek one seamless contact point for our customers. Other services with a very strong customer interface include Revenues and Benefits, Electoral Services and the Registration Service; while our Procurement and Legal Services interact extensively with our business suppliers.

We are working hard to provide as seamless a service as possible for our customers. For instance, our Tell Use Once initiative means that customers informing the Register Office of births, marriages and deaths have all other relevant departments informed as a result. Our support to other departments also has a strong outward facing impact – e.g. Customer Services work with Adult Social Care in giving people more control over the provision of services; Finance, Legal and ICT services working with development colleagues to deliver the Americas Cup and purchase Home Park; Carers clubs delivered through libraries.

We also have a major role in the delivery of the transformational change agenda across the council through new ways of working and new interfaces with our customers; as well as providing day to day support to other services, including realigning financial, technical and HR areas of work to support the new structures. As we seek to operate within a more limited budget and provide services more efficiently, we will increasingly be looking at partnership and shared service arrangements to support delivery across the city.

In terms of performance, we need to improve benefit processing times against a background of increasing demand, as well as phone response times. We need to improve our response times for addressing Freedom of Information requests and Subject Access Requests. We

### Corporate Services Directorate

#### Human Resources and Organisational Development

- Human Resources Operations
- Payroll and Pensions
- Health, Safety and Wellbeing
- Organisational Development
- Training (including ICT training)
- Workforce Development Strategy and Coordination
- Recruitment and Talent
- Organisational Review

#### Customer Services

- Counter Services
- First Stop and Reception
- Contact Centre
- Customer Services
- Corporate Feedback
- Library Services (including the schools library service)
- Corporate Information Management & Provision

#### Democracy and Governance

- Coroner
- Democratic Support
- Civic Support and Lord Mayor's Office
- Electoral Services
- Legal Services
- Registration Service
- Risk and Insurance

#### Finance, Technology, Assets and Efficiencies

- Finance and Accounting
- ICT services
- Facilities and Estate Management (Corporate Estate)
- Property Maintenance
- Asset Register
- Carbon Management (Council)
- Value for Money and Efficiencies
- Procurement
- Council Tax
- Revenues and Benefits
- Transaction Centre

**Key achievements to build on**

Improved customer contact and increased productivity in Customer Service and Revenues and Benefits
Govmetric council of the year
Progress with accommodation and ICT strategies – including Lync, Windows 7, AX 2012, SharePoint, Dynamic CRM and Project Server
Agreement on terms and conditions
Embedding competencies and appraisals
20% reduction in absence across the council saving £1.03m in sick pay
New libraries at St Aubyn’s church, Plymstock and forthcoming one at Plympton
Purchase to pay scheme
Public satisfaction with reception service improving from 66% to 89%
Saving of £408,000 on corporate insurance
90% success rate with High Court judicial reviews
Retention of working balances during tough economic times

**Moving on – the big issues**

Growing demand for frontline customer services due to economic situation
Impact of welfare reform
Economic and public sector funding environment
Maximising income opportunities
Impact of Localism Act
Effect on staff morale of continuing pay freeze, pension changes, restructures
Bedding in new structure and supporting rest of council through restructure
Maintaining momentum around transformational change and shaping future direction of organisation
Shared services agenda

must also improve the quality of our internet transactional offer in order to improve e-take-up rates

Looking ahead our focus in the coming year will be around:

- Working with partners, particularly health and the university on shared accommodation and ICT
- Ensuring our services are supporting the population, especially vulnerable people
- Growing and improving our customer services – with more services on one phone number and more through the web
- Maximising the efficiency of all services across the council
- Investing further in ICT to improve services to customers – ICT Strategy
- Maximise the efficiency of our workforce – Workforce Development Plan
- Getting the best use out of our assets – Accommodation Strategy

## Chief Executive's Unit

The Unit provides the glue and direction that can help bind and drive both the council and the city partnership. Its focus is on clear strategic direction, strong communication and co-ordinated activity, supported by robust evidence and proportionate accountability arrangements. The Policy, Performance and Partnerships bit has only recently been set up, drawing in functions from across the council and thereby reducing costs.

The operating context for both the council and the city is changing. Budgetary constraints are putting greater pressure on managing resources more efficiently internally and with partners. There is a move away from top down target setting and overall inspection towards greater local autonomy and less nationally prescriptive partnership approaches. Public health will become a council responsibility; localism is of increasing importance; while the city will need to promote itself within a more fluid regional environment. The growing move from provider to enabling councils, with an enhanced role for commissioning, is another crucial ingredient in this mix. This changing landscape offers both opportunities and risks and it is important that the Unit helps the council and the partnership take control of this agenda and shape it to support our vision and priorities for the city.

The Unit must have credibility and be regarded as source of authoritative advice. It must be about change, innovation and impact if it is to operate successfully. Key priorities are:

- Helping reshape the partnership
- Improving forward planning/decision making
- Rationalising strategies through a Plymouth Plan
- Aligning research and intelligence
- Proportionate and effective performance management
- Providing clear and consistent messages across the council and to the partners and public around performance, transformation and change
- Driving the Visual Identity Project

### Chief Executive's Unit includes

#### Policy, Performance & Partnerships

- Executive Office Support
- Civil Protection
- Partnerships
- Policy and Performance
- Business Planning
- Information and intelligence
- Scrutiny co-ordination

#### Communications

- Press and PR
- Internal and external communications
- Design and branding
- Website

### Key achievements to build on

- Managing and informing the successful inspection of Safeguarding and Children in Care Services
- The Adult Social Care inspection returns
- Strong consultation exercises run around transport, planning issues and budget process
- Development of integrated planning with partners
- Corporate Plan and approach to service business planning and support
- Plymouth Report and development of four priorities for the council and the city
- New Children and Young People's Plan
- Support for Children's Trust and Plymouth 2020
- Work to support Health and budget scrutiny
- Short Sermon and business continuity planning
- Visual identity project

### Moving on

Holding together and improving partnership working during challenging times for partners

Ensuring that the council and partnership holds itself to account effectively, whilst not becoming overburden with reporting arrangements

Keeping abreast of new and potential legislation and practices, so that we stay one step ahead

Further embedding the visual identity project

Bringing together the Chief Executive's functions into a high impact, strategic operation

# WORKING TOGETHER

## Working as one council

We are a large complex organisation that offers over 300 distinct services to our customers, involving thousands of products and activities. The problems we have to address are complex ones that can cut across service areas and partner activity, as we seek to find solutions to them. Whilst it is important that we have clear lines of linear accountability, so people know who does what and where to go, it is equally important that we work across the organisation and partnership, not in silos. The alternative is wasted opportunities and poor deployment of resources.

Working across complex organisations is challenging, but there are a number of things that can help to bind us together:

- We have a common set of priorities - although some may have greater affinity for some services, they are interlinked priorities and we must all own them
- We stand or fall by our reputation and this can be influenced by how customers perceive a particular service or how well we do in an inspection – all our reputations are at stake
- We have to ensure we speak with one voice, both as a council and a city, if we are to promote Plymouth effectively and get the resources and support we need to achieve our vision for the city
- We all have to support each other to improve performance and efficiency – as poor performance in one area can quickly impact on another in terms of increased demand and extra cost
- We need to be seen as one council in terms of our staffs' experience of working for us; the way we deal with customers in a seamless manner and through our arrangements with suppliers and external providers – the alternative is confusion and alienation
- We must make the most of our collective resources and assets if we are to be innovative and efficient – whether through the accommodation strategy, council property estate or our collective skills and competencies

Whilst we want to give staff the freedom to make decisions at the earliest point of contact and encourage new ideas and taking risks, we want to do this within the simple framework of one council operating in a seamless and efficient manner.

## We are a diverse and complex business

Daily we help around 3,500 older people to live in the community, support the education of 40,000 children, fund 4,220 nursery places, through customer services have 250 face to face contacts and deal with 2,100 calls

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Weekly we pay out £1.5m in benefit, collect bins from 117,000 households, respond to 600 housing advice requests and undertake 30 food hygiene inspections

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Yearly we dispose of 127,500 tons of domestic and bulky waste, process 2,000 planning applications, issue over 1,315,000 books from our libraries and cut 6m square metres of grass

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**This is just some of what we do**

## Working in partnership

We believe that by working in partnership we can achieve far more for Plymouth than if we worked alone. We have a strong vision for the city, a clear set of priorities for driving it forward and some good successes behind us. Our world is, however, changing. The pressure on public expenditure and the difficult economic climate mean it is even more important to work together to make economies of scale, achieve efficiencies, effectively address complex multi-agency issues and support our ambitious growth agenda. We have already had to respond to some new partnership requirements, such as Health and Wellbeing Boards; while our existing set up has evolved with, for instance, the formation of the private sector led Growth Board and its links to the Heart of the South West Local Economic Partnership. How these Boards fit with the existing Children's Trust, Culture Board, our focus on safe and strong communities and adult skills is being reviewed. We must change how we operate in some important respects:

- The focus on delivery rather than strategy means the partnership must adapt its structure, with greater delegation and fast track decision-making within the overall parameters of accountability
- The tightening of resources in the public sector in particular means that more stress needs to be put on capacity issues
- There will have to be a more aggressive pursuit of funding in what is a competitive market - with a stronger shared message across the city and better support evidence
- A stronger sub-regional focus will be needed to meet the challenges ahead
- More emphasis on building capacity and engagement in the community is required

A vibrant, innovative city needs a vibrant innovative partnership if it is to be successful.

### Building on successes

- Tackling difficult issues – e.g. Little Teds', Southway explosion, community cohesion
- Working on the ground – e.g. Partnership Talents; Better Together; Hidden Harm; Family Nurse Partnership
- Infra-structure partnerships – e.g. Sutton Partnership
- Community regeneration partnerships – e.g. East End and Devonport
- Strong links between schools, colleges and business around skills
- A number of important strategies agreed with a clear vision/priorities
- Third sector service agreement; partner agreement around locality working
- User/community engagement

### Being more effective

- Partnership arrangements that are focused on delivery with clear plans, milestones and outcomes
- Strong resource alignment behind targeted delivery
- Stress on making decisions that impact on actions, rather than receiving and noting information
- Identifying cross cutting impacts and combined pressures on resources when planning and delivering
- Alignment of strategic delivery under one Local Plan – The Plymouth Plan
- More streamlined reporting arrangements with the focus at the right level
- Making the best use of people's time/skill

### Being more resourceful

- Using our collective finance, assets and people in the most efficient way
- Understanding total spend across the city and its impact
- Maximising our bidding capability in order to attract funding and investment
- More focus on joint commissioning, procurement and contract management
- Good understanding of our skills base and requirements with an aligned workforce development approach
- Movement of staff between agencies to utilise specialist skills and learning opportunities where appropriate
- A focus on competencies like leadership, communication, change and project management within a partnership context
- Having a resource plan

## **Democratic accountability and governance**

We are a democratically accountability body and that gives us both an added legitimacy and public leadership role, which we have a responsibility to exercise. Our aim, as stated earlier, is to work inclusively with our partners, whilst taking the initiative where there is a vacuum.

Our Full Council approves the overall direction of the council, our Cabinet makes executive decisions and our Overview and Scrutiny function ensures we are held to account, increasingly in relation to partnership and city-wide activity. Both parties on the council support the overall vision for the city and council and the current directorate restructure.

A feature of this Corporate Plan has been how we are restructuring and adapting to meet the very big challenges that are ahead. The democratic side of the organisation has to regularly adapt to change. The more we work in partnership the more we have think about how we hold those sometimes more arms length activities to account; similarly with moves to being the commissioner rather than provider of services. This is about changing relationships and ensuring our members are fully supported to address new challenges. The more streamlined and efficient we become as an organisation and partnership, the timelier and more clinical our scrutiny arrangements must be. Key challenges:

- Further improve the overall democratic planning process
- Clarify Overview and Scrutiny's engagement with changing delivery arrangements and ways of doing business, particularly in areas like health and crime

## **Addressing inequality**

Addressing inequality is one of our four priorities, with a particular stress on health inequality. We want everyone to benefit from the city's growth and recognise that inequalities and high levels of deprivation hold the city back, as well as the people experiencing them. This is a particular problem in the western side of the city. Our current restructure will help to align services better to address inequality. We recognise the importance of early intervention and working both across the council and partnership to meet this challenge.

- We will continue to align our resources including our neighbourhood working arrangements, to reduce inequality gaps particularly in health, child poverty and between our communities.
- By building on our strong track record in promoting equality of opportunity we will ensure that we deliver against the new Public Sector Equality Duty.
- To address the economic pressures faced by our communities, we will modernise our advice giving services to be prepared for the pending welfare benefit changes
- We will need to improve our Community Cohesion levels as they are in the lowest 25% in the country, with particular focus on the West of our city.
- Our 'Report It' system will be improved to reach more communities, enabling us to increase both the amount of reports we receive and satisfaction rates.

- As our population grows, diversifies and gets older, health and care related services will be adapted to meet the demand.
- We will engage and involve all our diverse community groups especially our Black and Minority Ethnic (BME) groups, where we expect to see an increase in three or four larger communities with some new smaller groups emerging,

### **Promoting sustainability**

Whilst we continue to enjoy a reputation for excellence in the application of sustainable thinking, our commitment to the 2008 Sustainable Development Framework needs to be reviewed and updated to take account of changing priorities. Consequently, we will develop a Sustainability Master Plan with a corporate position statement against which baselines and targets can be set and actions agreed. A long term corporate delivery plan 2012-20 will follow which, once adopted, will support departmental action, the integration of sustainability into the Plymouth Plan and business continuity across the council. This plan will be reviewed annually in a Sustainability Statement.

Cost effectiveness and environmental resource management are emerging as key drivers for corporate sustainability. Our Carbon Management Plan continues to provide support for the reduction of emissions from the council's estate and the introduction of energy and cost saving initiatives. Our carbon footprint reduced by 8.5% in 2010/11 against the previous year's baseline and we are aiming for a 20% reduction in emissions by March 2015.

City-wide sustainability is also focused on tackling climate change and, in particular, the impact of a low carbon economy on sustainable growth. Here nationally recognised initiatives, that reflect the council's leadership, include:

- The reduction of the city's overall carbon footprint by 14.53% between 2005 and 2009
- The reduction of the city's per capita carbon footprint by 18.04% between the same dates
- The development of the city's Local Carbon Framework and its recommended local carbon budget (one of only nine in the UK supporting a Government pilot project)
- Recognition that the low carbon sector already employs 2.9% of Plymouth's workforce
- Recognition that the sector's contribution of £192 million in 2008 could be boosted by a further £127 million by 2020 with an additional 880 new jobs

New legislation and monitoring processes for both sustainability and carbon accounting are expected from early 2012. Plymouth's reputation as a 'green city' relies on our ability to be ahead of the game in developing and applying new, innovative and creative ways of embedding sustainability.

Under our new delivery arrangements Corporate Services will take the lead for our corporate sustainability responsibilities, while the Place Directorate will lead on the city-wide agenda, where the sustainability of new developments, green space, social sustainability and the green economy are major areas of focus. We must emphasis though that being sustainable is all our responsibilities, we all have something to contribute.



## **Finance and efficiencies**

We remain committed to sound financial management as a basis for achieving our priorities, providing good quality services and protecting those who are most vulnerable. We aim to put resources behind our priorities and move them away from those areas that are less important or where we can stop doing things. We also want to increase our income where we can and be more resourceful, so achieving a priority is not always about putting more money behind it. We resource our priorities over time, so some priorities may feature more strongly as circumstances change.

## **Financial context**

The 2010 Comprehensive Spending Review (CSR) set a very tight financial envelop for local government funding to 2015, with a real terms reduction of 28% in the formula grant. The Government's 2011 Autumn Statement makes it clear that the financial situation is likely to remain tight for many years to come. There is the likelihood of further severe restrictions on public sector pay, while a public sector pension's settlement is still being negotiated. The national and global economic situation is causing real uncertainty and significant budget pressures, as we experience the impact of reduced income from our car parks and commercial rents. The downturn has brought reduced interest rates and therefore reduced income from our treasury investments. Our ability to use future capital investment in the city to stimulate growth and regeneration has been restricted. We also face increasing spending pressures in areas like adult social care and children's care services.

Future local government funding is expected to move away from a needs based formula towards a greater emphasis on incentivised funding. The published White Paper on Growth outlines plans for a review of business rates with the intention that in future local government will be able to keep what they collect; the introduction of a new homes bonus (consultation currently on-going); and plans to change the law so that council's will be able to borrow against the proceeds of future business rates (known as Tax Increment Funding) in order to invest. We will have more autonomy over a smaller pot of money. This makes it even more imperative that we working with our partners to align budgets and maximise the impact of our joint resources; ensure we achieve our efficiency programme and vigorously pursue what funding opportunities that remain.

## **Priorities, efficiency and transformation**

For 2012/13 we are again focusing on value for communities and the efficiency agenda. We are also protecting budgets around growth. Our efficiency programme, outlined below, is focused on significantly reducing support services costs in order to protect front line ones. It looks likely to deliver around 90% of its year one targets; but we cannot underestimate the challenges we will face in the next two years of that programme.

Investment in ICT is fundamental to successful transformation. It will enable us to have one consistent, joined up and reliable source of information on the customer; support flexible

working across all our buildings and better links with partners; increase the use of e-learning facilities and provide greater functionality to support e-transactions and other customer contact. These are all central to our ICT Strategy, where we initially prioritised investment and activity that supports the Accommodation Strategy and replacement website. We are striving to reduce the number of applications used within the council and consolidate around enterprise-wide ones. We want a wider, higher skill base with staff using common tools across the council and with partners to improve the way we work with information. This requires the cooperation of all departments and it is intended that the new corporate ICT architecture is being designed and delivered with the help of key partners, bringing in both expertise and capacity at a critical time.

### Three year cumulative efficiency programme 2011-14

Revenue reduction targets by delivery group	Budget for reduction	Reduction 2011/12		Reduction 2012/13		Reduction 2013/14	
	£000	%	£000	%	£000	%	£000
1. Policy, Performance & Partnerships	2,201	-15%	-330	-25%	-550	-40%	-880
2. Business Support & Corporate Coms	6,051	-15%	-908	-25%	-1,513	-40%	-2,420
3. Corporate Support Services	18,823	-15%	-2,823	-25%	-4,706	-40%	-7,529
▪ ICT – Direct Costs to Departments	3,484	-3.0%	-105	-5.0%	-174	-8.0%	-279
4. Adult Social Care & Health	70,999	-1.5%	-1,065	-3.0%	-2,130	-6.0%	-4,260
5. Children & Young People's Social Care	25,762	-1.5%	-386	-3.0%	-773	-6.0%	-1,546
6. Children & Young People (exc. Social Care)	22,502	-1.5%	-338	-3.0%	-675	-6.0%	-1,350
7. Customer Services (inc. Revs & Bens)	4,171	-1.5%	-63	-3.0%	-125	-6.0%	-250
8. Growth & the Economy	15,229	-1.5%	-228	-3.0%	-457	-6.0%	-914
9. Culture, Sport & Leisure	10,680	-5.0%	-534	-9.0%	-961	-13.0%	-1,388
10. Blue collar services/client side	14,596	-5.0%	-730	-15.0%	-2,189	-25.0%	-3,649
11. Accommodation costs	5,862		-750		-1,500		-1,500
▪ Miscellaneous small budgets	1,464						
Reduction applied	201,825		-8,260		-15,753		-25,966

## Medium Term Financial Strategy and budget

Although times are challenging, we have a sustainable Medium Term Financial Strategy, having for some time been modelling for a significant reduction in the government's formula grant and requirement for a council tax freeze.

In 2011/12, the government gave councils an additional 2.5% to offset a council tax freeze, with this included for base budgets to 2014/15. A further 2.5% for any additional freeze in 2012/13 is currently under discussion\*, but would only be for that year. The figures for the subsequent two years in grey in the table are based on our current assumptions around how funding might evolve.

*When the Corporate Plan is published in March it will reflect the budget against new structure as shown across, rather than the old one*

## Investments and Treasury Management

We have improved our financial reserves considerably over the years from a once poor position. Our working balance at 31 March 2011 was £11.5m or 5.7% of our indicative net 2012/13 revenue budget. Our plan is to retain this level throughout 2012/13. In addition, specific earmarked reserves are forecast to be £23m at the end of March 2012, reducing to 20m by March 2013. These specific reserves cover known or estimated costs for specific activities and/or liabilities, such as the Waste Management Reserve to meet interim revenue costs of waste disposal prior to the planned delivery of the energy from waste plant. They are higher than estimated last year as we now have to include schools' balances and unused year-end grants carried forwards.

We receive and spend significant sums of money in order to provide services to people in Plymouth. Effective Treasury Management maximises our financial return on cash balances throughout the year whilst minimising risk. Our Treasury Management Strategy details our approach and rules around investment and borrowing and specifies the financial organisations that we are able to transact with, based on sound risk assessment. Due to continuing low interest rates, we will continue to make use of short term variable borrowing to cover cash flow. New investments throughout the year and cash balances have a target to achieve an overall return of greater than 1%.

### Revenue resource assumptions

	2011/12 £m	2012/13 £m	2013/14 £m	2014/15 £m
<b>Formula Grant</b>	112.3	105.2	99.9	99.9
Increase / (decrease) over previous year	(5.0%)	(6.3%)	(5.0%)	0.0%
<b>Council Tax income including collection fund</b>	95.9	95.9*	98.3	100.8
Increase / (decrease) over previous year	0.0%	0.0%	2.5%	2.5%
<b>Total Resources available</b>	<b>208.2</b>	<b>201.1</b>	<b>198.2</b>	<b>200.7</b>
Increase / (decrease) over previous year	(2.6%)	(3.4%)	(1.5%)	1.3%

### Three year net revenue budget by directorate

	2012/13 £m	2013/14 £m	2014/15 £m
People			
Place			
Corporate Services			
Chief Executive's			
Corporate items			
Total revenue budget			

2010/11 total £xxxm; 2011/12 total £208.2m

## Capital and asset programmes

We remain committed to a significant capital investment programme. It supports our growth agenda for the transformation of Plymouth, while providing more immediate job opportunities in the construction industry. There remains significant volatility around future capital grant funding and income generation through capital receipts.

The restructure means that most major schemes will now fall within the Place directorate – schools, transport, waste, leisure and corporate property. The People directorate is responsible for the completion of Plymouth Life Centre, Care First and various housing initiatives like disability grants to upgrade homes; Corporate Services for IT and HR replacements.

### Four year directorate capital programme forecast

	2011/12 £m	2012/13 £m	2013/14 £m	2014/15 £m	Total £m
People	24.736	4.985	1.521	0.337	<b>31.579</b>
Place	58.444	38.402	18.122	9.000	<b>123.968</b>
Corporate Support	3.992	0.500	0.500	0.0	<b>4.992</b>
<b>Total</b>	<b>87.172</b>	<b>43.887</b>	<b>20.143</b>	<b>9.337</b>	<b>160.539</b>

### Funding sources - £m

Capital Grants/Contributions	92.481
Supported Borrowing	0.324
Unsupported Borrowing	24.774
Capital Receipts	34.518
Section 106/Revenue/Funds	8.442
<b>Total</b>	<b>160.539</b>

### Schemes for delivery by 2014 include

- The Plymouth Life Centre
- State of the art new college at Tor Bridge
- Improving transportation in Plymouth (Local Transport Plan)
- A further two new Academies
- The University Technical College (UTC)
- History Centre

## Partnership and budget consultation

In 2010 we consulted on the four priorities and ran a public consultation on the budget. The latter identified support services as the main area for efficiency savings, with better joined up internal support and a reduction in the number of buildings we use. Increasing charges in some areas was seen as a further way of managing the tight budgetary situation. Both police and health representatives stressed the importance of partners assessing the impact on each other of changes in their respective organisation. Business and culture sector representatives welcomed the focus on growth, with the latter also highlighting the importance of transformational change. From the voluntary sector the emphasis was on supporting preventative activities, addressing inequalities, particularly around health, and protecting the needs of those who are most vulnerable. Overview and scrutiny members put a great deal of stress on ensuring that the impact of any changes was effectively understood and managed. Delivery was seen as the key issue within a challenging environment.

In 2011, we built on the previous year's consultation to ask both the public and our staff where they saw the scope for further efficiencies or where we should invest about the same. We covered 38 areas of service activity, including health and community safety, and received 1,109 responses – 53% from the public, including businesses, and 47% from our staff. Over 50% of respondents wanted to see budgets staying around the same in 35 of the 38 categories, which indicates how hard it can be to prioritise between specific services. The top areas with a positive support rating of above 90% were creating and protecting jobs across the city; support for vulnerable children; tackling violent crime including domestic violence and support for older people to live independently. The least supported area was preventative health services – yet this is an activity that can impact on whether older people are likely to need care in the first place and whether children are more or less likely to be vulnerable. The responses of the public and staff were very similar throughout.

*Add here bit about partners and January scrutiny inputs*

DRAFT

## Managing risk

Good risk management and the actual taking of risks in some cases are critical for a council with an ambitious vision and a difficult financial terrain to negotiate. Budget reductions arising from the Comprehensive Spending Review; the effects of the economic downturn, coupled with demographic changes and an increasing demand for services put severe pressure on service delivery. Allied to this, the increasing focus on the localism agenda and the development of the government's Big Society vision will see more public services being delivered by, or in partnership with, charities, communities or public sector organisations. Such a potential shift in the structure of service provision will create significant risks, but also present significant opportunities.

In this challenging climate we recognise that we need to constantly review our approach to managing risk to ensure that short-term budget challenges do not divert us from our vision or prevent us from addressing the longer-term risks that may result from future service delivery models. Our embedded approach to managing risk at strategic, operational and project level is supported by a competency framework that recognises and encourages the management of risk as a core management skill. This ensures that the step changes we are currently making are taken with the confidence that risks will be effectively minimised and opportunities fully embraced.

## Major risks and mitigation

Significant budget pressure from CSR	Regularly monitored Medium Term Financial Strategy and risk-assessed budget delivery plans. Reductions in back office to protect front-line services
Partnerships	City-wide review of strategic partnership governance arrangements and preparation for health integration agenda. Partnerships Framework
Listing of Civic Centre and Council House	Professional advice sought on options for rationalising and improving office accommodation. Formal procurement process instigated to invite expressions of interest for purchase/development proposals
Social Care client IT management system	Carefirst programme management arrangements in place and process re-engineering work progressing
Adult Social Care costs	Programme Board monitoring performance and delivery plans
Pressure on Capital Delivery Programme	Capital and Major Projects team managing delivery and project re-alignment supported by improved corporate project management procedures
Welfare Reform 2011-17	Strategic impact assessment group in place
Information Governance.	Information management risks monitored through corporate risk management processes. Information Lead Officers Group being formed

## **Change management and organisational culture**

We are now very much about change - changing our culture, changing our service delivery and changing our structure. Our staff are central to that change in terms of how they work with each other, relate to customers, partners and contractors. There are a number of building blocks to our approach.

### **Blended learning approach**

Learning and development is critical to our transformation programme. We will need a workforce with the capacity, capability, flexibility and skills to deliver an excellent service to our customers. Going forward, we will have fewer employees, a smaller training budget, new ways of working and customers expecting more. To meet the varied learning needs of the workforce and to maintain service continuity, we will need to develop high quality alternative delivery models to classroom based training, which can be accessed from people's desks. This will be made possible through the accommodation strategy technology roll-out of Lync, which enables people to have audio and video access through their PCs and head-sets.

This won't work for everyone, as not everyone has a PC or learns in this way. However, if done properly, this will significantly reduce the pressure on classroom based learning. The council must, therefore, develop blended learning approaches to complement other delivery models. To develop high quality solutions we will need technical specialists with knowledge of how to build e-learning + multi-media training programmes to work alongside specialist trainers knowledgeable in their own fields.

### **Joining together learning and development services**

Learning and Development (L&D) is currently delivered from across the council. Due to reductions in overall budgets, departments delivering this function have had to think carefully about priorities and delivery models that will increase the impact of learning while minimising disruption to services. In addition, it has prompted thinking around whether L&D services should be based together to ensure consistency and joined up delivery. A commitment has been made for all L&D services to adopt the same database system, to enabling reporting on learning and development activity across the whole council rather than in silos. This will enable the council to properly evaluate the impact of learning and development on its performance. It will also enable workforce planning activity to identify future departmental learning needs and develop learning strategies to address those needs.

Rather than support a catalogue programme of training delivery around interpersonal skills, we have focused on critical needs of the council and areas where we feel we can make the greatest impact. For example, in recognition of the power and influence of strong leadership, in 2010 the council launched its' Enterprise Leadership Programme (ELP) which has been highly successful in developing a bank of 36 "leaders" from all levels of the council able to support transformational change. Delegates are currently supporting transformational change programmes in their departments.

## **Management Development Programme**

The council is transforming the way it delivers its services and is committed to delivering value for money to its customers. This means aligned and cross working with partners and stripping away duplication and inefficiency. The workforce will be smaller, structures will be flatter and people will be more flexible and skilled to cover a broad range of activities across wider teams.

Managers at all levels will need to support new ways of working and so we are developing a management development programme to enable our managers to support and manage their staff in the right way. Regardless of their department and job type, managers will need to understand the vision and how the council will operate in future. Managers will also need to consider the impact to them as managers and adjust to a culture of less bureaucracy and hierarchy, where they will make more decisions and empower rather than micro-manage their staff.

To broaden the impact of the workforce managers will need to understand the untapped potential of “engagement” – non-engaged workers are 20% less productive and that does not take account of the knock-on impact an unengaged member of staff has on the engagement levels of the teams. A recent appraisals analysis suggested that managers might lack the confidence to tackle poor performance issues and set aspirations and goals too low, which may be stifling the council’s performance.

## **High Performance Teams**

We are developing a programme of High Performance Team development to support teams through the transformational change programme. Without this kind of programme, levels of engagement will immediately dip as teams are restructured and performance levels will likely only start to recover after twelve-months. The problem is made worse where teams are already performing poorly when they enter a period of significant change. This programme will build a bank of facilitators, including ELP delegates who will support departments and teams through this change.

## **Talent Management**

In the current climate of job insecurity there is a risk that the council’s most talented, skilled and flexible employees find alternative roles elsewhere, which would dramatically impact on our performance and the morale of remaining staff. We are, therefore, developing recruitment and retention strategies that safeguard the council against any vulnerability, protect its workforce performance and aid retention and engagement.

These may include the development of talent pools to support recruitment to critical roles, development career paths and job families – and the development high level skills sets around job families to enable skills gap analysis.

## **Listening to our staff**

We have a commitment to listening to our staff and responding to what they think. The stronger emphasis that we have placed on improving change management and providing



people with the skills to manage change is one of the responses to our last two staff surveys. We now survey staff every two years, with a short interim survey in between which looks at the engagement index, which covers a number of questions around such topics as whether staff feel they can put their ideas forward, improve their skills and enjoy their job. The key messages from the most recent interim survey are:

- Overall the council's staff engagement has gone up by 5 percentage points, from 57% in 2010 to 62% in 2011 - though our engagement level still remains average compared to the national council benchmark figures
- Each service area registered increased engagement, but with a wide variation between 1% 30%
- The largest increase came in staff being able to contribute their views before changes are made which affect their jobs. The overall increase did, however, mask some small decreases, notably in jobs making good use of their skills and abilities (down 5%) and a matching drop in staff wanting to be here in 12 months' time
- In addition to improved engagement levels, staff expressed a greater degree of happiness with their working environment and have a greater trust that issues raised in the staff survey process are being acted upon

### **Performance management and improvement**

With less national focus on top down performance indicators and inspection we have greater freedom to do what we think is best for our circumstances. That does not mean that we can forget about performance indicators, as we need outcome measures to evaluate our performance and get an indication of how we are progressing. In the past there has been a fixation nationally around targets and this has sometimes led to perverse outcomes, as people adjust behaviour to meet targets, often at the expense of equally or more valid outcomes.

We will focus on what the measure is telling us about our performance to date, how that sits with the trajectory we need to be on to meet our ambitions and what, if anything, we need to do to alter performance. The emphasis will be on analysis, trends and decisions. Similarly, we will have better plans in place for achieving our outcomes, with resources more effectively aligned behind them. More time needs to be spent on effective scoping, planning and risk assessment, with strong but not overly bureaucratic programme management. The use of Programme Boards with clear plans and milestones is a welcome development that we need to build on in order to achieve transformational change and further improve services to our customers during difficult times.

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# P2020 - Performance Monitoring Report

Report Updated: Dec14th 2011

	Growth	Lead	Aspiration	Lead	Inequality	Lead	Value for Communities	Lead
	Deliver Growth: Develop Plymouth as a thriving regional growth centre by creating the conditions for investment in quality new homes, jobs and infrastructure.		Raise Aspirations: Promote Plymouth and encourage people to aim higher and take pride in the city.		Reduce Inequalities: Reduce the inequality gap, particularly in health, between communities		Provide Value for Communities: Work together to maximise resources to benefit customers and make internal efficiencies.	
	<b>LEVEL 1 - Measures</b>							
Level 1	Increase the number of jobs in Plymouth	David Draffan	Raise Plymouth's Level 4 attainment so that it exceeds the national average by 2% by 2020.	Viv Gillispie	Reduce the gap in life expectancy by at least 10% between the fifth of areas (eight neighbourhoods) with the lowest life expectancy & the population as a whole by 2020 (based on 2017-19 data) from the 2010 baseline (based on 2007-2009 data).	Ann James	Increase the value of commissioned goods and services by civil society organisations.	George Plenderleith
	An increase in the headline gross value added per head index at current basic prices	David Draffan	Increase in the number of visitors coming to the city.	David Draffan	Reduce the rates of premature mortality (<75 years) in men from all causes by 40% by 2020 (based on 2019 data) from the 2010 baseline (based on 2009).	Ann James	Customer satisfaction of all public service offering vfm.	Paul Chapman
	Deliver connectivity with key regional, national and international markets.	Clive Perkin	Overall / general satisfaction with local area (NI 05).	Giles Perritt	Reduce Child Poverty (NI 116)	Bronwen Lacey	People who feel they can influence decisions in their locality (NI 04)	Giles Perritt
			Increase the new business births in the City per 10,000 resident population.	David Draffan			Per Capita CO2 emission in the LA area (NI 186)	Paul Chapman
							% people who believe people from different backgrounds get on well (NI 001)	Pete Aley
	<b>LEVEL 2 - Measures</b>							
LEVEL 2	Hectares of Employment Land delivered per annum.	Paul Barnard	Increase the Achievement of 5 or more A*-C grades at GCSE or equivalent incl Maths & English (NI 075).	Colin Moore	Reduce the gap in attainment at Key Stage 4 between the most and least deprived localities in the city.	Colin Moore	Increase the % of community priorities identified at neighbourhood meetings which are resolved or concluded (June 2011)	Pete Aley
	Percentage of dwellings on major sites meeting good/very good CABE Buildings for Life standards	Paul Barnard	Rate of anti social behaviour incidents per 1,000 population.	Stuart Palmer	Reduce rates of adult smoking in Plymouth.	Russ Moody	Increase the % of household waste sent for reuse, recycling and composting (NI 192)	Jayne Donovan
	Reduce the gap in average pay of full-time workers between Plymouth and the South West	David Draffan	Reduce the number of 16-18 year olds not in education, employment or training (NEET) (NI 117) Data 2010/11).	Colin Moore	Improve access to services and opportunities.	Clive Perkin	Reduce the CO2 production from Public Sector operations.	Paul Chapman
	Number of affordable homes delivered (gross) (NI 155).	Stuart Palmer	Increase the number of a Level 3 qualification by the age of 19 (NI 80).	Colin Moore	Reduce the gap in circulatory disease mortality (<75s).	Caroline Diamond	Reduce the number of and percentage of racist, disabled, homophobic and faith, religion and belief incidents reported.	Pete Aley
	Net additional homes provided (NI 154) (2010/11).	Paul Barnard	Reduce the number of Under 18 conceptions (rate) (NI 112)	Deb Laphorn	Increase the number of Adult Social Care clients receiving self directed supp (direct payments & ind budgets) (NI 120) (June 2011)	Pam Marsden	Increase use of volunteers.	Simon de Groot
	Improved road journey times and frequency to key cities.	Clive Perkin	Visitor number Breakdown by different types.	David Draffan	Reduce the rate of alcohol related admissions by 2020. Data for 2009/10 and targets for 2011/12.	Mike Jarman	Increase the number of people involved in the process of producing neighbourhood plans.	Paul Barnard
	Improved rail journey times and frequency to key cities.	Clive Perkin			Housing decency - Number of Category 1 Hazards removed. (2nd Qtr 11/12)	Stuart Palmer	Improve Customer satisfaction with public sector organisations offering value for money (different local authorities)	Paul Chapman
	% of households/businesses connected to fast broadband.	David Draffan			Reduce gap in overall crime between worst 10 neighbourhoods & city avg rate per 1000 population (July 2011)	Pete Aley	Increase the value of commissioned goods and services by civil society organisations. Specific Areas Targeted	George Plenderleith
					Reduce the rate of accidental dwelling fire casualties.	Ken Anderson	Rate of non-domestic property fires.	Ken Anderson
					Increase the Prevalence of Breast feeding (NI 53).	Alison Mackenzie	% satisfied with outcome of reported racist, disabled, homophobic, faith & belief incidents	Pete Aley
					Reduce the working age economic inactivity rate.	David Draffan		
					Reduce the number of Child Protection Plans lasting 2 or more years (NI 64) (2010/11).	Mairead McNeill		
					Decrease the rate of childhood obesity in Year 6 children by 10% by 2020 (based on 2010/20 data) from the 2010 baseline (based on 2009/10 data).	Julie Frier		
	Forecast Model used - position at end of year - Red, Amber or Green				Reduce the gap in vulnerable families by at least 50% between the fifth most and fifth least deprived neighbourhoods by 2020 from the 2010 baseline.	Mairead McNeill		
					Delayed Transfers of Care (NI 131).	Pam Marsden		
				Reduce harm from inter-personal violence (domestic violence and sexual violence)	Anoy Boulting			
	Under Development							
	R		Forecast: - Performance does not expect to meet target objective.				Current Performance - Stable	
	A		Forecast: - Performance is anticipated to be steady and make significant progress but only expects to be within 15% of the target objective.				Current Performance - Improving	
	G		Forecast:- Performance evidences milestone achievement and is on course to achieve or exceed target objective.				Current Performance - Getting worse	

# P2020 - Performance Monitoring EXCEPTION Report

## Growth

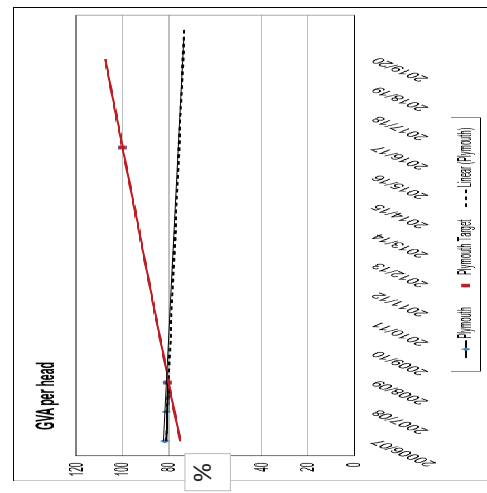
**Deliver Growth: Develop Plymouth as a thriving growth regional centre by creating the conditions for investment in quality new homes, jobs and infrastructure**

■ **An increase in the headline gross value added per head index at current basic prices.**  
The target is to attain 100% by 2016. The latest data suggests Plymouth's GVA per head index stood at 80.2% in 2008. Given the kind of economic transformation required to raise these indexes by even 0.5-1.0 percentage points (bearing in mind other economies do not stand still) this target should only be viewed as aspirational.

GVA per head is often used as a way to compare the productivity of different regions. This comparison tends to show London and the South East having considerably higher levels, than the UK average. However, this doesn't take into account the differing characteristics of regional labour markets. Whilst the city's **GVA growth rates** have tended to lag the national average in the longer term (2.3% pa vs. 4.6% pa between 1999 and 2009), in the few years leading up to the recession it experienced a degree of growth acceleration, surpassing rates recorded by many other urban areas across the UK. The latest evidence suggests that Plymouth was hit relatively hard by the downturn of 2008/9, with sharp contractions in its manufacturing, distribution & retail and construction sectors.

In order to make informed decisions and better maximise our use of resources, proposed projects to address the issues within wealth should have clear estimation of upturn in GVA resulting from project. The improvements in wealth creation can then be factored into the targets for the other theme groups.

■ **Increase the number of jobs in Plymouth.**  
The 2020 target is to create 30,000 new jobs by 2020 to 132,000 jobs, this represents a 29% increase from the 2003 baseline. Leading up to the recession, the city experienced relatively strong employment growth reaching a peak of 107,000 in 2007. The combination of a deep recession and slow recovery has had a negative impact on the local labour market in the short-term, effectively undoing the previous gain. Given these factors, the target should only be considered aspirational.

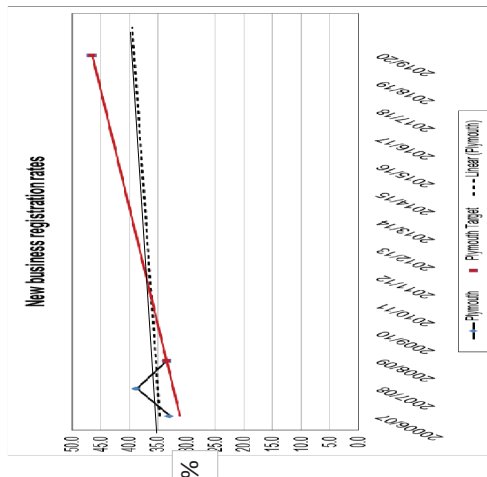


## Aspiration

**Raise Aspirations: Promote Plymouth and encourage people to aim higher and take pride in the city**

■ **Increase the new business birth rate in the City to 46.5 per 10,000 adult population by 2020.**  
Latest figures (2009 - 28 per 10,000) confirm that the recession has resulted in an economic environment unfavourable to start-ups in the short-term, with a sharp fall in the rate. This is to be expected and is certainly not unique to Plymouth.

Over the long-term, while business birth rates have been declining locally, they have also been doing so regionally (SW) and nationally (UK), therefore it's probably more appropriate to consider the city's relative position - its position has improved against the SW rate but deteriorated against the UK's since 2004.

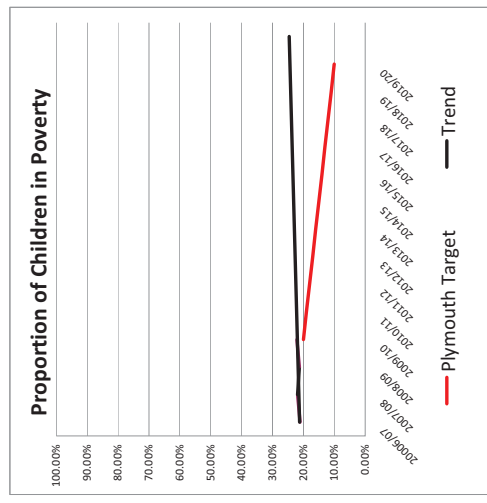


## Inequality

**Reduce Inequalities: Reduce the inequality gap, particularly in health, between communities**

■ **Reduce Child Poverty.**  
The latest data (2009/10) reports that 22.1% of Plymouth children are living in families in receipt of out of work benefits or in receipt of tax credits where their reported income is less than 60% of median income. The Plymouth position is in line with the national position (21.3%). The Plymouth trend over the previous 4 years reports a slight rise with a 1% increase over this period. This also mirrors the national movement. Based on historic data the trend suggests that, with no action by partners, the number of children living in poverty by 2020 would reach 25%. The target is 10%. It is likely that the current economic environment will significantly impact the number of children living in poverty and even with planned interventions, the numbers will rise before they fall.

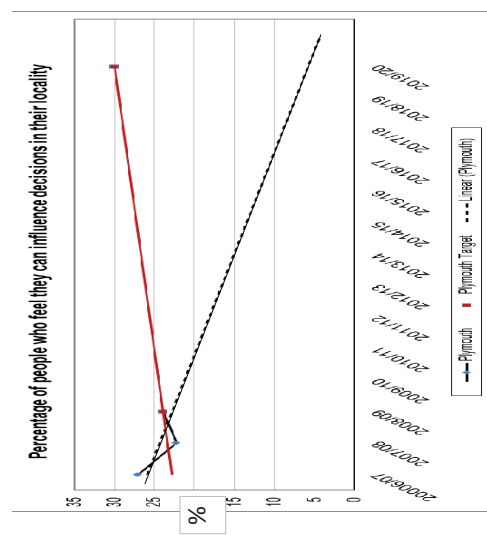
A local strategic approach to tackling child poverty is already being developed. Successfully tackling child poverty relies heavily on the actions of other strategic groups and organisations across the city - A multi-agency delivery plan to cover the whole 2020 partnership has been developed. A self-assessment event was held to assess the healthiness and effectiveness of our current approach to tackling child poverty in the city. An event was held with elected members on the 18th November. Child poverty will be explicitly addressed within key strategies such as housing, financial inclusion and worklessness and children & young people's plan.



## Value for Communities

**Provide Value for Communities: Work together to maximise resources to benefit customers and make internal efficiencies**

■ **People who feel they can influence decisions in their locality (NI 04)**  
Following the last survey conducted in 2009, 24% of Plymouth residents felt that they could influence decisions compared to an England average of 30%. This places Plymouth in the bottom quartile for this indicator. Since the last survey, a significant amount of work has been undertaken through locality and neighbourhood working to address this indicator and it is anticipated that the development of neighbourhood plans as part of the localism agenda will further boost performance.



# Corporate Performance Report 2011/12

## Levels 2 & 3 Indicators

Nov-11

## Community Services

### Adult Social Care

#### Level 2

Indicator Definition	Responsible Officer	09/10 Actual	10/11 Actual	August Actual	September Actual	October Actual	November Actual	11/12 Target/Forecast
IC (ex NI 130) Proportion of people using social care who receive Self Directed Support, those receiving Direct Payments	Pam Marsden	15.90%	30.29%	25.20%	26.91%	27.89%	29.2% (2171)	60.00%
NI 131 Delayed transfers of care (per 100,000 population aged over 18) (please note this indicator always one month behind for performance reporting)	Pam Marsden	10.77	4.95	6.2	5.7	6.2 (13)	Not available until January	17.30

#### Level 3

Indicator Definition	Responsible Officer	09/10 Actual	10/11 Actual	August Actual	September Actual	October Actual	November Actual	11/12 Target/Forecast
2A (ex IADF) Permanent admissions to residential and nursing care homes per 100,000 population	Pam Marsden	11.1	10.7	74.2	84.7	95.30	107.2 (224)	107.71
IH (ex NI 149) Proportion of adults in contact with Secondary Mental Health services living independently with	Pam Marsden	61.26%	63.67%	70.05%	71.18%	72.59%	72.3% (587)	65.00%
IF (ex NI 150) Proportion of adults in contact with Secondary Mental Health services in paid employment	Pam Marsden	8.78%	7.98%	8.84%	7.94%	8.02%	8% (65)	8.50%

## Culture, Sport & Leisure

#### No Level 2 indicators

#### Level 3

Indicator Definition	Responsible Officer	09/10 Actual	10/11 Actual	August Actual	September Actual	October Actual	November Actual	11/12 Target/Forecast
Number of Enquiries to tourist information centre	Dave Roberts	113,704	110,186	17,890	13,733	8,546	4,763	113704
SDU 2 % of attendances at SDU activities by people from deprived neighbourhoods	Louise Kelly			33.88% (1780)		Quarterly Data	Quarterly Data	40.00%
Library visits per 1,000 population	James Coulton		4416	2029	2492	2942	3370 (109,863)	4343
Number of Visitors to Museums and Archive Services	Nicola Moyle		333,990	71,910	86,508	100,764	110,898	241,000

## Environmental Services

#### Level 2

Indicator Definition	Responsible Officer	09/10 Actual	10/11 Actual	August Actual	September Actual	October Actual	November Actual	11/12 Target/Forecast
NI 192 Percentage of Household waste sent for reuse, recycling and composting	Jayne Donovan	31.20%	32.9	34.19%	34.19%	34.08%	34.73%	33.00%

#### Level 3

Indicator Definition	Responsible Officer	09/10 Actual	10/11 Actual	August Actual	September Actual	October Actual	November Actual	11/12 Target/Forecast
Illegal Tobacco Availability Survey: Percentage of people who source illicit tobacco products (Annual indicator)	Jayne Donovan	44%	24%	Annual Data				22.80%
Illegal Tobacco Availability Survey: Price of illegal tobacco per 50g rolling tobacco (Annual indicator)	Jayne Donovan	£6.50	£6.50	Annual Data				£6.63
Illegal Tobacco Availability Survey: Price of illegal tobacco per 20 band H (Annual indicator)	Jayne Donovan	£3.50	£3.50	Annual Data				£3.57
NI 191 Residual household waste per household (kg)	Jayne Donovan	685.00 kg	661.29	266.58kg	320.64kg	372.28kg	424.18kg	648.00 kg
% increase in the disruption to the supply of illegal tobacco achieved through enforcement activity	Jayne Donovan	£16,300	£21,900	Annual Data				+191%

## Safer Communities

#### Level 2

Indicator Definition	Responsible Officer	09/10 Actual	10/11 Actual	August Actual	September Actual	October Actual	November Actual	11/12 Target/Forecast
% priorities identified at neighbourhood meetings that have been resolved or concluded (quarterly)	Pete Aley		40.00%	Quarterly Data	63.00%	Quarterly Data	Quarterly Data	50.00%
The number of racist, disablist, homophobic and faith incidents reported	Pete Aley	New indicator		234	280	326	358	562
The % satisfied with outcome of reported racist, disablist, homophobic, faith & belief incidents	Pete Aley			90.48%	91.11%	92.50%	96.25%	87.00%
Reduce the gap between worst 10 neighbourhoods & city average rate per 1000 population for overall crime (quarterly)	Pete Aley		70.94	26.61	36.09	42.59	49.37	68.09

#### Level 3

Indicator Definition	Responsible Officer	09/10 Actual	10/11 Actual	August Actual	September Actual	October Actual	November Actual	11/12 Target/Forecast
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Rate per 1000 population for Acquisitive Crime	Pete Aley	New Indicator	4.66	5.67	6.44	7.36 (1903)	9.93
Rate per 1000 population for Criminal Damage	Pete Aley		6.71	7.99	9.47	10.9 (2821)	15.50
Rate per 1000 population for Violence with Injury	Pete Aley		4.35	5.10	5.94	6.92 (1790)	10.23

## Corporate Support

### Customer Services

No Level 2 indicators

Level 3

Indicator Definition	Responsible Officer	09/10 Actual	10/11 Actual	August Actual	September Actual	October Actual	November Actual	11/12 Target/Forecast
% of complaints answered on time - Social Care	JP Sanders			64%	82%	Not available	Not available	80.00%
% of complaints answered on time - non Social Care	JP Sanders			75.00%	80.00%	100% (4)	Available Dec	95.00%

### Finance, Asset & Efficiencies

Level 2

Indicator Definition	Responsible Officer	09/10 Actual	10/11 Actual	August Actual	September Actual	October Actual	November Actual	11/12 Target/Forecast
CO2 reduction from Public Sector organisations	Paul Chapman			Annual Data				Targets to be finalised
Customer satisfaction with the public sector offering VfM (different target for each organisation)	Paul Chapman	20.00%		Annual Data - Survey Required				25.00%

Level 3

Indicator Definition	Responsible Officer	09/10 Actual	10/11 Actual	August Actual	September Actual	October Actual	November Actual	11/12 Target/Forecast
BV009 Percentage of Council Tax collected	Malcolm Coe	95.20%	96.10%	44.85%	54.04%	63.34%	72.60%	97.00%
BV010 Percentage of NNDR collected	Malcolm Coe	96.00%	97.30%	51.84%	60.85%	69.23%	78.14%	98.00%
BV078a Time processing new claims	Martine Collins		30 days	29.07 days	29.70 Days	28.13days	28.92 days	20 days
BV078b Time for processing notifications of changes of circumstances	Martine Collins	19 days	19 days	15.15 days	15.62 days	15.73 days	20.53 days	15 days
L(Fin)25 Benefits accuracy	Malcolm Coe			91%	91%	91%	Not yet available	98.00%
L(Fin)27 Reduce costs of the Revs & Bens dept	Malcolm Coe							£400,000.00
L(Fin)28 Reduce procurement costs	Malcolm Coe							£1.2m

### ICT

No Level 2 indicators

Level 3

Indicator Definition	Responsible Officer	09/10 Actual	10/11 Actual	August Actual	September Actual	October Actual	November Actual	11/12 Target/Forecast
Availability of core systems	Mel Gwynn			98.00%	99.95%	99.20%	99.90%	98.00%
Number of reportable information security incidents that are not reported	Mel Gwynn			0	0	0	Not yet available	0



## Development & Regeneration

### Economic Development

#### Level 2

Indicator Definition	Responsible Officer	09/10 Actual	10/11 Actual	August	September	October	November	11/12 Target/Forecast
Percentage of households/businesses connected to fast broadband (Annual)	David Draffan			Annual Data				
Reduce the gap of the average weekly pay of full time workers to that of the South West (Annual)	David Draffan	2.00%		Annual Data				0% (by 2020)
Reduce the working age economic inactivity rate (Annual)	David Draffan	23.1 (2004)		Annual Data				19% (by 2016)
Visitor Number Breakdown by different types (Annual)				Annual Data				Annual Data

#### Level 3

Indicator Definition	Responsible Officer	09/10 Actual	10/11 Actual	August	September	October	November	11/12 Target/Forecast
Number of inward investment enquiries handled.								75

## Planning Services

#### Level 2

Performance Indicator	Responsible Officer	2009/10 Actual	2010/11 Actual	August Actual	September Actual	October Actual	November Actual	2011/2012 Target
Hectares of employment land delivered per annum (yearly)	Paul Barnard	2.39		Annual Data				35.6 (2014/15)
NI 154 Net additional homes provided (yearly)	Jonathan Bell	401	535	0	22	16		255
% of dwellings on major sites meeting good/very good CABE Buildings for Life standards - yearly	Paul Barnard	66.00%		Annual Data				0.7

#### Level 3

Performance Indicator	Responsible Officer	2009/10 Actual	2010/11 Actual	August Actual	September Actual	October Actual	November Actual	2011/2012 Target
NI 157a Processing of planning applications - 13wks major app	Paul Barnard	60%	77.17%	83%	86%	100%	75.00%	80%
SPI 16 Supply of housing land	Paul Barnard							110%
Increase the number of people involved in the process of producing neighbourhood plans	Paul Barnard							Not monitored yet. Part of Localism Bill

## Strategic Housing

#### Level 2

Indicator Definition	Responsible Officer	09/10 Actual	10/11 Actual	August Actual	September Actual	October Actual	November Actual	11/12 Target/Forecast
CAT1 - Total Category 1 hazards removed	Phil Mitchell		160	Quarterly Data	Quarterly Data	70	Quarterly Data	150
NI 155 Number of affordable homes delivered (gross)	Nick Carter	335	241	97	119	135		200
Rate of Anti Social Behaviour incidents per 1000 population.		77.6	70.42	Annual Data				69.71

#### Level 3

Indicator Definition	Responsible Officer	09/10 Actual	10/11 Actual	August Actual	September Actual	October Actual	November Actual	11/12 Target/Forecast
EH6 - Number of long term empty homes brought back into use - Yearly	Nick Carter	62	71	Quarterly Data	Quarterly Data	38	Quarterly Data	50
EH7 - Number of priority group households being able to save on their energy bills - Yearly	Nick Carter			Quarterly Data	Quarterly Data	252	Quarterly Data	500
EH8 - Amount saved on energy bills for priority group households - Yearly	Nick Carter			Quarterly Data	Quarterly Data	£102	Quarterly Data	£60
EH9 - People helped to live in their own homes through the provision of a major adaptation (Q)	Phil Mitchell			Quarterly Data	Quarterly Data	87	Quarterly Data	140
HA10 - Number of households prevented from becoming homeless	Matt Garrett	491	492	Quarterly Data	Quarterly Data	253	Quarterly Data	500

## Transport

#### Level 2

Indicator Definition	Responsible Officer	09/10 Actual	April 11 Actual	August	September	October	November	11/12 Target/Forecast
Access to services and opportunities	Clive Perkin							79%
Improved rail times and frequency to key cities (yearly)	Clive Perkin		Baseline and targets to be set					
Improved road journey times and frequency to key cities (yearly)	Clive Perkin							

#### Level 3

Indicator Definition	Responsible Officer	July Actual	April Actual	August	September	October	November	11/12 Target/Forecast
Bus Punctuality	Clive Perkin			Baseline and target to be set				87%
Customer satisfaction with conditions of roads and pavements				Baseline and target to be set				41.03%

Children's Social Care

Level 2

Performance Indicator	Responsible Officer	2009/10 Actual	2010/11 Actual	August Actual	September Actual	October Actual	November Actual	11/12 Target/Forecast
NI 064(LAA) Child protection plans lasting 2 years or more - Yr	Joy Howick	4.60%	3.60%	0.56%	0.45%	0.36%	1.37% (4)	3.00%
Reduce the gap in vulnerable families by at least 50 % (least & most deprived neighbourhoods) - Yr	Mairead MacNeil	20.40%	No data	Bi Annual Data				18.40%

Level 3

Performance Indicator	Responsible Officer	2009/10 Actual	2010/11 Actual	August Actual	September Actual	October Actual	November Actual	11/12 Target/Forecast
C&FSS09 Timing of Initial Assessments	Karen Morris	62.80%	72.80%	85.70%	85.50%	84.60%	82.40%	80.00%
C&FSS12 Number of children with a child protection plan monthly	Richard Yellop	352	301	308	288	271	257	260
C&FSS(LAC)01 Number of looked after children Yearly	Tony Marchese	437	376	386	386	389	385	345
NI 019 Rate of proven re-offending by young offenders	Benji Shoker	0.62	1.2	Quarterly Data	0.33 (Qtr1) (231)	Quarterly Data	Quarterly Data	0.32
NI 062 Stability of placements of looked after children: number of moves	Dave Simpkins	17.20%	16.00%	13.70%	14.20%	13.90%	14.9% (56)	14.00%
NI 111 First time entrants to the Youth Justice system aged 10-17	Benji Shoker	312	300	Quarterly Data	117 (Qtr2)	Quarterly Data	Quarterly Data	308
Number of Children in care who are placed in 'independent sector foster placement' -EOM snapshot	Dave Simpkins	New Indicator		64	65	64	63	56
Number of Children in care who are placed in 'residential care placement' -EOM snapshot	Dave Simpkins	New Indicator		17	19	19	19	13
Increase the percentage of the throughput rate of Child Protection cases.	Joy Howick	New Indicator		87.9%	97.0%	105.00%	118% (291)	110%

Learner & Family Support

No Level 2 indicators

Level 3

Performance Indicator	Responsible Officer	2009/10 Actual	2010/11 Actual	August Actual	September Actual	October Actual	November Actual	11/12 Target/Forecast
Free School Meal Take Up Within Primary Schools (Quarterly)	Brad Pearce		77.50%	Quarterly Data	75.67% (90933)	Quarterly Data	Quarterly Data	86.00%
NI 052a Take up of school lunches in Primary Schools (Quarterly)	Brad Pearce	36.60%	36.50%	Quarterly Data	34.1% (205239)	Quarterly Data	Quarterly Data	45.00%
NI 087 Secondary school persistent absence rate - Yearly	Maggie Carter	4.50%	3.60%					3.70%
NI 103a SEN- statements issued within 26 wks excl exceptions (Quarterly)	Maggie Carter	45.12%	65.93%	Quarterly Data	82.50% (33)	Quarterly Data	Quarterly Data	85.00%
NI 114 Rate of permanent exclusions from school (Quarterly)	Maggie Carter	0.03%	0.04%	Quarterly Data	0.01% (4)	Quarterly Data	Quarterly Data	0.03%
The Number of Common Assessments (CAF) completed (Monthly)	Maggie Carter	394	491	162	190	239		788
The percentage of Children and Young People with a disability who access short breaks provision (Annual)	Jo Siney	3.40%	4.50%	Annual Data				4.60%

Lifelong Learning

Level 2

Performance Indicator	Responsible Officer	2008/09 Actual	2009/10 Actual	2010/11 Actual	September Actual	October Actual	November Actual	11/12 Target/Forecast
NI 117 16 to 18 year olds who are not in education, training or employment (NEET) - Qtrly	Colin Moore (AD)	7.40%	6.70%	7.10%	7.7% (582)	Quarterly Data	Quarterly Data	5.30%

Level 2

Performance Indicator	Responsible Officer	2008/09 Actual	2009/10 Actual	2010/11 Actual	11/12 Target/Forecast
NI 075 Achievement of 5 or more A*-C grades at GCSE or equivalent incl Maths & English (yearly only)	John Seanson	49.10%	54.20%	Provisional 56.5% (1631)	58.80%
Reduce the gap in attainment at KS4 between the most and least deprived neighbourhoods	Colin Moore (AD)	28%	28%	Not released yet	23%
NI 080 Achievement of a Level 3 qualification by the age of 19	Colin Moore (AD)	41.1%	44% (3,960)	Not released yet	49%
NI 112 Reduce the conception rate for young women aged 15 - 17 (renamed for P2020)	Colin Moore (AD)	44.3%	41.9% (182)	14 month data lag	41.1%

## Level 3

Performance Indicator	Responsible Officer	2008/09 Actual	2009/10 Actual	2010/11 Actual	11/12 Target/ Forecast	
Ensure that all primary schools exceed the escalating floor standard - Yearly	John Searson	5	9	Not released yet	2	
Ensure that all secondary schools exceed the escalating floor standard - Yearly	John Searson	1	1	Not released yet	0	
Increase by 50% the number of students progressing at 18 to Higher Education	Annie Singer	8135	8090	Not released yet	8900	
Increase the number of Plymouth 16-18 year olds "Starting" an apprenticeship during the year.	Annie Singer	911		Not released yet	909	
Increase the % of young people participating in Level 3 STEM	Annie Singer		8.40%	Not released yet	5.90%	
NI 072 Achievement of at least 78 points across early years Foundation Stage	John Searson	51.30%	56.40%	Provisional 56% (1565)	58%	Revised 22/12
NI 073 Achievement at level 4 or above in both English & Maths at KS 2	John Searson	70.00%	71.00%	69%	76%	Revised 22/12
NI 092 Narrow the gap between lowest achieving 20% early years FSP & the rest	John Searson	31.50%	30.20%	30.90%	29.00%	Revised 22/12
NI 102a Achievement gap at KS2 for pupils eligible for free school meals	John Searson	21.50%	21.30%	Not released yet	18.0%	
NI 102b Achievement gap at KS4 for pupils eligible for free school meals	John Searson	28.60%	30.80%	Not released yet	26.0%	
NI 106 Increase the number of Young people from low income backgrounds progressing to higher education	John Searson	Latest data 2007/08		Not released yet	29.0%	
% of 17 year olds in education and training in line with Raising the Participation Age Strategy	Annie Singer	Setting Systems to capture data		Not released yet	90%	

## Cross Cutting Indicators

## Level 3

Indicator Definition	Responsible Officer	09/10 Actual	10/11 Actual	August Actual	September Actual	October Actual	November Actual	11/12 Target/Forecast
L(HR)31 Agency spend as % of total salary spend	Annie Walker			5.05%	6.16%	Not yet available	Not yet available	5.00%
L(HR)34 Average sickness days per employee	Jane McGuire			10.74 days	10.18 days	10.12 days	Not yet available	6 Days
L(HR)36 Number of Apprenticeships provided by the Council	Jane McGuire			Quarterly Data	35	Quarterly Data	Quarterly Data	50
L(HR)35 Number of FTE Against Budget	Jane McGuire		-20.10%	-22.17%	-24.90%	-25.49%	-24.43%	-3.00%
Freedom of Information service level compliance	Richard Woodfield			67%	69%	68%	73%	90%
Data Protection Service Level Compliance	Richard Woodfield			47%	38%	35%	35%	68%

# Explanation notes for the Finance and Performance Scorecard



## Finance Monitoring

The monitoring report sets out each Directorate's financial position as a % variance against the agreed budget. In the form of a graph, the report provides the financial out-turn position over the previous three years and also, the latest FORECAST position together with the last two months of the financial year. This allows the reader to compare the current forecast position against the historic, both short and long term. The graph allows a simple view of the budget variance trend.

The % variance is displayed together with the actual monetary value, these are RAG rated based on the methodology detailed below. Finally, the Directorate's latest agreed annual budget is provided to help set the context.

<b>RAG Rating key – Monitoring/Budgets</b>			
	0% - 0.8% overspend / 0% - 1.8% under spend		0.8% - 0.99% overspend / 1.8% - 1.99% under spend
	1% or more overspend / 2% or more under spend		

## Delivery Plans

Delivery Plans: figures provided by finance teams to illustrate departmental progress on achieving required savings. Progress is RAG rated as follows:

- Red: no clear project plan in place to achieve required savings
- Amber: plans in place to deliver savings and shows evidence of progress against target
- Green: clear plans in place to achieve savings and more than 50% have already been made

A financial value is set against each of the above criteria, the sum of which is the total amount required in savings for the department.

## Performance

The report sets out each Directorate's performance forecast for indicators that sit within the basket of levels 2 and 3 priority indicators for the City. This is presented in the form of a graph, both departmental and for the Directorate as a whole. For individual departments the year end forecast is shown as a percentage the proportion of targets linked to indicators that will be achieved. RAG rating is prescribed using the key below. Targets forecast to be unattainable or have been raised as a specific concern by an Assistant Director are shown as RED.

Performance – RAG Rating - Calculated against distance from target



More than 15.1% of Target	
Between 0% & +15% of target	
Between 0 & -15%	
More than 15.1% of Target	

### Value For Money

A comparative analysis of value for money based on budget forecast and population data. Value for money comparison is drawn from the budget submission (RA) for 2011/12 and the Office of National Statistics 2011 mid-year population estimate.

All Unitary Authorities are placed, left to right, based on the most expensive provision of service to the least expensive based on population. Charts also provide a 'mean' value shown as a horizontal line against which the authorities can be compared to ascertain if that authority is providing a service.

### Risks

Identified risks for each directorate and its departments are drawn from the Strategic and Operational Risk Registers. Risks added to the scorecards are those which score 16 or above. They are listed with their scores and illustrated on heat maps.

Risks are calculated based on two factors:

- **Impact** - Severity of impact on the business, should a risk turn into an eventuality.
- **Probability** – The likelihood of a risk occurring.

A score is given to each of these factors to establish the overall risk rating by multiplying the given score for Impact with the score for probability which is then rated red, amber or green.

Risk Ranking						
Likelihood / Probability	Almost Certain	5	10	15	20	25
	Likely	4	8	12	16	20
	Possible	3	6	9	12	15
	Unlikely	2	4	6	8	10
	Rare	1	2	3	4	5
		Insignificant	Minor	Moderate	Major	Catastrophic
<b>Impact / Severity</b>						

### HR – Sick days

The bar chart shows rolling 12 month average sick days per month against the Council target of 6 days. Data is provided by HR and can also be found on their monthly reports uploaded to Staffroom.

**Employee Engagement**

Data is taken from the full Employee Survey of 2010 and the latest interim survey of 2011.

The survey's measured engagement on the extent to which employees "Say, Stay and Strive".

The three elements of Employee Engagement can be defined as:

**Say** Speaking positively about the Council and advocating it.

**Stay** A desire to invest a future in the organisation and a sense of commitment.

**Strive** Investing discretionary effort and the motivational relationship between staff and the organisation.

**2010 Results.**

The following Employee Engagement Indices have been drawn up for the Council, the Directorates and the service areas:

	Engagement Index Score
External Council Benchmark	58%
Plymouth City Council	57%

**2011 Results**

	Engagement Index Score
Plymouth City Council	62%

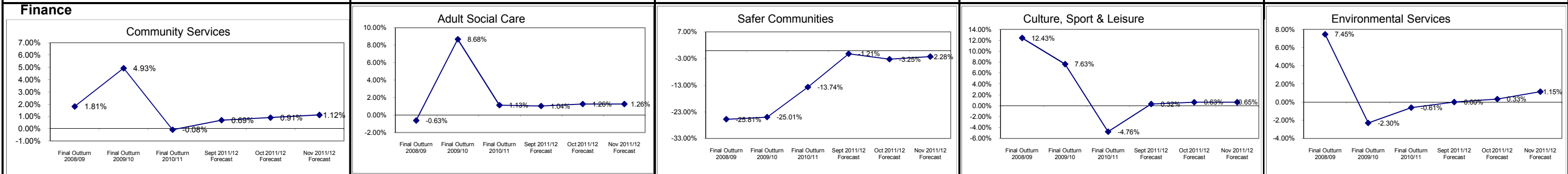
Employee Engagement is important to measure, as it goes far beyond just simple job satisfaction. Engaged employees help drive organisational performance and tend to be much more content in their job.

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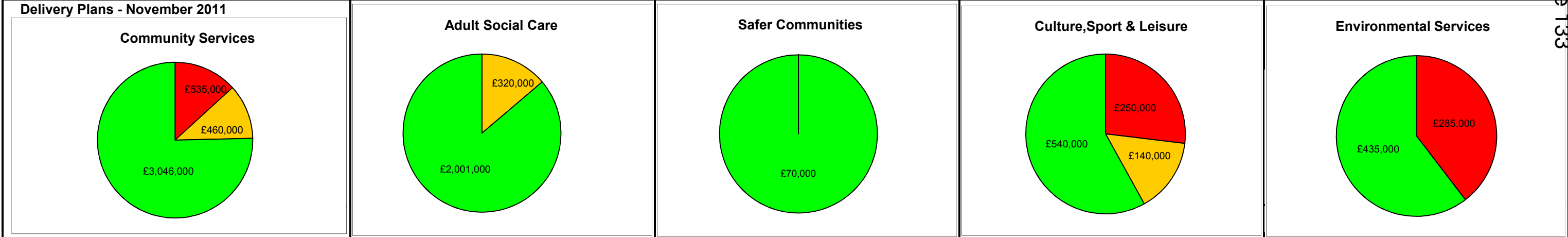


# Community Services November - 2011/12

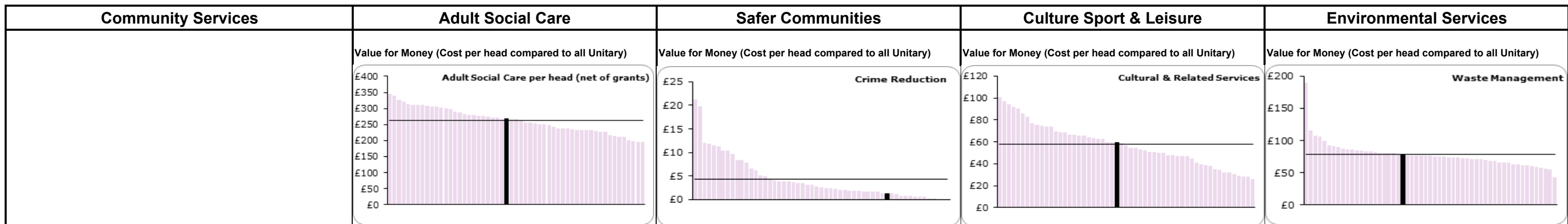
<p><b>Community Services</b></p> <p>The financial position for Community Services is currently projecting a year end overspend of £1.219m. We are no longer expecting to achieve the self directed support/direct payments target at year end but, we are expecting to improve on last years outturn position of 31%. Serious acquisitive crime is a concern. Domestic burglary has increased by 21% (129 more crimes) compared to same period last year.</p>	<p><b>Adult Social Care</b></p> <p>The Department is projecting a year end overspend of 0.914m. This is due largely to increased costs of social care where the complexity of the service requires risk management on an on-going basis across all client groups reflected in recent increases in supported living packages of care with some continuing health care funded cases becoming the Councils responsibility. The service continues to focus on scrutinising all spend and managing down expensive packages of care, in particular targeting the Learning Disability Service. Progress is scrutinised and challenged through the Adult Social Care Programme Board. We are no longer expecting to achieve the self directed support/direct payments target at year end but, we are expecting to improve on last years outturn position of 31%. We are rolling out significant change in the Adult Social Care Service in a managed and phased way. This approach will have longer term benefits and has prepared the way for the total transformation of the service by April 2012. Performance has been affected in the short term, as it requires significant culture change and not all staff have received the necessary induction and training to operate in a personalised way. However, we are confident in achieving 100% of service users in receipt of DPs/Personal Budgets by March 2013.</p>	<p><b>Safer Communities</b></p> <p>Serious acquisitive crime is a concern. Domestic burglary has increased by 21% (129 more crimes) compared to same period last year. Theft from vehicle is steady but is also showing an increase of 23% (141 more crimes). Despite this, we are performing well when compared to similar cities. Council crime reduction staff and partners, continue to work on tackling these issues focusing on enforcement and crime prevention.</p>	<p><b>Culture, Sport &amp; Leisure</b></p> <p>The majority of the performance indicators for Culture Sport and Leisure are expected to meet their end of year target. However, the museum indicator has been affected by the numbers attending touring exhibitions, though visits to the museum itself have increased.</p>	<p><b>Environmental Services</b></p> <p>Environmental Services is projecting a year end overspend as it has not been possible to deliver the Community Asset transfers. There remains an element of financial risk within the budget which the Director and DMT continue to monitor and mitigate. The amount of waste sent for landfill per household (NI 191) has continued to decline during November with performance at 51.45kg against a target of 54kg. This is 15kg per household better than at the same point last year. Work has continued to promote recycling and waste minimisation during this period, including community talks and monitoring of new recycling facilities. There has also been an increased interest in using real nappies which has necessitated the recruitment of a second 'Real Nappy Campaigner', this has doubled the amount of events we can hold in the city. The overall percentage of waste diverted from landfill (NI192) this month has increased to 34.73%, in part due to continuing the garden waste scheme throughout November. The cumulative amount diverted from landfill to date this year is 34.2% against a 33% target.</p>
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<p><b>Directorate Budget</b></p> <p style="font-size: 1.2em; font-weight: bold;">£108,613,000</p> <p><b>Budget Forecast</b></p> <div style="display: flex; justify-content: space-around;"> <div style="background-color: red; color: white; padding: 2px;">1.12%</div> <div style="background-color: red; color: white; padding: 2px;">£1,219,000</div> </div>	<p><b>Departmental Budget</b></p> <p style="font-size: 1.2em; font-weight: bold;">£72,406,000</p> <p><b>Budget Forecast</b></p> <div style="display: flex; justify-content: space-around;"> <div style="background-color: red; color: white; padding: 2px;">1.26%</div> <div style="background-color: red; color: white; padding: 2px;">£914,000</div> </div>	<p><b>Departmental Budget</b></p> <p style="font-size: 1.2em; font-weight: bold;">£2,495,000</p> <p><b>Budget Forecast</b></p> <div style="display: flex; justify-content: space-around;"> <div style="background-color: red; color: white; padding: 2px;">-2.28%</div> <div style="background-color: red; color: white; padding: 2px;">-£57,000</div> </div>	<p><b>Departmental Budget</b></p> <p style="font-size: 1.2em; font-weight: bold;">£10,004,000</p> <p><b>Budget Forecast</b></p> <div style="display: flex; justify-content: space-around;"> <div style="background-color: green; color: white; padding: 2px;">0.65%</div> <div style="background-color: green; color: white; padding: 2px;">£65,000</div> </div>	<p><b>Departmental Budget</b></p> <p style="font-size: 1.2em; font-weight: bold;">£25,853,000</p> <p><b>Budget Forecast</b></p> <div style="display: flex; justify-content: space-around;"> <div style="background-color: red; color: white; padding: 2px;">1.15%</div> <div style="background-color: red; color: white; padding: 2px;">£297,000</div> </div>
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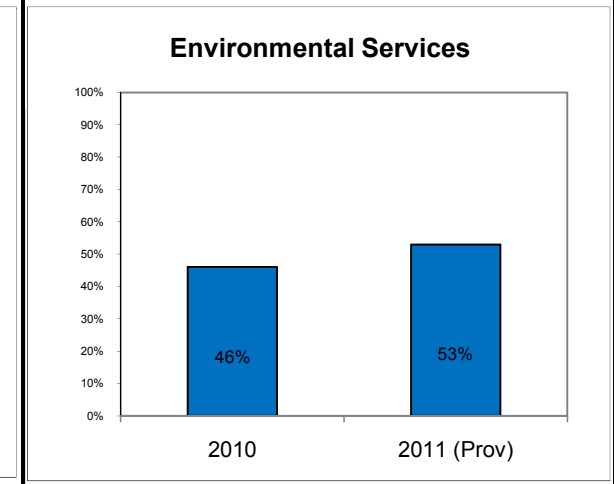
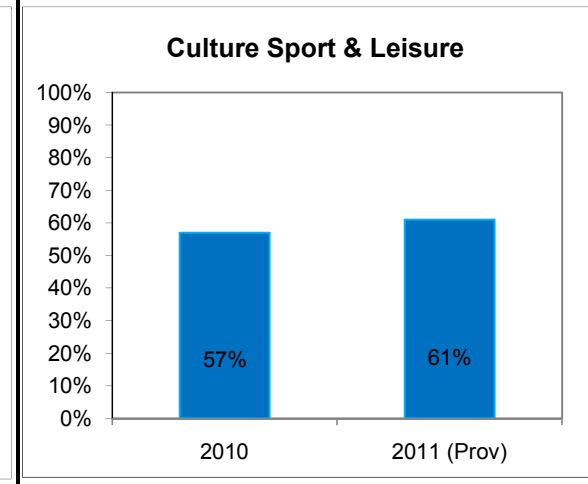
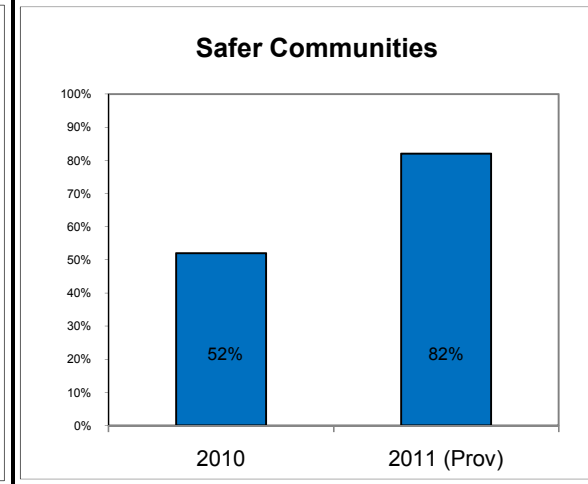
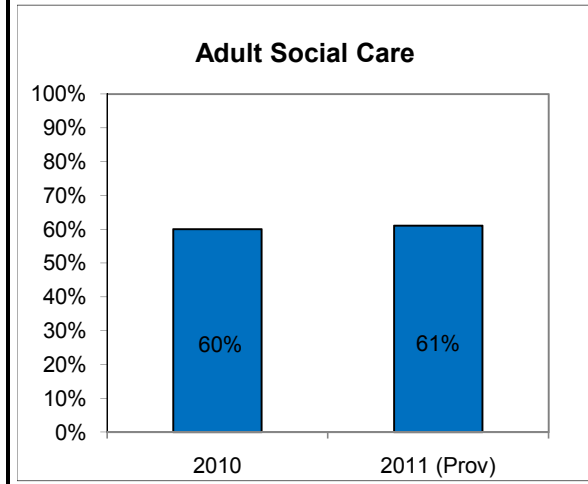
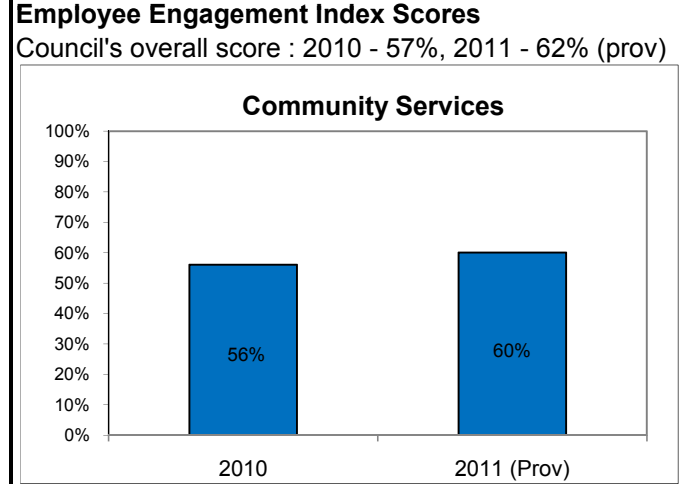
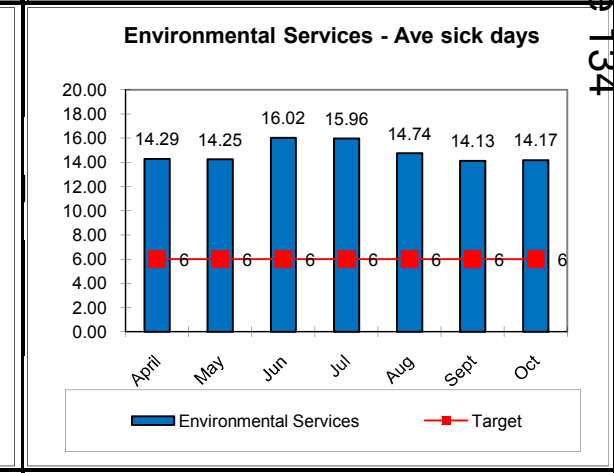
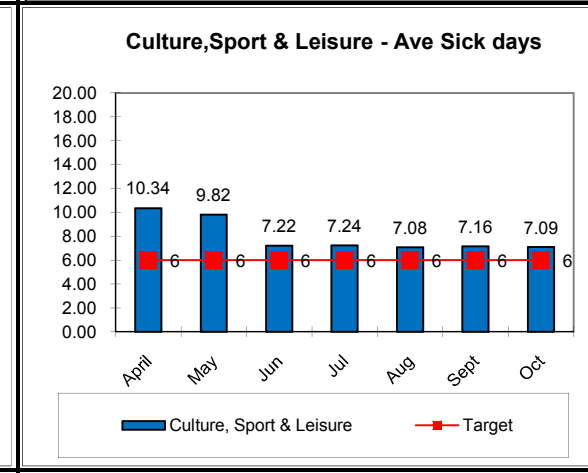
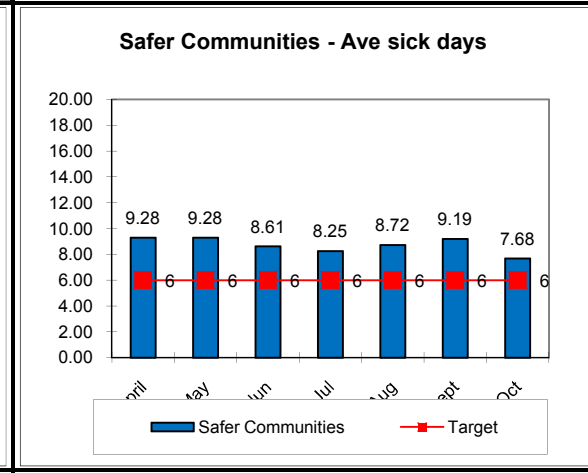
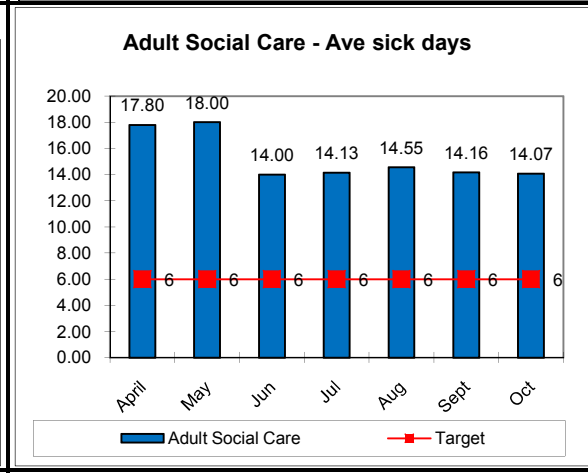
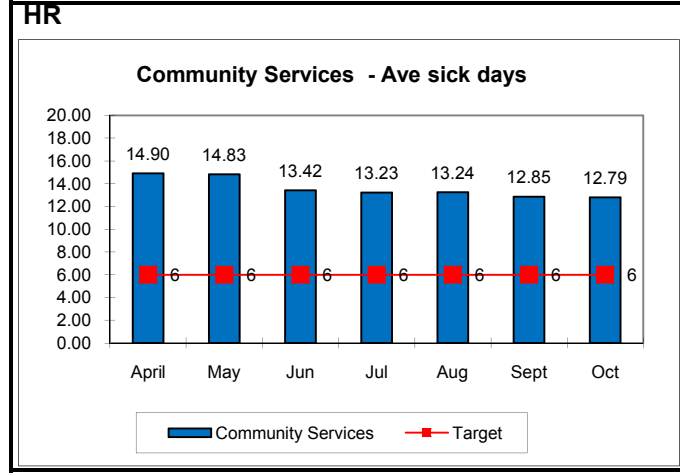
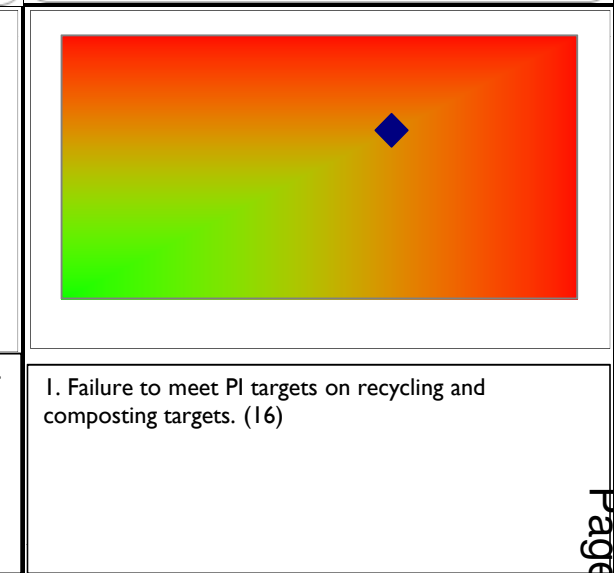
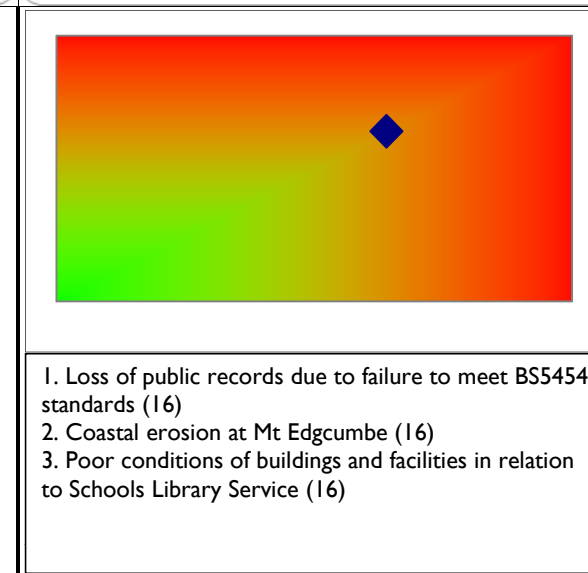
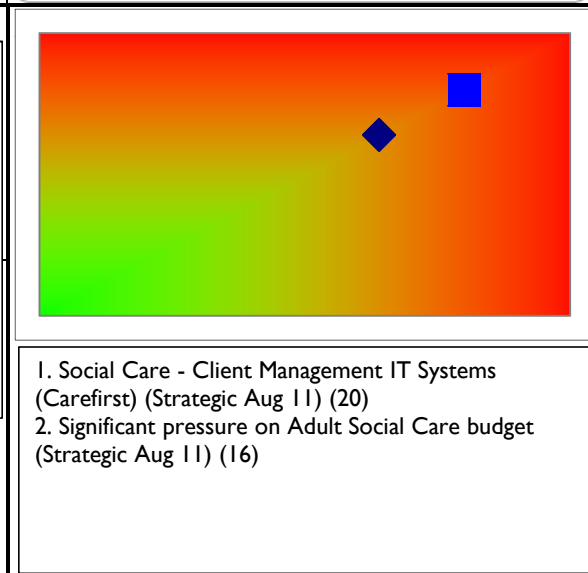


<p><b>Performance</b></p> <p><b>Community Services</b></p> <p><b>November - Overall year end forecast</b></p> <div style="display: flex; justify-content: space-around;"> <div style="background-color: red; color: white; padding: 2px;">5%</div> <div style="background-color: orange; color: white; padding: 2px;">27%</div> <div style="background-color: green; color: white; padding: 2px;">68%</div> </div>	<table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th>Indicator Definition</th> <th>November</th> <th>11/12 Target/Forecast</th> </tr> </thead> <tbody> <tr> <td>1C (ex NI 130) Proportion of people using social care who receive Self Directed Support, those receiving Direct Payments</td> <td style="background-color: red;">29.20%</td> <td style="background-color: yellow;">60.00%</td> </tr> <tr> <td>2A (ex 1ADF) Permanent admissions to residential and nursing care homes per 100,000 population</td> <td style="background-color: red;">107.20</td> <td style="background-color: red;">107.71</td> </tr> </tbody> </table> <p><b>November - Overall year end forecast</b></p> <div style="background-color: green; color: white; padding: 2px; text-align: center; font-weight: bold;">40%</div>	Indicator Definition	November	11/12 Target/Forecast	1C (ex NI 130) Proportion of people using social care who receive Self Directed Support, those receiving Direct Payments	29.20%	60.00%	2A (ex 1ADF) Permanent admissions to residential and nursing care homes per 100,000 population	107.20	107.71	<table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th>Indicator Definition</th> <th>November</th> <th>11/12 Target/Forecast</th> </tr> </thead> <tbody> <tr> <td>Rate per 1000 population for Acquisitive Crime</td> <td style="background-color: yellow;">7.36</td> <td style="background-color: yellow;">9.93</td> </tr> </tbody> </table> <p><b>November - Overall year end forecast</b></p> <div style="background-color: green; color: white; padding: 2px; text-align: center; font-weight: bold;">57%</div>	Indicator Definition	November	11/12 Target/Forecast	Rate per 1000 population for Acquisitive Crime	7.36	9.93	<table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th>Indicator Definition</th> <th>November</th> <th>11/12 Target/Forecast</th> </tr> </thead> <tbody> <tr> <td>Number of Visitors to Museums and Archive Services</td> <td style="background-color: red;">110,898</td> <td style="background-color: yellow;">241,000</td> </tr> </tbody> </table> <p><b>November - Overall year end forecast</b></p> <div style="background-color: green; color: white; padding: 2px; text-align: center; font-weight: bold;">75%</div>	Indicator Definition	November	11/12 Target/Forecast	Number of Visitors to Museums and Archive Services	110,898	241,000	<p><b>No RED indicators</b></p> <p><b>November - Overall year end forecast</b></p> <div style="background-color: green; color: white; padding: 2px; text-align: center; font-weight: bold;">100%</div>
Indicator Definition	November	11/12 Target/Forecast																							
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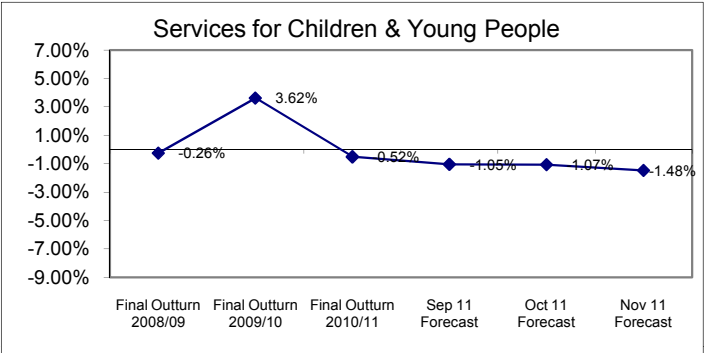
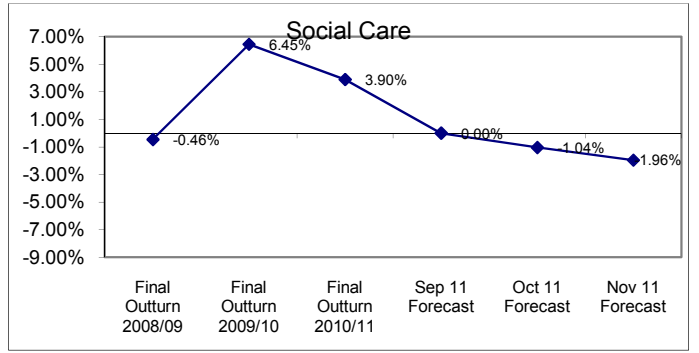
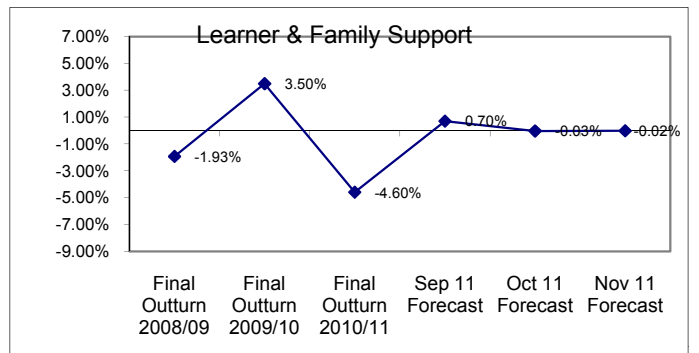
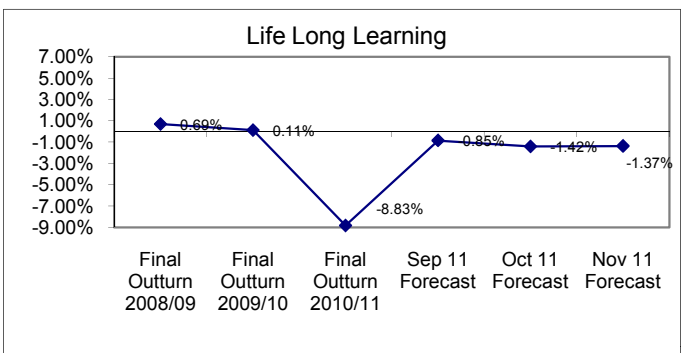
**Risks**

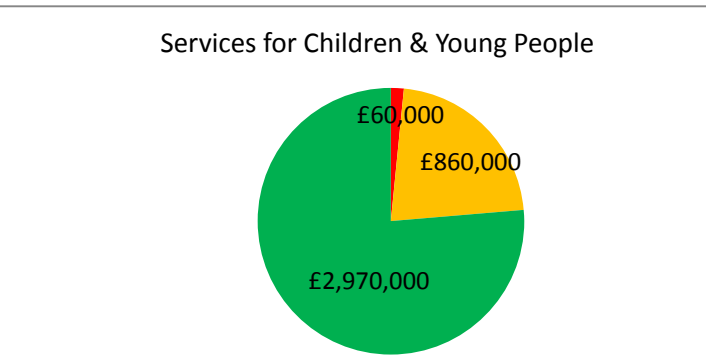
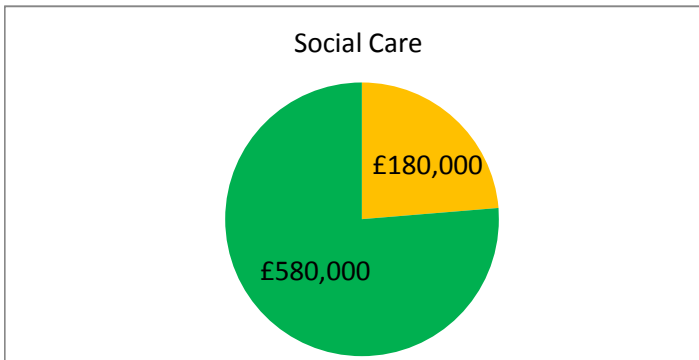
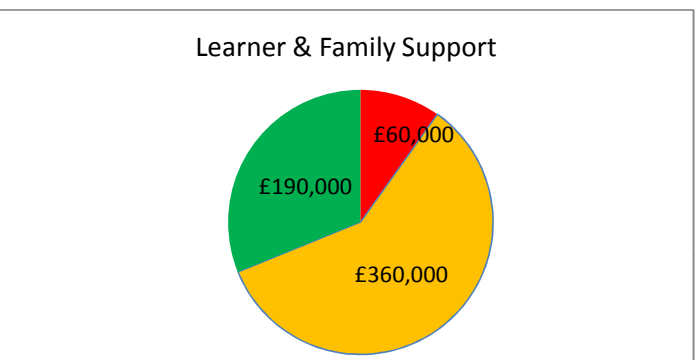
- Adult Social Care** - Social Care - Client Management IT Systems (Carefirst) (Strategic Aug 11) (20)
- Adult Social Care** - Significant pressure on Adult Social Care budget (Strategic Aug 11) (16)
- Culture, Sport and Leisure** - Loss of public records due to failure to meet BS5454 standards (16)
- Culture, Sport and Leisure** - Coastal erosion at Mt Edgcombe (16)
- Culture, Sport and Leisure** - Poor conditions of buildings and facilities in relation to Schools Library Service (16)
- Environmental Services** - Failure to meet PI targets on recycling and composting targets (16)

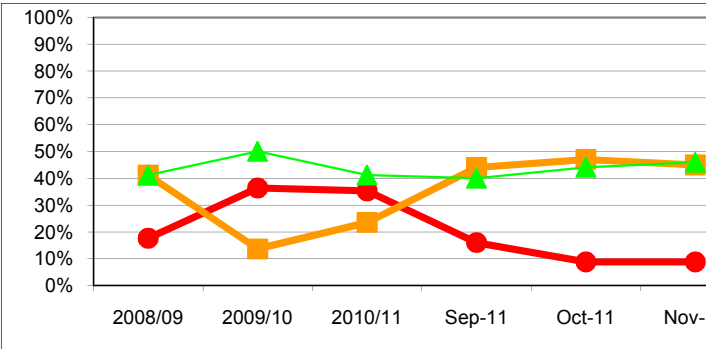


## Services for Children and Young People - November 2011/12

Services for Children and Young People	Social Care	Learner & Family Support	Life Long Learning
<p>The Directorate identifies some potential risk of budget pressures developing particularly in Social Care due to independent placement of children in care. The number of delivery plans at risk of not meeting their savings reduced from 5% to 2% so that £0,060m of plans are not expected to meet savings. The Directorate identifies two areas where performance is a concern: the number of NEET's increasing; and the number of children in residential care, neither are expected to meet their targets by year end. The Directorate see falling levels of staff sickness and good employee engagement. Please note that overall budget forecast includes (£19,000) underspend as a part of the continued disaggregation of Policy and Performance Division.</p>	<p>A favourable variation of (£0.550m) an increased underspend of (£0.256m). Residential placements remain at 19, against a target of 13, independent fostering placements have decreased by 2 to 63 with a target of 56. Changes to existing placements resulted in an overall increase of £0.102m. Additional savings of (£0.100m) due to reduction in take up of Family Group Conferencing and Secure placements (£0.180m).</p>	<p>A favourable budget forecast for year end of (£0.002m). There are concerns regarding Common Assessment Framework (CAF) performance which is a key indicator of early intervention but large number of indicators predicted to meet their targets. The department reports significant falls in sickness and strong staff engagement.</p>	<p>A favourable budget forecast position of (£0.158m). There is an ongoing potential pressure relating to the tax liability of School Improvement Partners which could result in an additional payment of £0.100m. The pressure has been offset by the early achievement of 2012/13 delivery plans. No delivery plans to report. Rising levels of young people not in employment, education or training (NEET) a concern, however 50% of indicators are forecast to achieve their target. Good staff engagement, sickness levels have been gradually reducing over the last 4 months.</p>

Finance	Social Care	Learner & Family Support	Life Long Learning
 <p style="text-align: center;"><b>Directorate Budget</b> <b>£49,214,000</b> <b>Budget Forecast</b> <b>-1.48%</b>      <b>- £729,000</b></p>	 <p style="text-align: center;"><b>Departmental Budget</b> <b>£28,074,000</b> <b>Budget Forecast</b> <b>-1.96%</b>      <b>- £550,000</b></p>	 <p style="text-align: center;"><b>Departmental Budget</b> <b>£9,422,000</b> <b>Budget Forecast</b> <b>-0.02%</b>      <b>- £2,000</b></p>	 <p style="text-align: center;"><b>Departmental Budget</b> <b>£11,575,000</b> <b>Budget Forecast</b> <b>-1.37%</b>      <b>- £158,000</b></p>

Delivery Plans - November 2011	Social Care	Learner & Family Support	Life Long Learning
			<p><b>No Delivery Plans to Report this year.</b></p>

Performance	Social Care	Learner & Family Support	Life Long Learning																		
 <p style="text-align: center;"><b>November 2011- Overall year end forecast</b> <b>9%</b>      <b>45%</b>      <b>46%</b></p>	<table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="background-color: #00aaff; color: white;">Indicator Definition</th> <th style="background-color: #00aaff; color: white;">Latest Data</th> <th style="background-color: #00aaff; color: white;">Forecast/Target</th> </tr> </thead> <tbody> <tr> <td>Number of Children in care who are placed in 'residential care placement'</td> <td style="text-align: center;">19</td> <td style="text-align: center;">13</td> </tr> </tbody> </table> <p style="text-align: center;"><b>November 2011- Overall year end forecast</b> <b>36%</b></p>	Indicator Definition	Latest Data	Forecast/Target	Number of Children in care who are placed in 'residential care placement'	19	13	<table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="background-color: #00aaff; color: white;">Indicator Definition</th> <th style="background-color: #00aaff; color: white;">Latest Data</th> <th style="background-color: #00aaff; color: white;">Forecast/Target</th> </tr> </thead> <tbody> <tr> <td>The Number of Common Assessments (CAF) completed</td> <td style="text-align: center;">239</td> <td style="text-align: center;">788</td> </tr> </tbody> </table> <p style="text-align: center;"><b>November 2011- Overall year end forecast</b> <b>43%</b></p>	Indicator Definition	Latest Data	Forecast/Target	The Number of Common Assessments (CAF) completed	239	788	<table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="background-color: #00aaff; color: white;">Indicator Definition</th> <th style="background-color: #00aaff; color: white;">Latest Data</th> <th style="background-color: #00aaff; color: white;">Forecast/Target</th> </tr> </thead> <tbody> <tr> <td>NI 117 16 to 18 year olds who are not in education, training or employment (NEET) - Qtrly</td> <td style="text-align: center;">8.10%</td> <td style="text-align: center;">5.30%</td> </tr> </tbody> </table> <p style="text-align: center;"><b>November 2011- Overall year end forecast</b> <b>53%</b></p>	Indicator Definition	Latest Data	Forecast/Target	NI 117 16 to 18 year olds who are not in education, training or employment (NEET) - Qtrly	8.10%	5.30%
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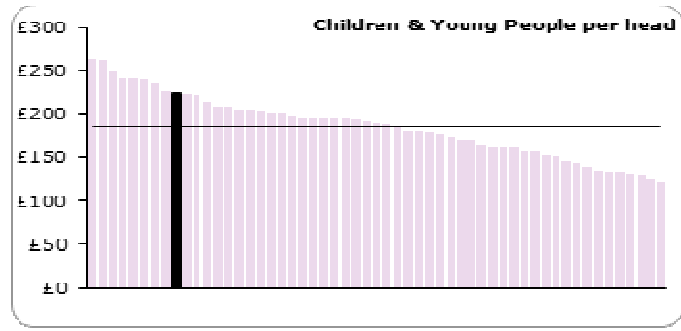
**Services for Children and Young People**

**Social Care**

**Learner & Family Support**

**Life Long Learning**

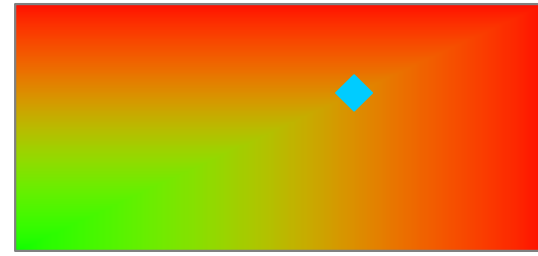
Value for Money (Cost per head compared to all Unitary)



**Risks**

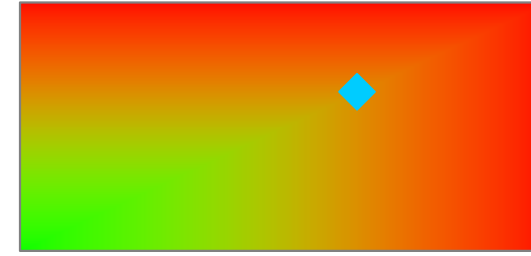
- (SERVICE)** Compliance with Statutory Reporting Functions (16)
- (SC & L&FS)** Risk of lack of engagement from key partners in integrated working/increased fragmentation of services. (16)
- (LLL)** Impact on services of Academy Schools .
- (LLL)** Capital for education infrastructure. (16)
- (SC)** Diversion from care project fails to deliver against stated outcomes.(16)
- (SC)** Lack of partner engagement/collaboration in Safeguarding Hub. (16)
- (SC)** Social Care professionals unable to effectively manage caseloads. (16)
- (SC)** Outcomes of Carefirst improvement delivery not realised. (16)
- (SC)** Impact of increasing negative socio-economic conditions within Plymouth. (16)

**Social Care**



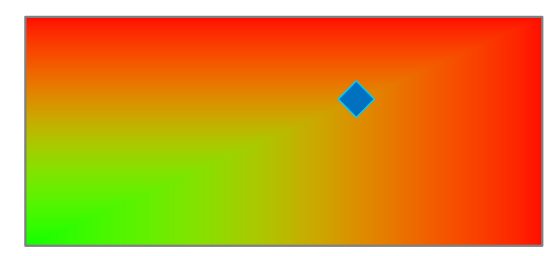
- Risk of lack of engagement from key partners in integrated working. (16)
- Diversion from care project fails to deliver against stated outcomes. (16)
- Lack of partner engagement/collaboration in Safeguarding Hub. (16)
- Social Care professionals unable to effectively manage caseloads. (16)
- Impact of increasing negative socio-economic conditions within Plymouth.(16)

**Learner & Family Support**



- Risk of lack of engagement from key partners in integrated working/increased fragmentation of services. (16)

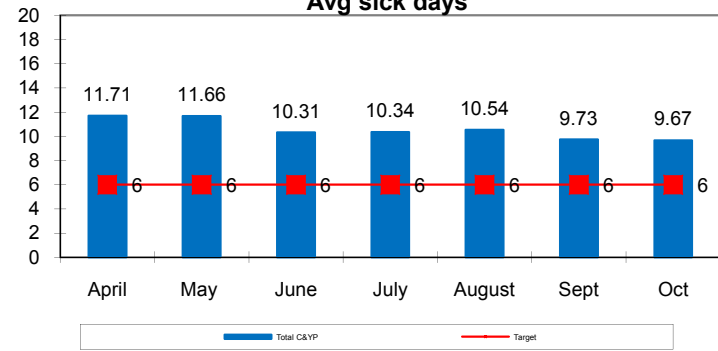
**Life Long Learning**



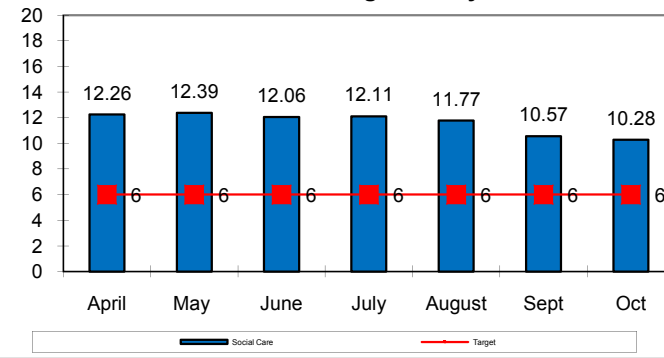
- Impact on services of Academy Schools (Strategic Aug 11) (16)
- Capital for education infrastructure (Strategic Aug 11) (16)

**HR - Sick days per Employee**

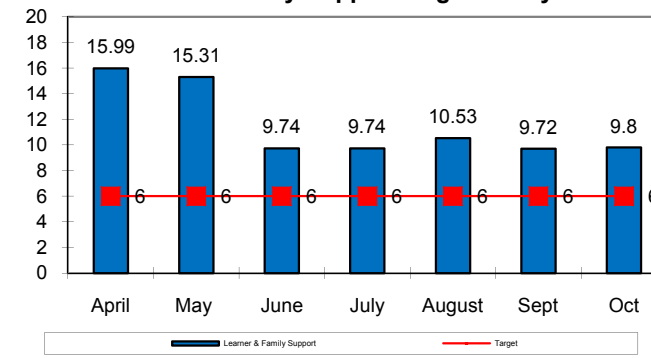
**Services for Children & Young People**  
Avg sick days



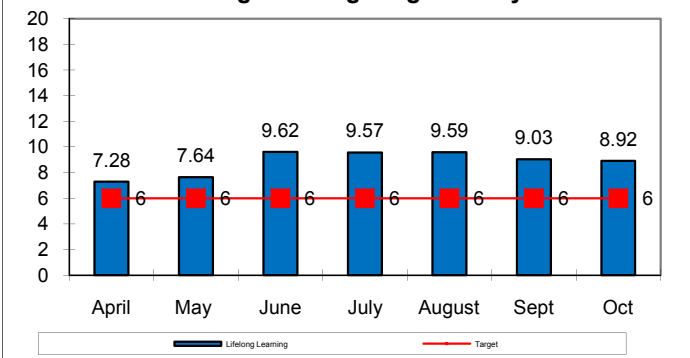
**Social Care - Avg sick days**



**Learner & Family Support-Avg sick days**



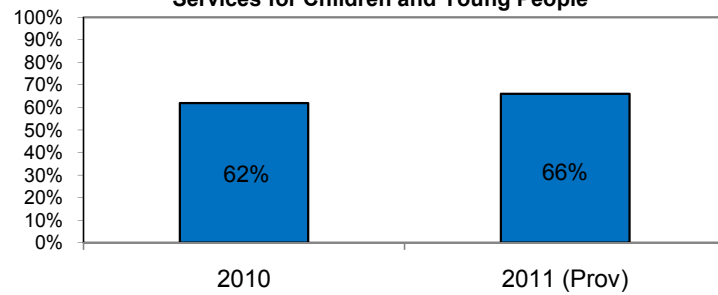
**Life Long Learning- Avg sick days**



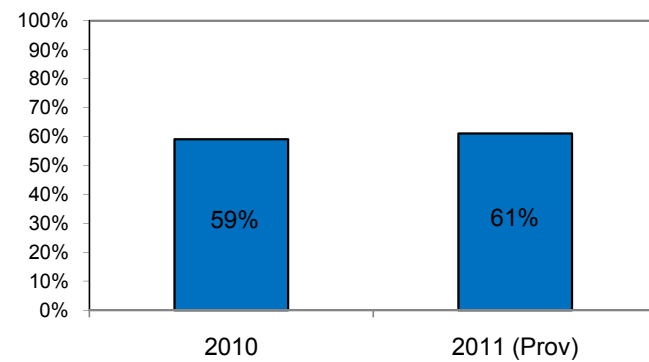
**Employee Engagement Index Scores**

Council's overall score : 2010 - 57%, 2011 - 62% (prov)

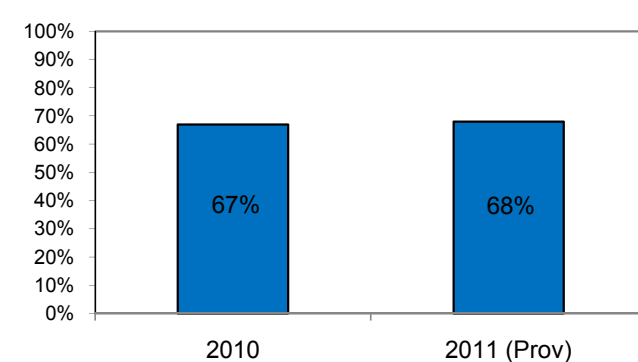
**Services for Children and Young People**



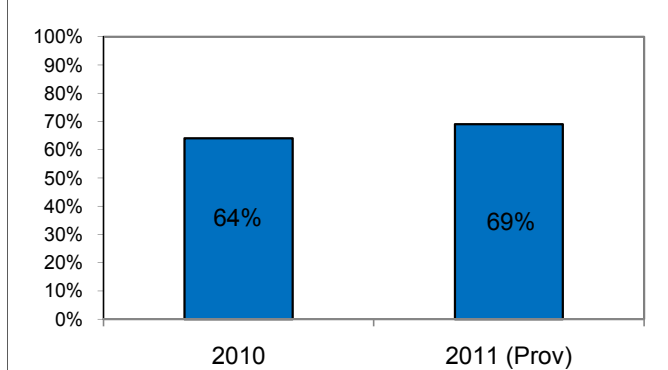
**Social Care**



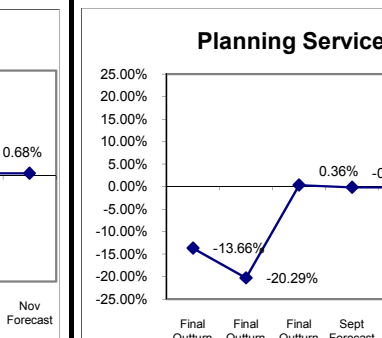
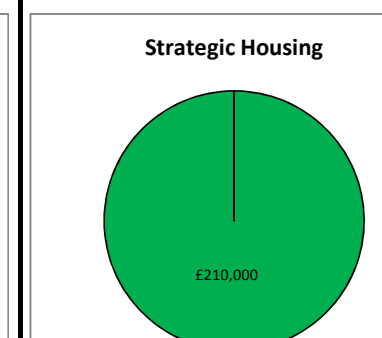
**Learner & Family Support**

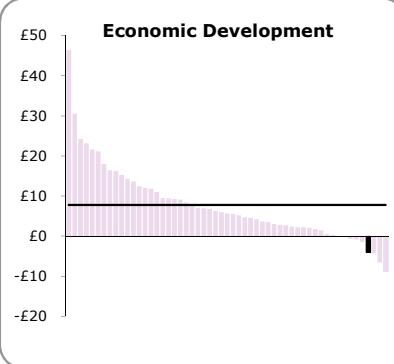
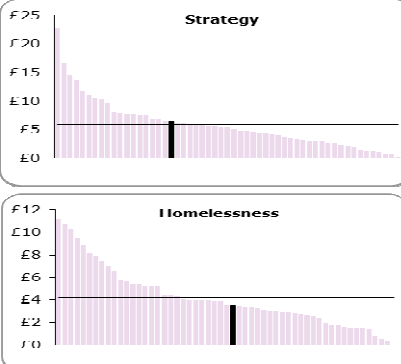
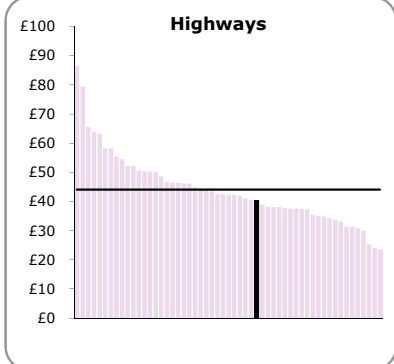
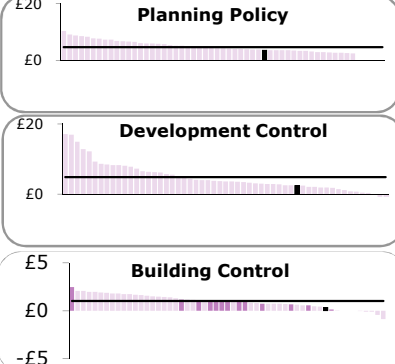
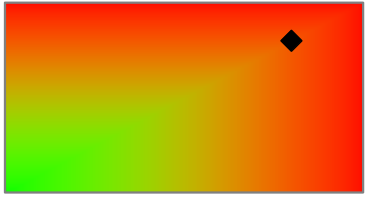
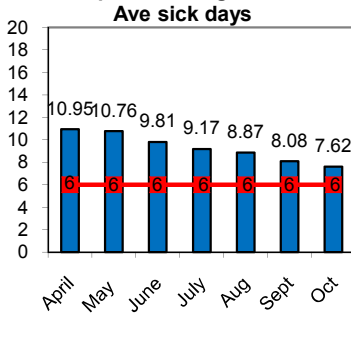
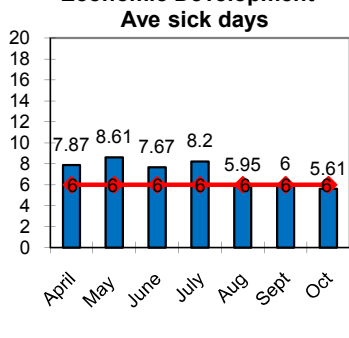
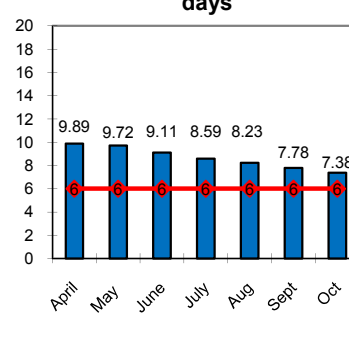
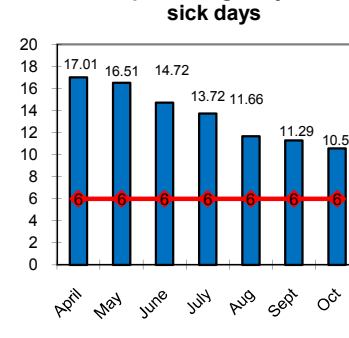
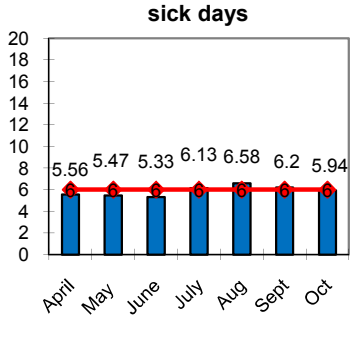
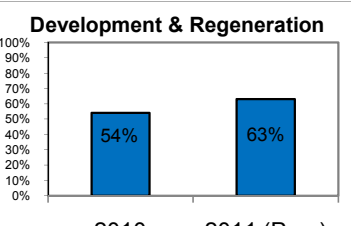
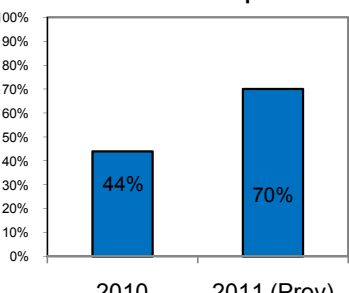
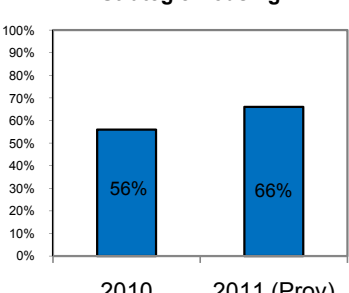
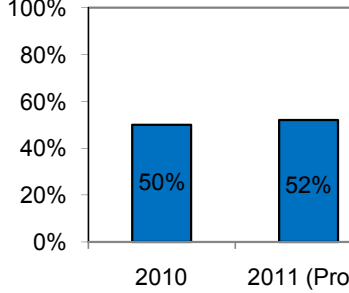
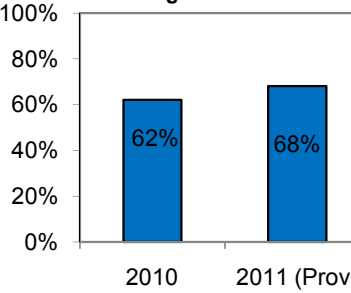


**Life Long Learning**



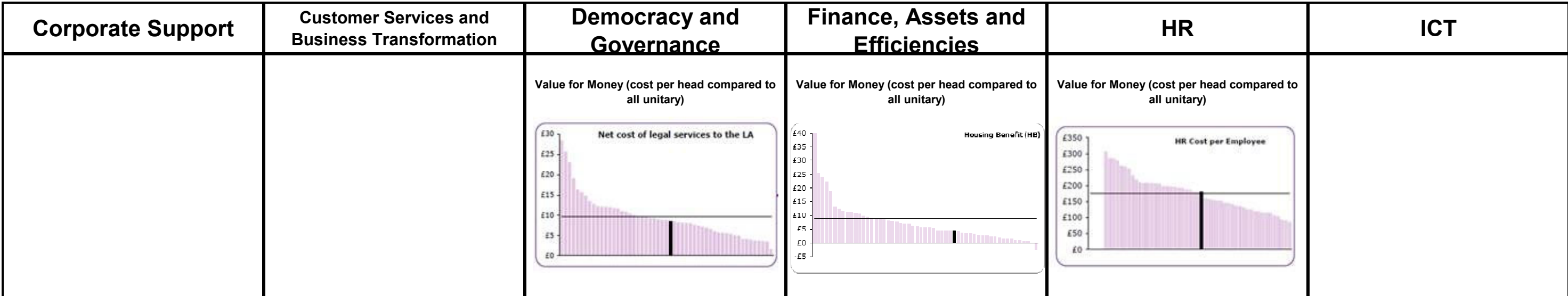
# Development and Regeneration- November 2011/12

Development & Regeneration	Economic Development	Strategic Housing	Strategic Waste Management	Transport & Highways	Planning Services												
Overall Directorate is within budget tolerance, performing favourably, with few current high risks, though economic situation, government legislation and future funding policies could alter this situation. The adverse variation for the Directorate also includes a £57k pressure from Business Support.	Progress is good in many areas, notably visitors/America's Cup. The impact of recession/present global climate means some growth targets may need delivery date adjusting following further assessment. Property income supports budget and maintaining income remains a constant challenge.	Performance currently green and homelessness prevention target being achieved, but homeless numbers increasing and full impact of welfare reforms are yet to be felt. The Housing Plan out for consultation identifies all challenges and opportunities faced across the city's housing agenda.	Favourable budget position, but Energy from Waste scheme still has to go through planning stages.	Transport connectivity key aspect of the growth agenda, but dependent on future investment. Red indicator relates to bus punctuality, with figure now improving. Maintaining car park income is an important element of city revenue pot.	Performance and finance currently green, with lower than average comparative costs - building control a shared function with Cornwall												
<b>Finance</b>  <p style="text-align: center;">Directorate Budget £18,403,000 Budget Forecast <b>0.74%</b>    <b>£136,000</b></p>	 <p style="text-align: center;">Departmental Budget (£1,306,000) Budget Forecast <b>12.2%</b>    <b>£159,000</b></p>	 <p style="text-align: center;">Departmental Budget £3,735,000 Budget Forecast <b>-2%</b>    <b>-£75,000</b></p>	 <p style="text-align: center;">Departmental Budget £420,000 Budget Forecast <b>-23.8%</b>    <b>-£100,000</b></p>	 <p style="text-align: center;">Departmental Budget £14,031,000 Budget Forecast <b>0.68%</b>    <b>£95,000</b></p>	 <p style="text-align: center;">Departmental Budget £1,484,000 Budget Forecast <b>0.0%</b>    <b>£0,000</b></p>												
<b>Delivery Plans - Nov 2011</b> 			No Delivery Plans within Council's headline efficiency programme.		No Delivery Plans within Council's headline efficiency programme, but Service efficiency plans in place.												
<b>Performance</b>  <p style="text-align: center;">November - Overall year end forecast <b>8%</b>    <b>21%</b>    <b>71%</b></p>	<table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="background-color: #0070C0; color: white;">Indicator Definition</th> <th style="background-color: #0070C0; color: white;">Latest Data</th> <th style="background-color: #0070C0; color: white;">Forecast/Target</th> </tr> </thead> <tbody> <tr> <td>Reduce the working age economic inactivity rate</td> <td></td> <td style="background-color: #FF0000; color: white;">19% (2016)</td> </tr> </tbody> </table> <p style="text-align: center;">November - Overall year end forecast <b>40%</b></p>	Indicator Definition	Latest Data	Forecast/Target	Reduce the working age economic inactivity rate		19% (2016)	No RED indicators	No Performance Indicators	<table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="background-color: #0070C0; color: white;">Indicator Definition</th> <th style="background-color: #0070C0; color: white;">Latest Data</th> <th style="background-color: #0070C0; color: white;">Forecast/Target</th> </tr> </thead> <tbody> <tr> <td>Bus punctuality (between -1 and +5 mins of schedule)</td> <td style="background-color: #FF0000;"></td> <td style="background-color: #FF0000;"></td> </tr> </tbody> </table> <p style="text-align: center;">November - Overall year end forecast <b>20%</b></p>	Indicator Definition	Latest Data	Forecast/Target	Bus punctuality (between -1 and +5 mins of schedule)			No RED indicators
Indicator Definition	Latest Data	Forecast/Target															
Reduce the working age economic inactivity rate		19% (2016)															
Indicator Definition	Latest Data	Forecast/Target															
Bus punctuality (between -1 and +5 mins of schedule)																	
		November - Overall year end forecast <b>100%</b>	November - Overall year end forecast	November - Overall year end forecast <b>100%</b>	November - Overall year end forecast <b>100%</b>												

Development & Regeneration	Economic Development	Strategic Housing	Strategic Waste Management	Transport & Highways	Planning
	<p>Value for Money (Cost per head compared to all Unitary)</p> 	<p>Value for Money (Cost per head compared to all Unitary)</p> 	<p>Value for Money (Cost per head compared to all Unitary)</p> <p>Not Recorded</p>	<p>Value for Money (Cost per head compared to all Unitary)</p> 	<p>Value for Money (Cost per head compared to all Unitary)</p> 
<p><b>Risks</b></p> <p><b>Strategic Housing</b> - Impact of welfare reform on Homelessness</p>	<p>Some growth outcome measures may require their long term delivery dates to be adjusted in light of the national and global economic climate.</p>	<p><b>Strategic Housing</b></p>  <p>Impact of welfare reform on Homelessness</p>	<p>No Strategic Risk currently scored at 16 or above, but could still be significant as Energy from Waste plant has to achieve planning permission, get environmental permits and face potential judicial review</p>	<p>No Strategic Risks scored at 16 or above but future lack of investment in infrastructure and connectivity could pose significant risks</p>	<p>No Strategic Risks scored at 16 or above</p>
<p><b>HR - Sick days per Employee</b></p> <p><b>Development &amp; Regeneration - Ave sick days</b></p> 	<p><b>Economic Development - Ave sick days</b></p> 	<p><b>Strategic Housing - Ave sick days</b></p> 	<p><b>Transport &amp; Highways - Ave sick days</b></p> 	<p><b>Planning Services - Ave sick days</b></p> 	
<p><b>Employee Engagement Index Scores</b></p> <p><b>Council's overall score :</b>  2010 - 57%  2011 - 62% (prov)</p> <p><b>Development &amp; Regeneration</b></p> 	<p><b>Economic Development</b></p> 	<p><b>Strategic Housing</b></p> 	<p><b>Transport &amp; Highways</b></p> 	<p><b>Planning Services</b></p> 	

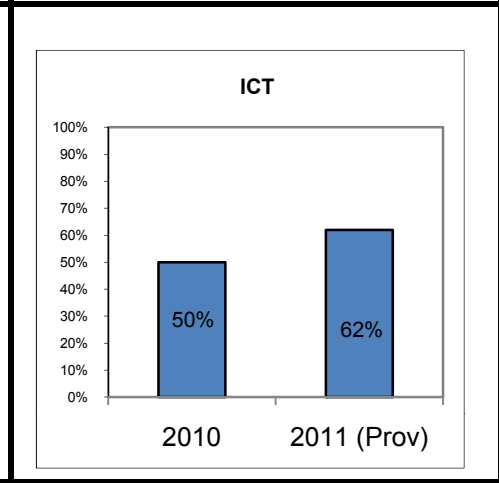
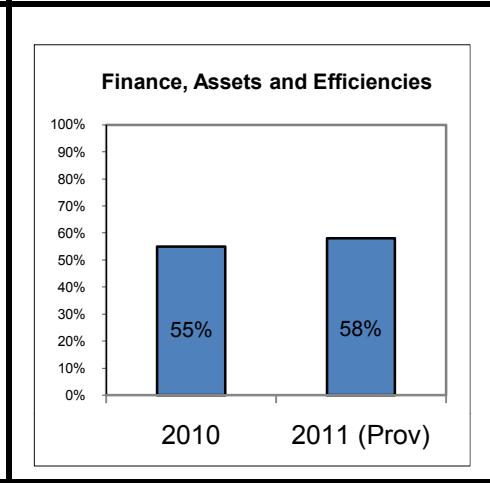
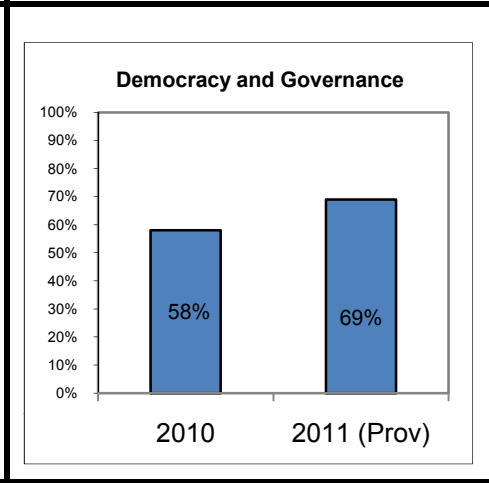
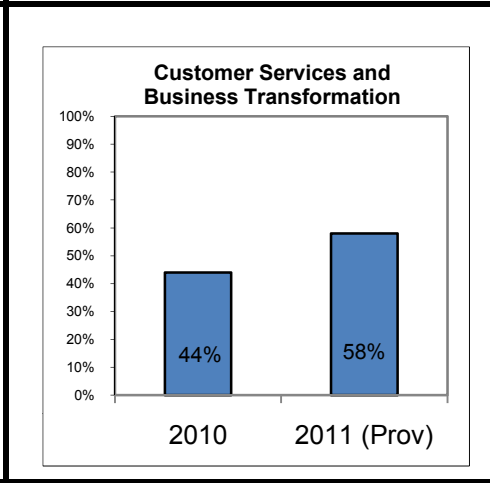
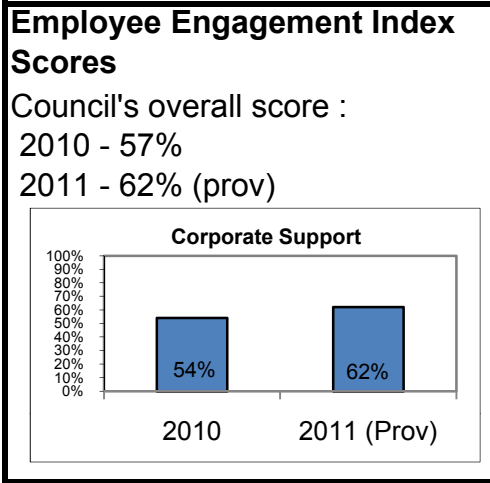
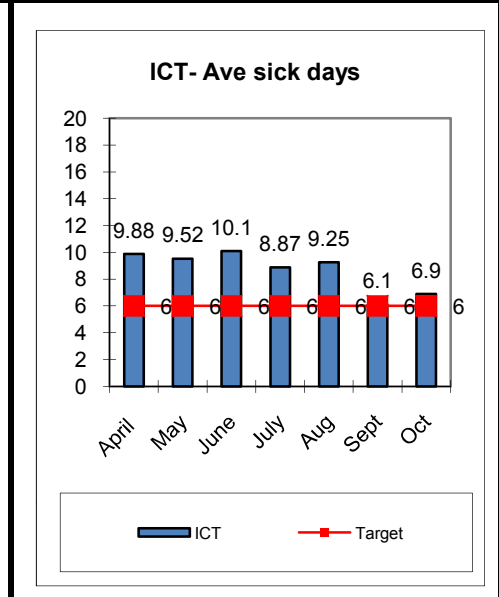
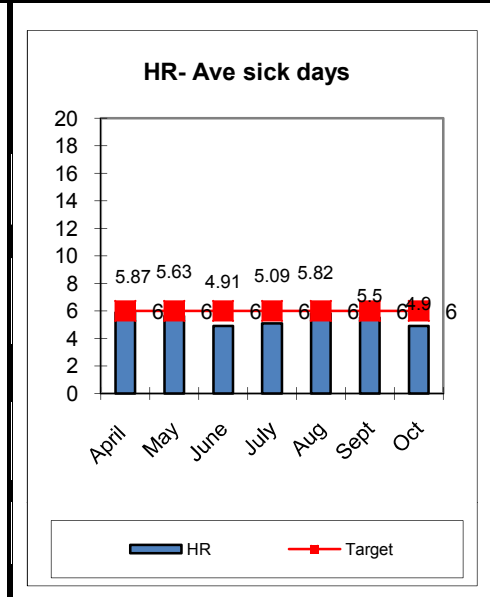
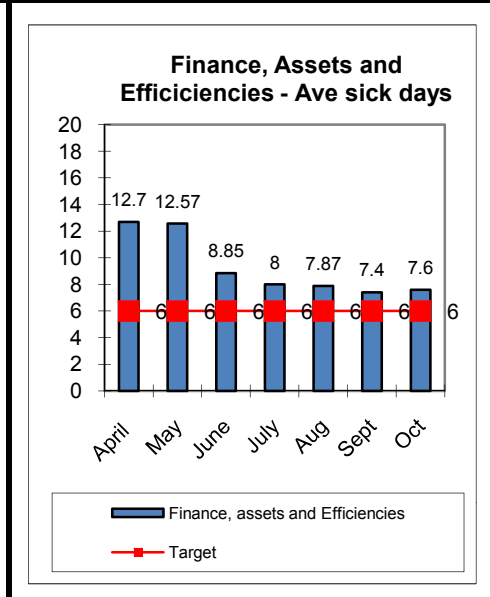
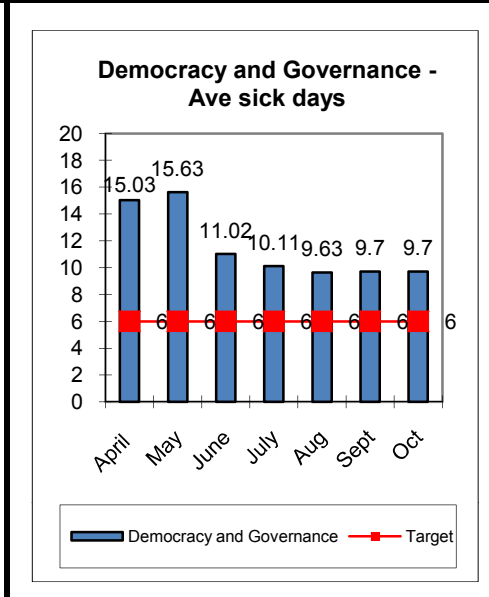
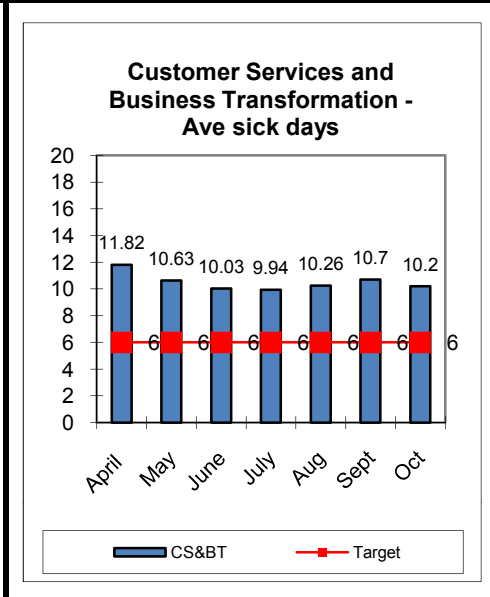
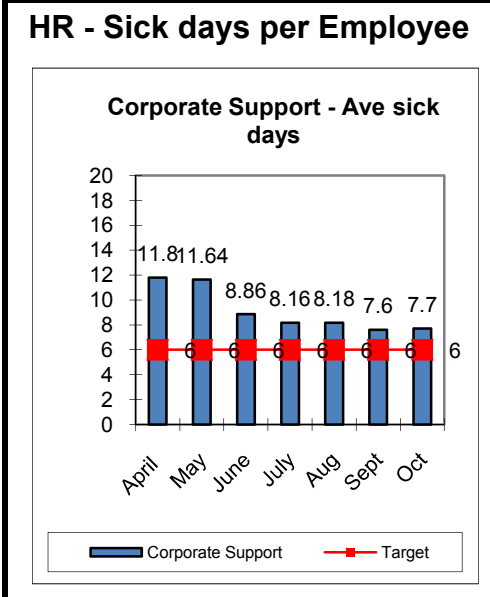
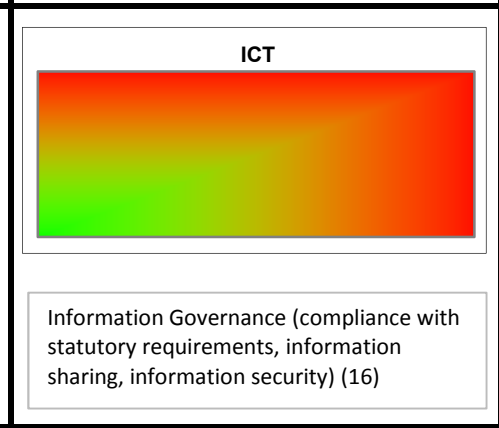
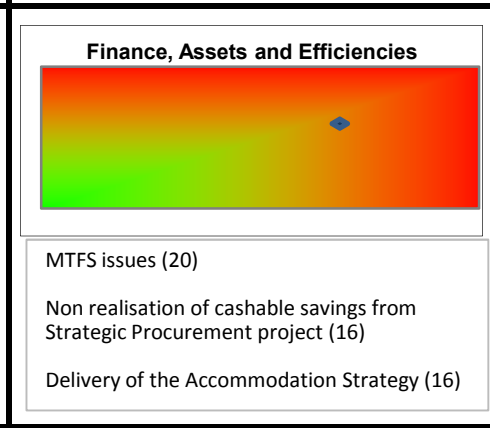
# Corporate Support - November 2011/12

Corporate Support	Customer Services and Business Transformation	Democracy and Governance	Finance, Assets and Efficiencies	Human Resources (HR)	Information Communication Technology (ICT)								
<p>Processing times and accuracy of revenues and benefits claims are down against performance targets. Plans are in place to address this. Council wide sickness levels have fallen consistently each month. Management information is available to managers including the top 100 cases of sickness. There are no significant budget variations at this time of the year and most delivery plans are on track.</p>	<p>Customer Services and Business Transformation is beginning its post restructure consolidation and rebuilding of staff morale. Early signs are encouraging with exceptional performance in terms of speed and quality of service - and the Reception team that dealt with our busiest November ever for face to face customers - over 6,000 individuals through the doors in a month. We received nearly 30 compliments for Reception staff, with all but one naming individuals who delivered excellent service, which was very encouraging. We are also well advanced in preparation for taking on customer service responsibilities in the new year.</p>		<p>Finance, assets and efficiencies has made significant progress against budget delivery plans and are now projecting an end of year underspend. Significant spend has been taken out from the Revenues and Benefits service which is now below Unitary benchmark on cost - a clear plan is in place to improve performance in terms of processing times and accuracy - this improvement will commence early in the new year.</p>	<p>The council wide average days' sickness per FTE (based on the previous rolling 12 months) has consistently fallen each month. For November 2010 - October 2011 it stands at 10.12 days (compared with 12.88 the previous year). Management information is available to managers, including the top 100 cases of sickness.</p>	<p>All ICT performance indicators are performing well and it is expected that they will meet their end of year targets.</p>								
<p><b>Finance</b></p> <p style="font-size: small;">Final Outturn 2008/09: 0.41%; Final Outturn 2009/10: -5.49%; Final Outturn 2010/11: -2.12%; Sept 2011/12 Forecast: 0.00%; Oct 2011/12 Forecast: 0.07%; Nov 2011/12 Forecast: 0.07%</p> <p><b>Directorate Budget</b> £27,986,000</p> <p><b>Budget Forecast</b> -0.52%    -£145,000</p>	<p><b>Customer Service and Business Transformation</b></p> <p style="font-size: small;">Final Outturn 2008/09: 1.79%; Final Outturn 2009/10: -3.55%; Final Outturn 2010/11: -3.25%; Sept 2011/12 Forecast: 0.00%; Oct 2011/12 Forecast: 0.00%; Nov 2011/12 Forecast: 0.00%</p> <p><b>Departmental Budget</b> £2,304,000</p> <p><b>Budget Forecast</b> 0%    £0</p>	<p><b>Democracy and Governance</b></p> <p style="font-size: small;">Final Outturn 2008/09: 8.84%; Final Outturn 2009/10: -0.56%; Final Outturn 2010/11: -0.12%; Sept 2011/12 Forecast: 1.06%; Oct 2011/12 Forecast: 1.86%; Nov 2011/12 Forecast: 0.00%</p> <p><b>Departmental Budget</b> £5,057,000</p> <p><b>Budget Forecast</b> 0%    £0</p>	<p><b>Finance, Assets and Efficiencies</b></p> <p style="font-size: small;">Final Outturn 2008/09: 2.60%; Final Outturn 2009/10: -7.17%; Final Outturn 2010/11: -3.59%; Sept 2011/12 Forecast: -1.07%; Oct 2011/12 Forecast: -1.07%; Nov 2011/12 Forecast: -1.07%</p> <p><b>Departmental Budget</b> £14,114,000</p> <p><b>Budget Forecast</b> -1.06%    -£150,000</p>	<p><b>HR</b></p> <p style="font-size: small;">Final Outturn 2008/09: -13.14%; Final Outturn 2009/10: -14.00%; Final Outturn 2010/11: 14.14%; Sept 2011/12 Forecast: 2.34%; Oct 2011/12 Forecast: 2.36%; Nov 2011/12 Forecast: 0.00%</p> <p><b>Departmental Budget</b> £3,219,000</p> <p><b>Budget Forecast</b> 0.16%    £5,000</p>	<p><b>ICT</b></p> <p style="font-size: small;">Final Outturn 2008/09: -2.35%; Final Outturn 2009/10: -0.30%; Final Outturn 2010/11: -8.80%; Sept 2011/12 Forecast: 0.00%; Oct 2011/12 Forecast: 0.00%; Nov 2011/12 Forecast: 0.00%</p> <p><b>Departmental Budget</b> £5,449,000</p> <p><b>Budget Forecast</b> 0%    £0</p>								
<p><b>Delivery Plans - November 2011</b></p>	<p><b>Customer Service and Business Transformation</b></p>	<p><b>Democracy and Governance</b></p>	<p><b>Finance, Assets and Efficiencies</b></p>	<p><b>HR</b></p>	<p><b>ICT</b></p>								
<p><b>Performance</b></p> <p style="font-size: small;">2008/09: 42%; 2009/10: 25%; 2010/11: 65%; Sep-11: 8%; Oct-11: 8%; Nov-11: 8%</p> <p><b>November - Overall year end forecast</b> 8%    58%    34%</p>	<p>No Red Indicators</p> <p><b>November - Overall year end forecast</b> 0%</p>	<p>No level 2 or 3 indicators</p>	<table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="background-color: #4a5568; color: white;">Indicator Definition</th> <th style="background-color: #4a5568; color: white;">November</th> <th style="background-color: #4a5568; color: white;">11/12 Target/Forecast</th> </tr> </thead> <tbody> <tr> <td>BV078a Time processing new claims</td> <td style="background-color: #e51e24; color: white;">28.92 days</td> <td style="background-color: #e51e24; color: white;">20 days</td> </tr> <tr> <td>BV078b Time for processing notifications of changes of circumstances</td> <td style="background-color: #e51e24; color: white;">20.53 days</td> <td style="background-color: #e51e24; color: white;">15 days</td> </tr> </tbody> </table> <p><b>November - Overall year end forecast</b> 25%</p>	Indicator Definition	November	11/12 Target/Forecast	BV078a Time processing new claims	28.92 days	20 days	BV078b Time for processing notifications of changes of circumstances	20.53 days	15 days	<p>No level 2 or 3 indicators</p> <p><b>November - Overall year end forecast</b> 100%</p>
Indicator Definition	November	11/12 Target/Forecast											
BV078a Time processing new claims	28.92 days	20 days											
BV078b Time for processing notifications of changes of circumstances	20.53 days	15 days											



**Risks**

- Finance Assets and Efficiencies: MTFS issues (20)
- Finance Assets and Efficiencies: Non realisation of cashable savings from Strategic Procurement project (16)
- Finance Assets and Efficiencies: Delivery of the Accommodation Strategy (16)
- ICT: Information Governance (compliance with statutory requirements, information sharing, information security) (16)



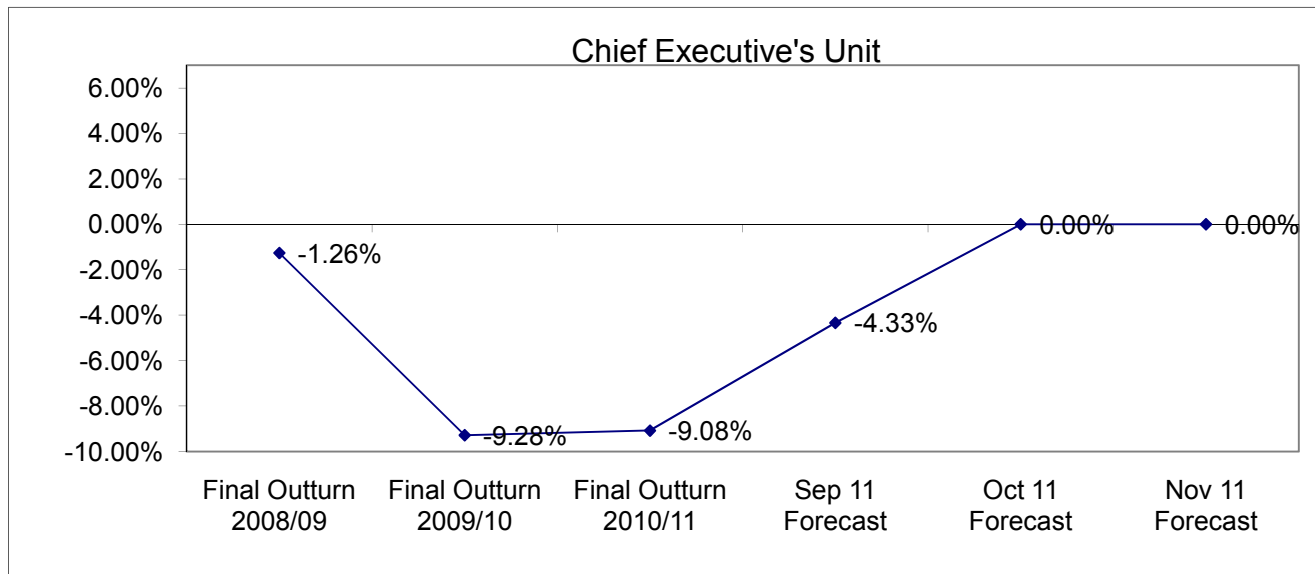


## Chief Executive's Unit

November 2011

The overall position in Chief Executives is forecast to budget. No variations are reported at this stage, however variations may arise once the delivery plan restructure has progressed and these will be reported if they arise. However, monitoring within the Civil Protection Unit has flagged that there may be a future favourable variation due to increased fees and charges, and this will be confirmed and reflected in the monitoring position once the new charging process is established. Chief Executives has a total Delivery Plan of £0.4m for 2011/12. There is 1 direct delivery plan for the department and 3 delivery plans that will be delivered across all departments (Consultation, Subscriptions and Printing and Advertising).

### Finance



Budget Forecast

0.00%

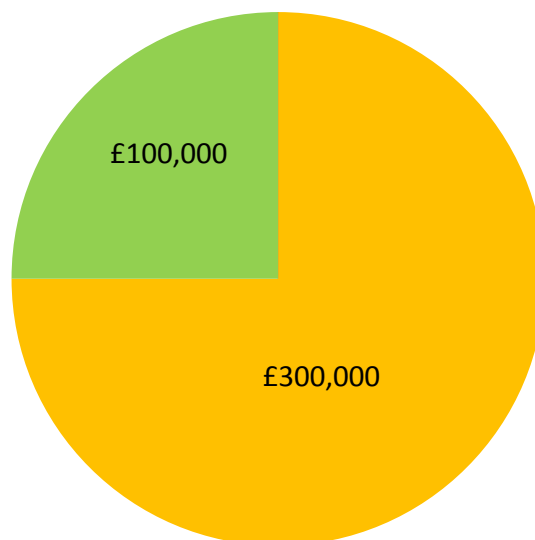
£0,000,000

Budget

£2,585,000

### Delivery Plans - November 2011

#### Chief Executive's Unit



## Risks - Exception Reports - Score 16+

Score of 20

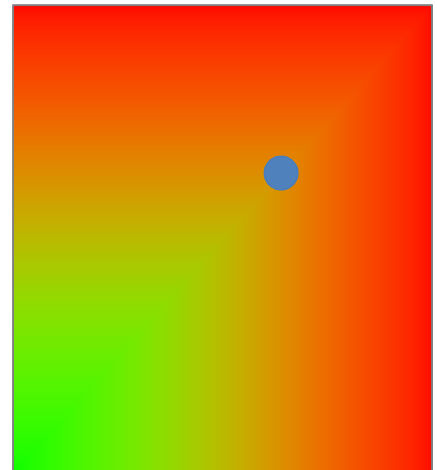
\* Reductions in resources across the City and legislative changes could jeopardise the commitment of Partner organisations to City priorities and goals.

\* Lack of external relation capacity could affect Plymouth's influence on resource and policy outcomes.

Score of 16

\* Lack of robust challenge of financial and performance issues could prevent the meeting from effectively focusing on the key issues for the Council.

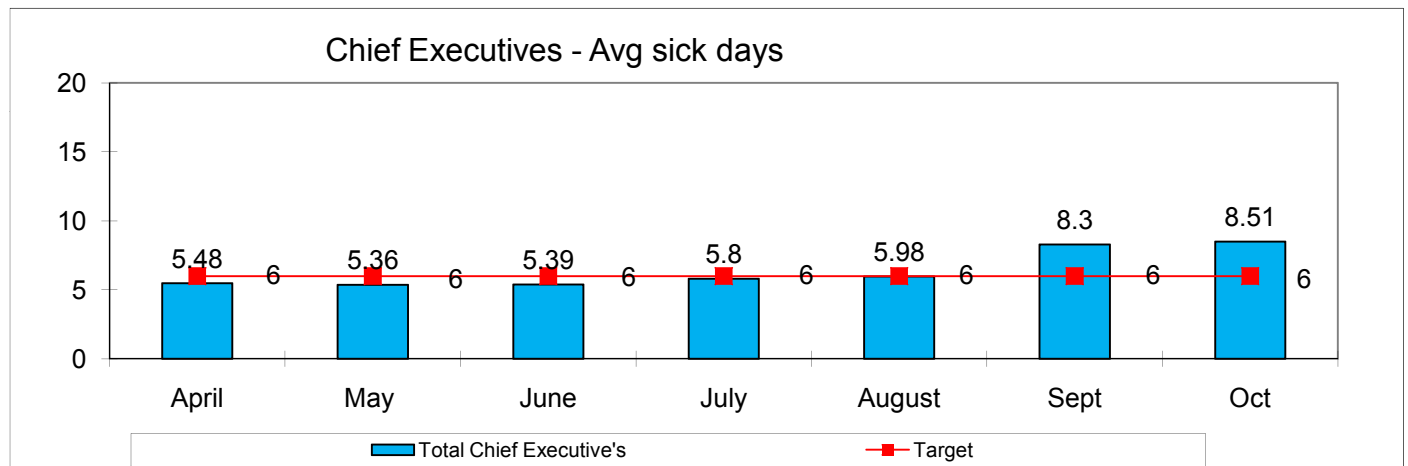
Chief Executives Unit



## HR - Sick days per Employee

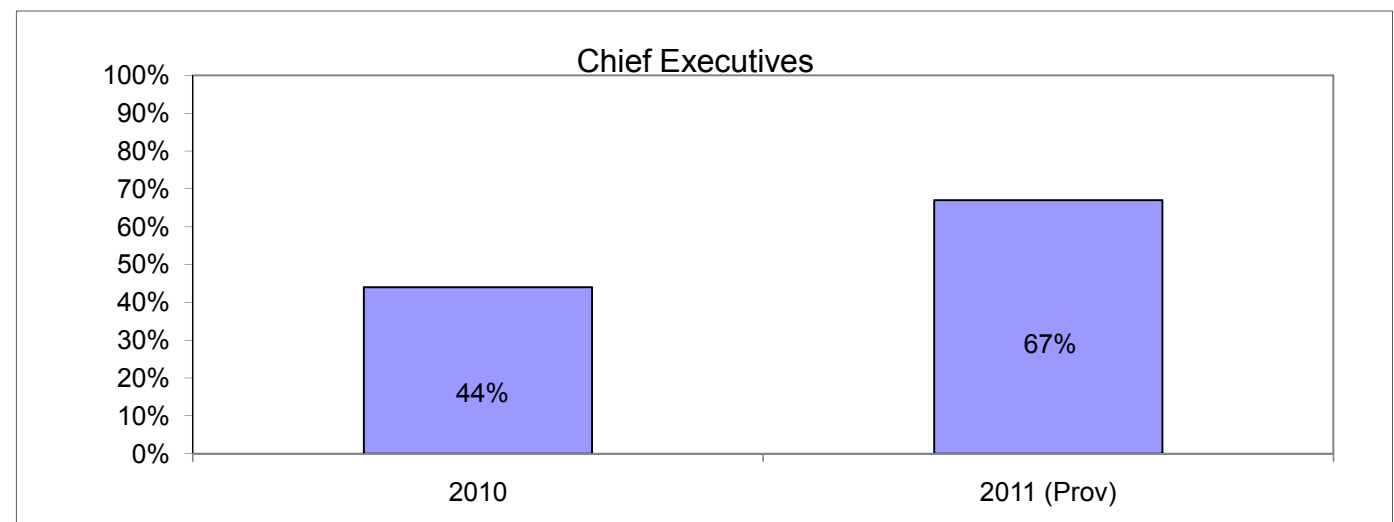
(12 month rolling average) (Council Avg 10.12)

Council Target - 6 Days



## Employee Engagement Index Scores

Council's overall score : 2010 - 57%, 2011 - 62% (prov)



# Community Service Budget Challenge

7<sup>th</sup> November 2011



In attendance:

- Pete Aley
- Jayne Donovan
- Pam Marsden
- James Coulton
- Tony Hopwood
- Simon Arthurs
- Barry Keel
- Anthony Payne
- Adam Broome
- Carole Burgoyne
- David Northey
- Patrick Hartop

## Challenges facing Service

- Aging population with more complex conditions such as dementia and multiple disabilities. An extra 4000 people over 65 by 2015
- Economic downturn has had impact on serious acquisitive crime. Up 19% in the first 2 qtrs of this year compared to last. Longer term impact on reducing inequalities
- Big health agenda. Integration of social care, joint commissioning, setting up new partnership structures
- Reducing costs in Adult Social Care particularly expensive care packages in Learning Disability
- The future of blue collar services.
- Ageing workforce within Environmental Services with higher levels of sickness
- Timing of leisure, ice and events arena creating implications for services and financial pressure
- Police and Crime Commissioner and Panel – new relationships
- Policy changes around welfare reform

## Risks

- Footing the bill as a result of hospital pressures
- Continuing to receive high cost packages of care from Children's Services
- Landfill tax 600k pressure in 2011/12
- Environmental Services Delivery Plans– Bowling Green, toilets etc. Totalling 460k
- Gypsy sites reliance on external funding and leasing arrangements.
- Pressure on partnership to fund shortfalls eg domestic violence, SARC, community and voluntary sector

## What is the service doing

- Transformation of Adult Social Care to a more preventative agenda widening choice for service users
- Working with Health
- High profile projects to support Citywide priorities – MRF and the Life Centre
- MTFP Programme management approach to environmental services transformation

**What help can we do with**

- Wider organisation understands the magnitude, political nature and medium term approach to the transformation
- Relevant and timely support from Corporate colleagues to support and challenge the major programmes and projects
- Support to lobby external partners at every opportunity
- Buy in for corporate agenda eg; health inequalities, equality, neighbourhood working

**CMT Challenges**

- Lessons learnt around Care First and restructure of ASC service that would benefit Children's Social
- Acknowledge that there is a pressure in Adult Social Care due to the aging population but more effective ways of working need to be looked at to reduce costs – commissioning
- Growing pressures in Environmental Services. A requirement to develop the right solutions

## Children's Services Budget Challenge

25<sup>th</sup> October 2011



In attendance:

- Bronwen Lacey
- Colin Moore
- Maggie Carter
- Mairead MacNeil
- Barry Keel
- Anthony Payne
- Adam Broome
- Carole Burgoyne
- David Northey
- Patrick Hartop
- Claire Oatway

### Challenges facing Service

- Change programme which is ongoing over the last 18 months amidst reduction in budget. However, achieved excellent rating from Ofsted with performance and value for money improving
- Ofsted highlighted challenges around aspiration and the post 16 agenda
- Concerned about level of commitment from partners around Locality working
- Increasing demand for children's social care services
- Making the most of trading relationship with schools

### Risks

- Economic climate with rising levels of child poverty and youth unemployment
- Rising birth rate in recent years particularly in the most deprived areas of the City
- Shifts in the way educational spend is managed locally
- Judicial reviews and impact on spending controls

### What is the service doing

- Diversion from Care and reducing the placements and costs for independent residential and foster care.
- Localities agenda including Common Assessment Framework expansion and effective, co-ordinated early intervention
- Care First developments have led to efficiencies
- Improving attainment of vulnerable groups
- Improving attendance and reducing persistent absence
- Reducing exclusion

### What help can we do with

- Help from Community Services in managing the transition to adulthood. There are issues around the cost of care packages for those in transitions.
- ICT to support interagency working and information sharing
- PCT Cluster re contracts
- PHNT re: integration of services for disabilities
- Plymouth Community Health Care for locality working
- Corporate approach to trading with academies

- Police and health support to multi-agency safeguarding hub to stem need

### **CMT Challenges**

- Different perception of partnership working in Community Service centred around the role of adults as parents
- Has good practice from the work around Care First and remodelling the Adult Social Care Service been picked up in Children's Services.
- Confirmation of a 3 year commissioning plan with market statement

# Development and Regeneration Budget Challenge

15<sup>th</sup> November 2011



In attendance:

- Barry Keel
- Anthony Payne
- Stuart Palmer
- Clive Perkin
- Paul Barnard
- David Draffan
- Mark Turner
- Adam Broome
- Carole Burgoyne
- Bronwen Lacey
- Jonathan Fry

## Challenges facing Service

- Economic climate and implications to meet city targets for job creation
- Peripheral geographical location, transport links, digital connectivity
- Narrow base of economic sectors, downsizing public sector, uncertainty over many aspects of the Devonport Naval base and dockyard
- Planning system reforms and new neighbourhood planning arrangements with significant cost and resource implications and opportunities
- Community Infrastructure Levy – implications for future infrastructure planning and coordination of resources to support growth
- Pressures on demand for housing services through impact of welfare benefit reforms
- Significant number of older and non-standard private housing (rented and owner occupied) in poor repair, frequently occupied by vulnerable / older people
- Higher than national levels of large families with complex needs
- Complete rationalisation of regional arrangements to a new central and sub-regional focus

## Risks

- Delivery of a sustained and accelerated economic and population growth through prioritised Local Development Framework, partnership working and sub-regional governance, market recovery measures and infrastructure and investment planning
- Realisation of commercial rental income targets
- Reduced resources now focus on a number of new competitive funds including Enterprise Zones, Regional Growth Fund, Growing Places, Local solutions e.g. better use of assets and closer working relationships with the private sector are increasingly important
- Capital funding for tackling poor standard private housing has been removed and disabled facilities grant (adaptations) funding is capped
- CCTV now under Parking Services and has an associated budget pressure
- Sustainable transport; concessionary fares may come under pressure in future years once changes to fuel rebate charges take effect in April 2012
- Transport and highways – needs greater emphasis on ‘regional’ inputs to ensure benefits from decentralised budgets for major schemes are realised as well as decentralised local train services
- Welfare benefit reforms could lead to increased homelessness and associated costs / duties

- Government is keen that we tackle complex families i.e. through Family Intervention Project (FIP) but the service is reliant on external funding (Early Intervention Grant (EIG) and contracting with partners)

### **What is the service doing**

- Job creation – through the Growth Board we are focusing on job creation to ensure our interventions are focused and effective with maximum leverage
- Tackling worklessness and child poverty through intervention and prevention work with large complex families
- Five ‘star projects’ to help deliver growth: Inward Investment, Waterfront Business Improvement District, Growth Acceleration Investment Network (GAIN), Local Enterprise Partnership, City Centre Regeneration
- Strategic Estates Review – review of the commercial estate to seek how we can better use our assets to drive growth
- Build capacity through partnerships with the Growth Board, Destination Plymouth and GAIN (Growth Acceleration and Investment Network), Urban Enterprise Programme
- Attracting inward investment e.g. America’s Cup
- Local Growth Fund and transfer of Regional Development Agency (RDA) assets to stimulate the private sector to create jobs
- Launch Growing Places Fund of which £14.2m has been allocated to the Heart of the West LEP, places an onus on councils to provide the ‘technical and financial expertise’ to deliver projects which unlock growth
- Significant regeneration projects e.g. North Prospect and Devonport well underway
- New house building and affordable housing provision increased, with inward investment, alternative tenure projects under development and use of council land to kick start the market
- Private rented sector targeted actions to raise standards
- Homelessness prevention work through a restructured service – more customer facing
- Planning Services (including, area planning, spatial planning, building control, city sustainability, housing enabling and new homes delivery)
- Delivery of major transport schemes e.g. in the East End
- Transport & Highways Partnership has developed its first draft Asset Management Plan
- Promotion of need for enhanced strategic connectivity and digital connectivity

### **What help can we do with and CMT challenges**

- Growth needing to be seen as part of all our agendas, not just within Development/Place if we are to really drive it forward.
- We need to make much better use of our assets across the council and city and think more about how they can be used to support growth, regardless of where they sit, with consequent efficiencies
- We also need a more strategic and joined up approach to the way we address disadvantage in the city across the council and partner agencies, tackling the root causes so we maximise our impact whilst avoiding unnecessary duplication
- It is essential that we promote the city more effectively, really champion it and have strong links with government departments and other key stakeholders



# Corporate Support Budget Challenge

13<sup>th</sup> December 2011



In attendance:

- Malcolm Coe
- Giles Perrit
- Tim Howes
- Mark Grimley
- JP Sanders
- Tony Hopwood
- Mairead McNeil
- Barry Keel
- Peter Honeywell
- Anthony Payne
- Adam Broome
- Carole Burgoyne
- David Northey
- Patrick Hartop

## **Challenges facing Service**

- Growing demand from customer. For example, increased demand for housing and council tax benefit (approx. 10% in the last 12 months), increase in FOI requests
- Economic downturn will impact on Council income
- Continuing to support Directorates when needing to make efficiencies in key support services. For example, HR support for restructures
- Reducing government settlement
- Delivering ICT projects to provide better information which will help drive further efficiencies. For example, Care First, CRM, Dynamics.

## **Risks**

- Culture change required by managers to take staff through Council transformation
- Corporate approach required for adhering to corporate policies and systems
- Finance required for key ICT projects
- Improvement in performance required following major restructure. For example, Revs and Bens

## **What is the service doing**

- More for less: efficiency and productivity, reduced costs. For example, staffing reductions at all levels, terms and conditions, category management and P2P.
- Increased use of management information to support corporate decision making. For example, budget setting framework, staffing information, Care First
- Supporting key corporate initiatives and projects. For example, waste, Argyle, accommodation, Care First, Proof of Concept.

## **What help can we do with**

- Better use of our assets across the Council and city and think more about how they can be used to support growth
- Prioritising opportunities for shared services

**CMT Challenges**

- Learning required from managing major projects such as Care First. Key managers to meet to evaluate learning
- It will be important to prioritise the opportunities around shared services with partners.
- Important to have more detailed plans for budget setting for 2013/14 now.

## Overview and Scrutiny Board.

### P2020 Partnership budget challenge session - January 2012.

### NHS Plymouth - overview of budget and priorities for 2012/13.

#### Introduction.

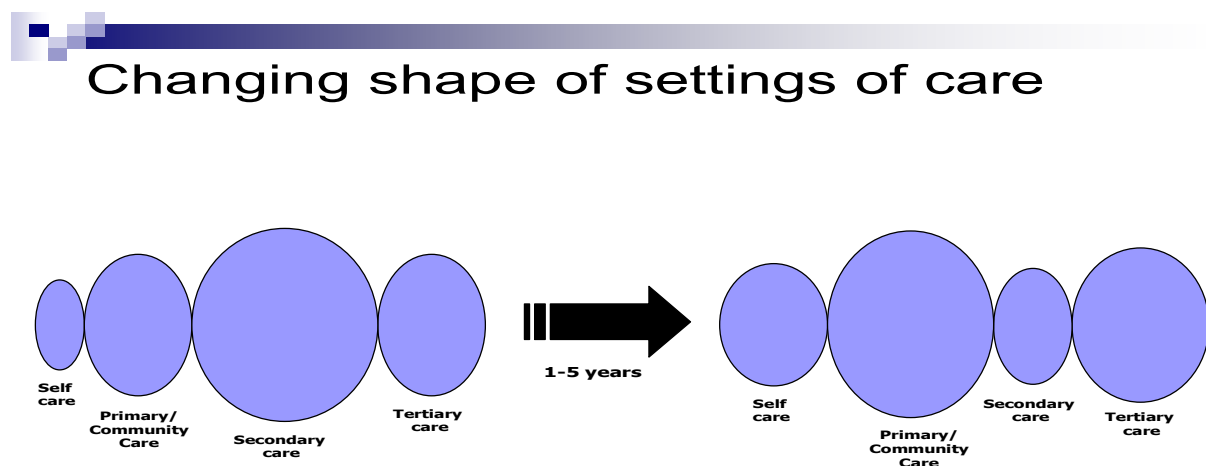
NHS Plymouth is the local branch of the NHS. It is the Primary Care Trust (PCT) responsible for commissioning healthcare from providers for the people of Plymouth.

Our vision is of 'Healthy people leading healthy lives in healthy communities'.

Locally in Plymouth we are working towards a 'Healthy System' which will result in improved outcomes, productivity and allocation of resources. This includes:

- A shift away from unplanned treatments, and towards planned care, planned interventions and personalised care
- An increase in prevention and maintenance, funded by reinvesting costs and capacity released through a reduction in treating preventable illnesses and admissions
- Further reduced waiting times
- An increase in efficiency and a more sustainable cost base through:
  - A significantly increased level of collaborative clinical working to bridge the gap across clinical teams and organisations
  - A focus on reducing the net cost of care, rather than the cost to individual teams and organisations
  - A focus on reducing transaction costs across organisations
  - A focus on equity of care and equity of access, ensuring that funding is targeted at patients with greater health needs and interventions and treatments that are proven to be of greater clinical value
  - Getting the pathway right for patients

The diagram below reflects the resulting expected change in the shape of the Plymouth Health community over the next 5 years. More care is expected to be provided in the community and advances in technology and healthcare mean that patients are often able to leave hospital more quickly after surgery or treatment resulting in the need for a smaller acute hospital.



## **Financial context**

There has been a substantial increase in investment over recent years in the NHS which has significantly improved the overall quality of services, increased access, reduced waiting times, and improved the buildings, wards and clinics in which care is delivered, maintaining the NHS as a universal service, free at the point of delivery.

However, although there are no plans to reduce the level of investment in the NHS over the next few years, the previous year on year increases will almost cease and the cost of delivering care is growing at a rate that is not sustainable. This is mainly due to our increasing ability to treat illness and extend life through the availability of new drugs, treatments and technology and changes to the age profile and lifestyles of the population.

NHS Plymouth's Medium Term Financial Plan (MTFP) for 2012/13 onwards will set out how resources are to be deployed to invest in meeting demand, improving quality and tackling national and local priorities whilst maintaining or continuing to improve day to day standards of performance.

The MTFP is based on assumptions included within the national NHS Operating Framework for 2011/12 and published 2011/12 PCT allocations. A local analysis of the recently published NHS Operating Framework for 2012/13 will be completed during December in order to inform the next revision of the MTFP and the panel will receive a verbal update if this significantly alters any of the messages within this briefing paper.

Allocations received on the 14<sup>th</sup> December 2011, confirm that NHS Plymouth will receive growth of 2.8% (£11.9m), increasing the allocation from £423.4m in 2011/12 to £435.3m in 2012/13. The NHS and South West Operating Frameworks require NHS Plymouth to set aside:

- Headroom of 2.0% of recurrent baseline or £8.7m
- A minimum level of surplus at 1.0% of recurrent baseline or £4.4m
- PCT Contingency anticipated to be 0.5% of baseline or £2.2m

The NHS Operating Framework also sets out a number of areas (totalling £3.3m locally) in which the PCT is required to plan to invest including Re-ablement, Health Visitors, Carers and the Dementia Strategy.

There are existing commitments to local priorities for 2012/13 totalling £1.9m. This includes investment in the Major Trauma Centre at Plymouth Hospitals NHS Trust, and Primary Care Premises.

Therefore, based on these assumptions NHS Plymouth is planning around £20m of efficiency savings in 2012/13 to invest in meeting demand, improving quality and tackling national and local priorities, some of which will come from the full year effect of initiatives which started in 2011/12 and some from initiatives due to start in 2012/13.

In addition major providers from whom the PCT commissions services will also be required to make efficiencies of 4% in line with the national Operating Framework.

## **Process and timescales for setting budgets.**

The first draft MTFP was submitted to the Strategic Health Authority in mid-December. This will continue to be developed and amended as necessary to reflect the requirements of the NHS Operating Framework for 2012/13 and to reflect contract discussions with providers

until the final MTFP and budgets are agreed and signed off by the Board for the Devon, Plymouth and Torbay PCT Cluster at the end of March 2012.

### **Addressing local priorities and the challenge of QIPP (Quality, Innovation, Productivity and Prevention.)**

Maintaining strong day-to-day performance remains the over-riding priority of the NHS. Alongside that we will continue the delivery of a significant programme of change (called 'Quality Care Best Value') to make sustainable improvements in quality and productivity, further increase the focus on prevention of ill health and encourage innovation across the whole care system and are planning very carefully with partners to tackle this challenge transparently together to ensure we secure the best value for the community.

We can already see encouraging early signs that this year's change programme is delivering the sustainable changes needed to deliver the QIPP challenge. If we compare the mid-point of 2011/12 with the same point in time last year we see that referral rates have reduced quite significantly, emergency attendances have stabilised and non-elective admission rates have reduced.<sup>1</sup> NHS Plymouth Board performance report November 2011 is available on the website and provides more detail.

This section of the report is not an exhaustive list but sets out key examples of major service changes planned, any significant changes in levels of investment and NHS Plymouth's contribution to local partnership priorities:

#### **Public health:**

Primary prevention and early detection and intervention are key strands of the vision for a healthy system described earlier in this report and, whilst to some extent subject to the same need to demonstrate efficiency as in other service areas, the current level of service offer in relation to health promotion and health inequalities is expected to be maintained during 2012/13 especially where it is targeting P2020 partnership priorities.

Structural changes to public health and national determination of the allocation of funding for public health in future presents the potential risk that the allocation of funding for Plymouth may be subject to change.

#### **Changing settings of care:**

In September 2011 the Plymouth health community embarked upon a process of studying whether patients in the health system were being treated in the most appropriate setting of care. Reflecting one of the key principles of the healthy system, the first piece of work was a study of patients in PHNT which found that for a significant number of patients there could have been a more appropriate, less acute setting of care to meet their needs. This information further supports the direction of travel for the changing shape of Plymouth's health community set out above.

There is now a programme of work underway to analyse what changes need to be made across the care system to support the move away from unnecessary admission or an unnecessarily long stay in an acute setting. This is likely to result in a fundamental evidence based re-shaping of service models over a number of years rather than a simple transfer of services and resources from one setting to another.

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<sup>1</sup> Based on performance reported to in NHS Plymouth Board Performance Report, November 2011, page 60.

Health and social care commissioners and providers are working in partnership to develop a way forward.

### **Primary care:**

**Healthy Living Pharmacies** will be launched in Plymouth early in 2012 to increase the role that community pharmacy can play in delivering high quality health and wellbeing services. The pilot in Portsmouth shows that people there are now enjoying better access to health and wellbeing services including stop smoking, alcohol interventions, emergency hormonal contraception, Chlamydia screening, NHS health checks and targeted respiratory Medicine Use Reviews.

**Primary Medical Services review** - the PCT has reviewed the spread of investment in GP contracts across the city in order to reduce variation in core funding for individual practices. The shift in investment (in the region of £0.5million) will be paced to take place during the period January 2012 to April 2014. An indicative figure of 50% of these released funds will be redistributed to the lowest funded practices to achieve the aim of reduced variation and the remaining 50% will be invested into enhanced services developed to support identified local need.

**GP-led health centre** – a decision to re-commission or otherwise will now be made in January 2012 based on an analysis of outcomes and value for money. The outreach service for homeless people is part of this commissioning exercise but, although the outcome cannot be pre-empted, early indications are that it is highly likely that this service will be re-commissioned.

### **Out of hospital / non-acute services:**

There has been a significant focus by both health and social care commissioners and providers in 2011/12 on the development of effective models of care across the health and social care community that are aligned with the strategic direction outlined in this report and the plans for changing settings of care. This will continue in 2012/13 and beyond.

The PCT will need to work together with the local authority to agree jointly on commissioning priorities, plans and outcomes for a number of services and specifically around investment of funding allocated in the national Operating Framework for 'investment in social care to benefit health and to improve overall health gain' and the monies allocated by the NHS for re-ablement in 2012/13 (which could include things like telecare, falls prevention, support for the National Dementia Strategy, tackling delayed transfers of care).

The NHS funding allocated in the national Operating Framework for 'investment in social care to benefit health and to improve overall health gain' will be transferred to the local authority via an agreement made under Section 256 of the NHS Act 2006 for spending on those jointly agreed priorities and plans which are expected to be agreed by the end of the current financial year.

It is essential that this allocation is used to make significant improvements in the care system that are sustainable in the long term, which will involve partners being very clear about the arrangements and recurrent cost implications for these services beyond the term of this specific allocation. (The Operating Framework for 2012/13 does indicate that 'financial support from the health system for social care will continue in 2013/14 and 2014/15' but does not specify the form or value of that support and makes no commitment beyond 2014/15)

In the light of the updated Department of Health mental health policy (No Health Without Mental Health, DH 2011) NHS Plymouth is embarking on an ambitious programme to

modernise mental health services in three key areas (acute care services, mental health recovery services and talking therapy services) that will improve efficiency, create greater integration of services and an increased focus on treatment and recovery.

Example of planned service change:

**Locality based service model** – this service will provide low level community intervention and prevention. We are currently working with Plymouth Community Healthcare to embed this model of working into the contract for 2012/13. This will result in closer integration of mental and physical health and primary, community and secondary care through a multidisciplinary team focused on addressing the holistic needs of the patient. Community Matrons (previously known as Long Term Condition Managers) will be part of these teams and the capacity of this team has already been increased in recognition of the crucial role they play in enabling people to feel supported in their own home.

**Rapid response and re-ablement services** – these services complement the locality based model (for low level community intervention and prevention) by providing enhanced provision in times of crisis and supporting timely discharge. Plans are at various stages of development for delivery in 2012/13.

**Health visiting** - increased investment is planned by NHS Plymouth which will directly contribute to the Children and Young People Plan priority i.e. best start to life.

**Recovery pathway** - for particularly mental health users is being redesigned to move towards a community support model in which Supporting People is an essential aspect in being able to continue to enable vulnerable people to live independently and find work, have choice, reduce the number of residential placements etc.

**Improving access to psychological therapies** – there are plans for expansion of the IAPT service to meet unmet demand for psychological support & to reflect anticipated growth in demand. There is a particular focus in expanding towards those with severe mental health problems, those with Long Term Conditions and the treatment of medically unexplained symptoms. The PCT is working closely with the Job Centre to ensure the contribution of this service to the growth agenda in supporting people to gain or sustain employment.

**Dementia services** – there is increasing demographic pressure on all dementia services but joint working is well underway. The Overview and Scrutiny panel have previously received reports on the development of a joint dementia strategy and will continue to receive updates at appropriate points in the process.

**Learning disability** –both NHS Plymouth and Plymouth City Council plan to make changes to improve outcomes, efficiency and value for money of services used by people with a learning disability. It is critical that partners work together to ensure that plans for change are joined up and coherent.

### **Acute services:**

**Urgent Care** – plans to improve the model of urgent care are in the early stages of development. The vision is for simpler, more streamlined access to urgent care of all kinds and potentially reduced confusion for patients by bringing demand to a single point which is expected in turn to improve efficiency.

**Major Trauma** – the expected designation of Plymouth Hospitals NHS Trust (PHNT) as the Major Trauma Centre for the Peninsula will improve the quality of services and outcomes for

patients across the area as well as safeguarding some of the highly specialised skills locally in PHNT.

### **Non-clinical or 'back office'**

The programme of change relating to improved efficiency in non-clinical or back office functions has particular implications for the P2020 partnership focus on the growth of the city and its economy for example:

**Care provider market development** – the transfer of community based health services to a newly created social enterprise in 2011 will be followed by the implementation of 'Any Qualified Provider' in 2012/13, a mandatory requirement for Primary Care Trusts, which creates the potential for new organisations to enter the market in the specified areas of business.

**Outsourcing of Family Health Services (FHS) to SBS:** FHS provides a number of administrative functions related to primary care, including patient registration, records management and contractor payments. The service for Plymouth patients is currently provided by NHS Devon and there will continue to be a local presence in Exeter maximising opportunities for staff retention.

**Co-location of teams from Plymouth City Council and NHS Plymouth** – progress is being made towards the co-location of a number of teams at Windsor House. There will be obvious benefits of closer working, between health and social care teams for example, and although indications are that the costs will be broadly similar to current costs this will potentially release land for alternative use. In order not to lose momentum this is continuing throughout the current period of change in the NHS although this does present some challenges in relation to longer term planning.

**Digital City:** PCT can confirm its commitment and contribution to this joint initiative to improving the connectivity of Plymouth.

### **P2020 Partnership priorities for 2012/13**

**Overview** - NHS Plymouth proposes that the current economic environment poses a potential risk to our ability as a partnership to make progress on agreed priorities for children and young people and that active consideration of how to minimise that risk is essential. For example there may be a direct impact on the number of children and young people not in education, employment or training (NEET) and the number of apprenticeships the public sector may be able to offer in the future; but also potential for less direct impact where loss of employment and/ or financial pressure for families may begin to impact upon on levels of child poverty and the overall psychological welfare of families and children.

**Key service areas** - With respect to the key service risk areas below that were highlighted in the Budget Challenge paper last year as a general principle the PCT has provisionally set aside continued funding for each but, along with partners, has also identified the need to examine the outcomes achieved from each service and to ensure that the funds invested are focussed appropriately:

**Domestic Abuse services** - the PCT has identified potential funding, along with other partners, to address the shortfall in Domestic Abuse Funding however clarity is required about the outcomes that this service will provide.

**Sexual Assault Referral Centre (SARC)** – Partners have confirmed their intention to extend the current contract for a further year for 2012/13 (The PCT has provisionally set



aside £60k to reflect its on-going commitment to SARC) however there is a remaining funding gap for 2012/13 and further examination is needed to ensure that current activity in SARC is in line with its original purpose. Paul O'Sullivan (NHS Plymouth) is leading discussions with partners to address this.

**Support for enhancing the capacity of the voluntary & community sector** – It is expected that there to be an increased range of opportunities in the coming year for third sector organisations to provide services, for example around re-ablement. In addition the PCT will provide continued support for infrastructure in 2012/13 at same level as 2011/12 subject to a clearly specified outcome based contract. However the PCT is unable to fulfil the P2020 partnership commitment to a three year contract for infrastructure as it is unable to commit beyond March 2013, the point at which the emergent Clinical Commissioning Group will take responsibility for commissioning healthcare.

**Youth Offending Team** – the PCT has provisionally set aside continued funding. As with other services the YOT will be expected to provide a proposal for running costs which will inform the allocation of an appropriate level of funding by all partners.

**Locality working** – the PCT remains committed to the principle of locality working and is currently in the process of embedding this within the contract with Plymouth Community Health Services to service the 6 locality areas.

**Early intervention and family support services** – these will be even more essential in the light of the identified challenge posed by the economic environment to ensure that families are supported effectively and therefore to prevent any unnecessary escalation of issues into acute or more specialist services than would otherwise be required. The PCT for its part can confirm its commitment to maintain the Family Nurse Partnership at current levels and would be keen to see a similar commitment in relation to other services of this nature e.g. Family Intervention Services.

Karen Kay.  
Assistant Director of Corporate Planning and Performance.  
NHS Plymouth.  
14<sup>th</sup> December 2011.

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# **Plymouth 2020 Partnership Budget Challenge Briefing**

## **Devon and Cornwall Police**

### **1. HEADLINE BUDGET POSITION**

1.1 The economic fall-out from recession and Comprehensive Spending Review (CSR) remain the key feature of both the national and local landscape.

1.2 Overall, the force's medium term financial strategy requires reductions of £32m on a budget of £287m over the next 3 years. This is in addition to the £17m reduction this year. Broadly anticipated that this will mean a reduction of 500 police staff posts and 700 police officer posts across the peninsular since 2009. Significant police staff reductions have already been achieved. The single largest cuts have been in back office functions (HR, Finance and Admin), civilian investigators and front desk staff. These reductions have followed targeted reviews, not general voluntary redundancy processes.

1.3 All reductions have and continue to be on a design led approach which balances service, risk, threat and harm against the budget challenges. The design principles include:

- Reduce by design not chance
- Do police staff reductions quickly
- Reduce infrastructure in line with numbers
- Not using sworn staff to release police staff (we have the highest number of officers in frontline duties nationally)

1.4 Planning assumptions have been made in relation to the Winsor and Hutton reviews pending statutory changes.

1.5 The effect of the one off council tax freeze grant is likely to be a request for additional cuts or a sharp increase in council tax. This will be considered by the Police Authority in the budget setting process.

1.6 The implementation of the new command and control system, STORM, is scheduled to take place next year with the introduction of a new crime investigation, intelligence and case and custody system to follow. In addition a new duty management system is scheduled to be delivered from November this year.

### **2. RISKS AND ISSUES TO DELIVERING THE CITY PRIORITIES**

Progress on Level 2 indicators:

2.1 The rate of anti social behaviour incidents (ASB) is down and on target. However, the force are reviewing the data recording and management of incident records post the operational changes introduced in May 2011 which may have implications for ASB data/numbers recorded.

2.2 Reducing the gap in overall crime in the worst neighbourhoods is not on target mainly due to recent increase in serious acquisitive crime which has meant overall increase in total crime of 3% on last year (see below).

2.3 Reducing harm from inter-personal violence - this indicator has not been developed yet and sits with the Violence and Domestic abuse delivery groups to progress.

2.4 The percentage of community priorities resolved is on target and improving

2.5 Reducing the number of hate incidents reported - this is showing as on target

2.6 Satisfaction with outcome of hate incidents - this is showing as on target but with a worsening trend. This is measured against joint police/Local authority data. Locally the police surveys are showing a reduction in satisfaction for racist incidents and BME victim satisfaction.

2.7 Following successive year on year reductions in crime over the last 3 years, there has been a year to date (April-November 2011) increase in all recorded crime equating to 3% (over 300 crimes) compared to the same period last year. The largest rise is in serious acquisitive crime including robbery (+14 offences); domestic burglary (+106); shed/garage other burglaries (+244); theft from vehicle (+126).

2.8 Neighbourhoods that are most significantly affected include Mutley/Greenbank and a spread of neighbourhoods within Devonport and West Sectors.

2.9 There have been reductions in the number of sexual offences reported (-23); common and serious assaults (- 82); harassment offences (-61); theft of vehicles (-12).

2.9.1 Significant preventative, intelligence and enforcement activity has been applied to the emerging crime trends and this includes a partnership led task and finish group focusing on the hotspot areas. This has resulted in reducing the rise in acquisitive crime. Additional partnership activity requires a focus on:

- Informed analysis to better understand the offending profile/causation
- Regular sharing of changes within the drugs market
- Engagement with HM Court services to share awareness of the city challenges and treatment/diversion infrastructure
- Tackling risk taking behaviour associated with alcohol misuse
- Coordinated efforts to better understand the market for stolen goods and city wide networks.
- Supporting a 3 year crime reduction strategy for the city

2.9.2 The Police Reform & Social Responsibility Bill represents both a threat and an opportunity to the Force and the city. A key feature of this bill is the change of governance to an elected Police and Crime Commissioner in place of the existing Police Authority. A Draft Protocol for Elected Police and Crime Commissioners<sup>1</sup> has

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<sup>1</sup><http://www.homeoffice.gov.uk/publications/police/police-commissioners-protocol?view=Binary>

been published. In particular it represents an opportunity to ensure that we are well placed to provide support to the successful candidate. In this respect the Force is supporting local Community Safety Partnerships to deliver a peninsula Joint Strategic Needs Assessment scheduled to ensure delivery prior to the elections. The key challenge will be balancing manifesto commitments with the diverse urban, rural and coastal needs across the peninsular. An additional challenge for the chief constable will be to adjust to the PCC demands whilst meeting the requirements of the nationally set Strategic Policing Requirement (setting mandated service requirements, mutual aid etc).

2.9.3 The Home Affairs Committee is holding an inquiry into the New Landscape of Policing, with the aim of assessing the extent to which the Government's proposals, as set out in Policing in the 21st Century, will enhance the efficiency, economy and effectiveness of the police. As part of the enquiry they have launched a public consultation on which areas the police service should prioritise. Clearly this is likely to have a significant impact on the development of the police service in the future.

### **3. CHANGES TO SERVICE DELIVERY**

3.1 The work to build a strategic position on service delivery against a resource profile of 2810 officers by 2015 should be finalised in the early part of 2012. The force's officer establishment last stood at 2810 in 1992, a year in which there were 140,000 recorded crimes. In recent years recorded crime has fallen to below 90,000.

3.2 There are no plans to reduce the PCSO numbers. The funding is ring-fenced until April 2013. Plymouth has 83 PCSOs an asset that is highly valued by the community. They could have a significant role in neighbourhood management once the strategic direction at 1.5 above is set.

3.3 There are no plans to reduce the allocation of Plymouth's local partnership funding (circa £160k) in 2012/13, subject to Police Authority approval. This money will be offered to a joint commissioning process aligned to the city priorities to support key services, intervention and activity.

3.4 This will be the last budget set by the Police Authority and will cover the year that the PCC is introduced. Targets and performance indicators for 2012/13 will not be finalised by the authority until February 2012.

3.5 There are opportunities for the partnership to shape service delivery going forward in a number of ways:

- Maximising the Localism agenda and developing the capacity and capability of the community to 'self regulate' (CASAP contract)
- Developing collaborative work to target/support those people that make the highest levels of demand on public services in the city (Total Place)
- Co-active environmental scanning, joint business analysis and business intelligence
- Joint commissioning
- Exploring the options for shared services or wider collaboration

#### **4. CRITICAL RISKS TO PARTNERSHIP SERVICE DELIVERY**

4.1 The partnership has identified a level of risk relating to partnership activity in the following areas:

- Domestic Abuse
- Sexual Assault Referral Centre
- Anti-social behaviour and Family intervention service
- Support for enhancing the capacity of the voluntary & community sector
- Youth Offending Team
- Locality working
- Alcohol

The management of a number of these risks is being co-ordinated through the Safe & Strong Theme Group. Additional activities to mitigate risks and service community priorities are being considered in both the local and peninsular wide Strategic Assessments.

4.2 Current year on year funding cycles present a threat to building sustainable, long term partnership activity and mitigate against developing a strategic environment in which we can realise the 2020 Vision.

A Bickley  
Police commander  
Plymouth

Background Paper – Police Authority Meeting 2 September 2011

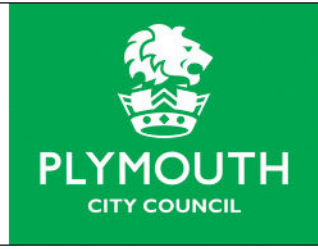
Performance Report of the Deputy Chief Constable – Item 8 and Appendix 8a

<http://www.dcpa.police.uk/how/policeAuthority/meetings/111216.html>

# **PRIORITISE OUR POUNDS**

## **2012/13**

Consultation Report



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## EXECUTIVE SUMMARY

A public consultation to support the 2012/13 budget setting process took place between Tuesday 11 October and Tuesday 8 November 2011. A questionnaire was developed which listed 38 key public services the Council and partners provide. The aim of the questionnaire was to canvass the views of the public and members of staff about levels of investment and services that are important to them. 1109 questionnaires were completed and entered for analysis.

The results provide a clear indication of where respondents felt that the current level of investment should be maintained:

- Creating and protecting jobs across the city
- Support for vulnerable children
- Tackling violent crime including domestic violence
- Support for older people to live independently.

They also provided a clear indication of the service areas where respondents felt that investment could be reduced:

- Subsidising adult learning courses
- Improving parking facilities through parking charges
- Support for preventative health services.

The number one priority within each of service groups was as follows:

<b>Service group</b>	<b>Service priority</b>
<b>Leisure</b>	Parks and open spaces
<b>Transport</b>	Road maintenance
<b>Children and Young People</b>	Support for vulnerable children
<b>Environment</b>	Refuse collection
<b>Growth</b>	Creating and protecting jobs across the city
<b>Health and Adult Social Care</b>	Support for older people to live independently
<b>Crime and Community Safety</b>	Tackling violent crime including domestic violence

## **INTRODUCTION**

The public consultation to support the 2012/13 budget setting process took place between Tuesday 11 October and Tuesday 8 November 2011. Plymouth City Council staff were actively encouraged to also take part in the consultation this year.

The aim of this year's consultation was to determine the public's view on services, not only delivered by the Council, but also key partners including NHS Plymouth, Devon and Cornwall Police and Devon and Somerset Fire and Rescue Service. This feedback is vital as the Council will take on a statutory role with respect to police and health budgets in 2012, through the Crime Panel and Health and Wellbeing Board respectively.

The results of this consultation will help to inform the budget scrutiny process undertaken by Plymouth City Council Members in January 2012.

## **CONSULTATION METHOD**

A questionnaire was developed which listed the key public services the Council and our partners provide. We asked participants to say whether they thought we should 'invest about the same' or 'invest less' within each of the service areas.

There were seven key areas (service groups) and 38 service areas, where we asked for the views of our customers and staff to help towards finalising the budget for 2012/13.

To provide further evidence and so we could fully understand our customers' priorities and those of our staff, we asked participants to rank the service areas that were important to them. Finally, we asked participants to tell us their overall top three priorities.

The questionnaire was available online through Plymouth City Council's uEngage consultation portal and hard copies were made available at Firststop Reception, Libraries and on request.

## **COMMUNICATION**

A communications plan was developed which set out the required materials, branding and opportunities for advertising and promoting the consultation. The main communication channels were as follows:

- Automated message on the general Plymouth City Council telephone number promoting consultation and instructions
- Exhibition and promotion at Firststop Reception
- Social networking/media
- PCC home page with links to consultation and further information
- Staffroom/School Room
- Media coverage
- Promotion by Chamber of Commerce, Community and Social Action Plymouth and partners via their networks
- Notification emails to known stakeholder groups.

Further consultation activities are planned throughout December 2011 where a presentation and copy of the draft budget will be discussed with the Plymouth Chamber of Commerce Stakeholder Group and also with third sector organisations (Community and Social Action Plymouth previously Plymouth Third Sector Consortium).

## SECTION I - WHO RESPONDED?

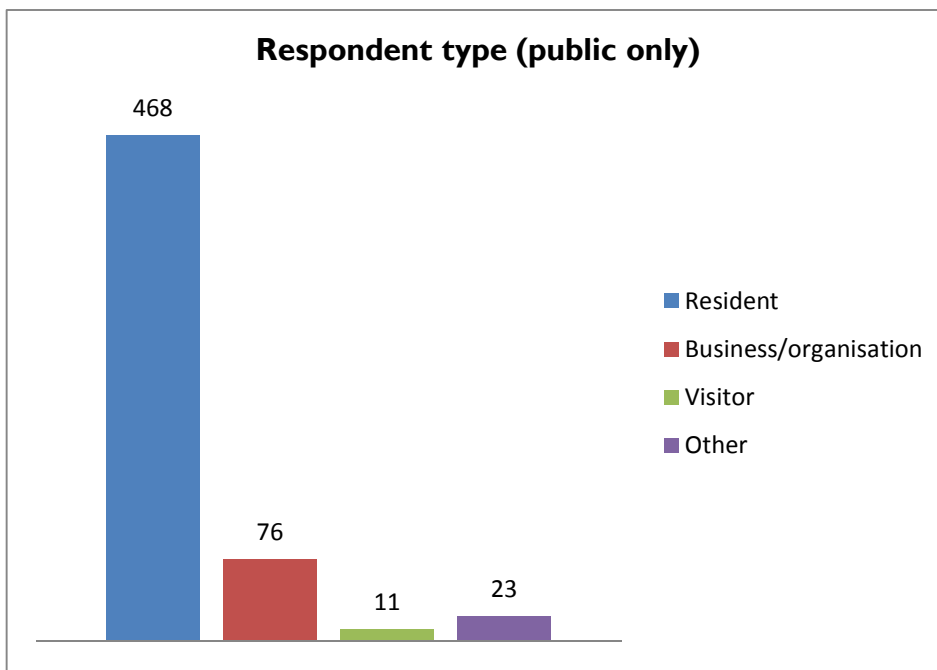
I.1 This section provides an overview of how many people responded and the demographics of the respondents.

Table I – Number of respondents

Staff questionnaires complete	524
Public questionnaires complete	591
Minus inadmissible questionnaires	(6)
<b>Total</b>	<b>1109</b>
Additional comments via email	2
Late responses (not included)	11

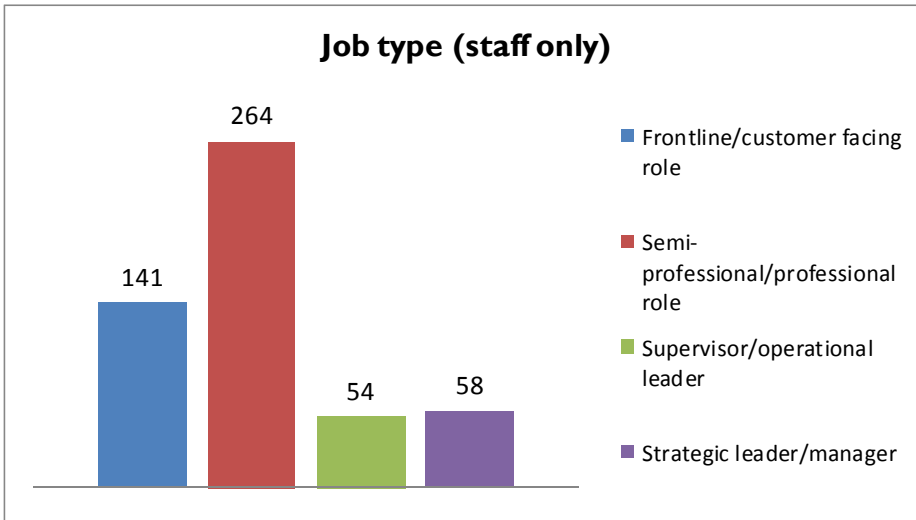
I.2 The following demographic information has been compiled from the total number of questionnaires received (1109). This information has been used to identify the views of different groups of people around different service areas in Section 3 of this report.

Figure 1



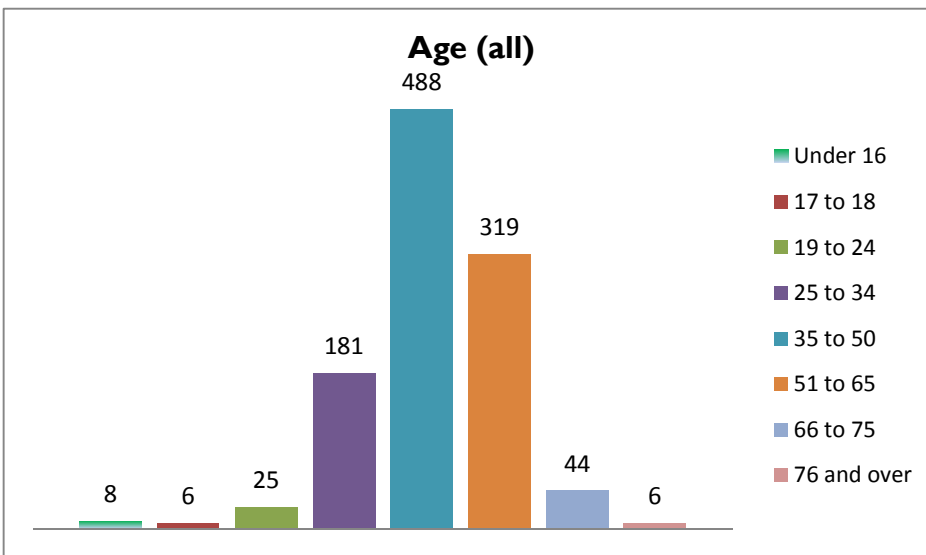
(Non-response = 10)

Figure 2



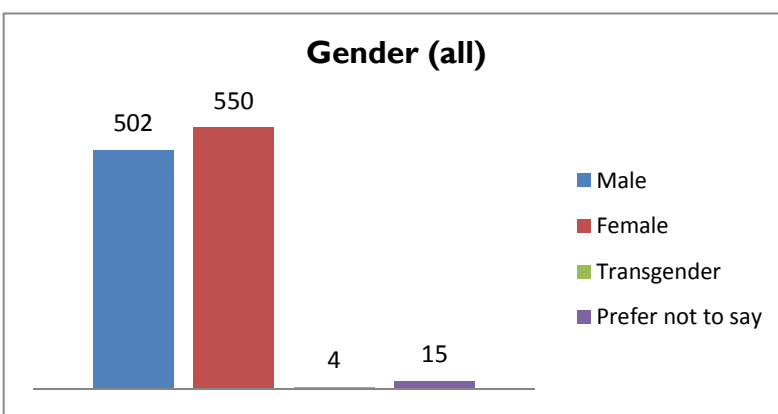
(Non-response = 4)

Figure 3



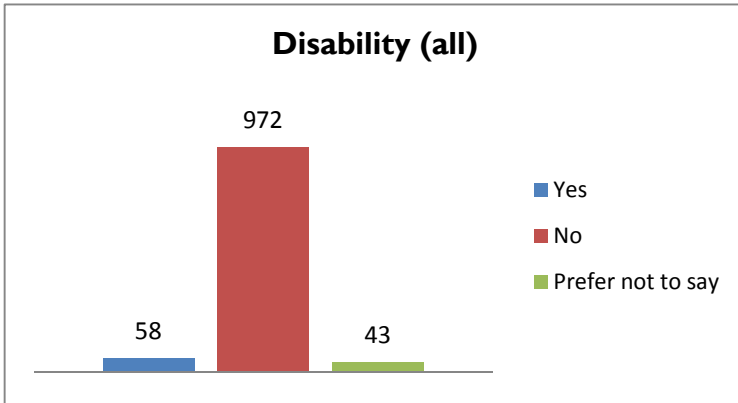
(Non-response = 32)

Figure 4



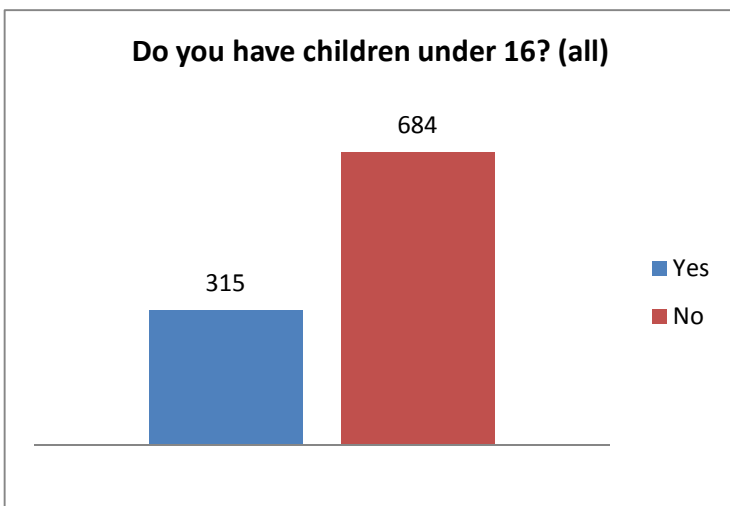
(Non-response = 38)

Figure 5



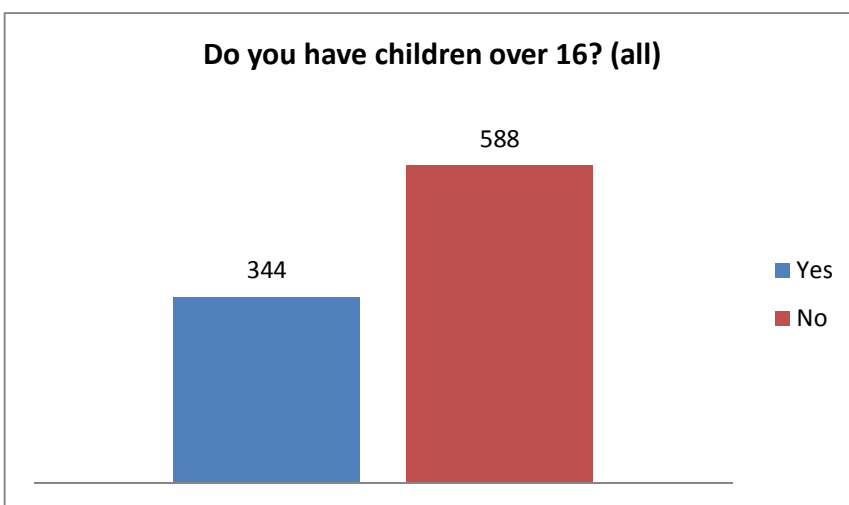
(Non-response = 36)

Figure 6



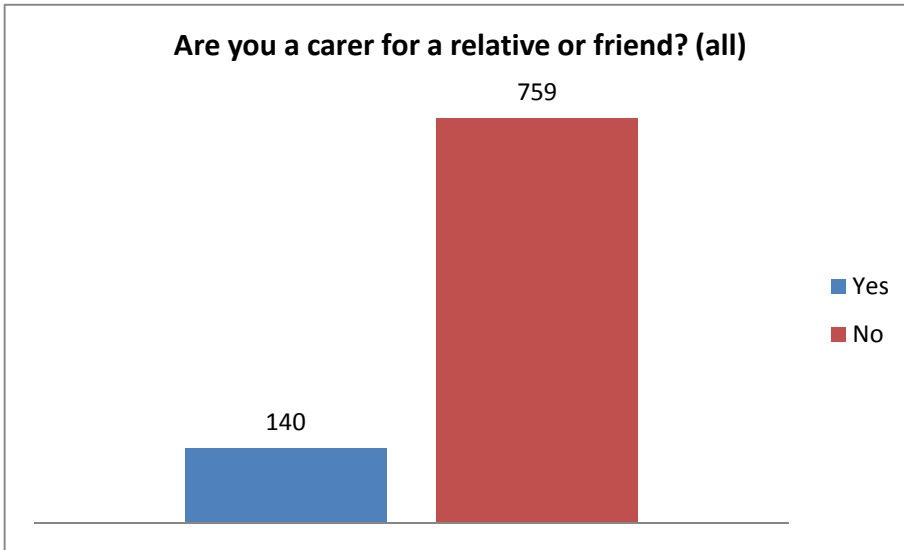
(Non-response = 110)

Figure 7



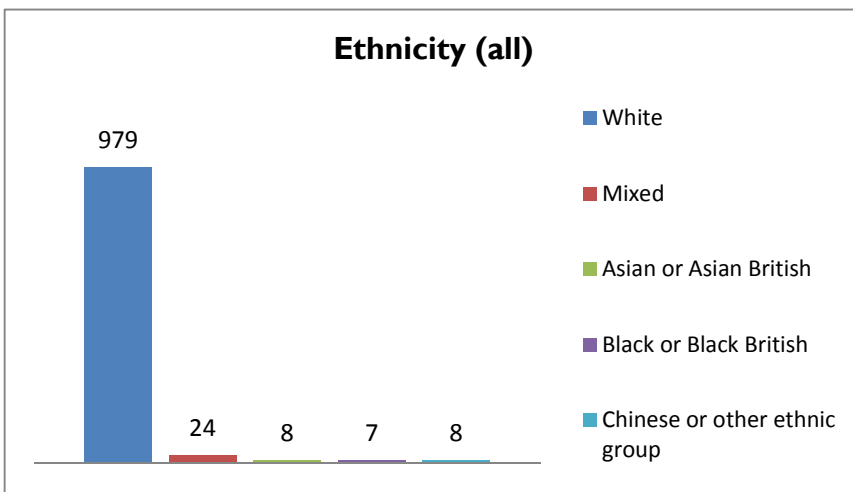
(Non-response = 177)

Figure 8



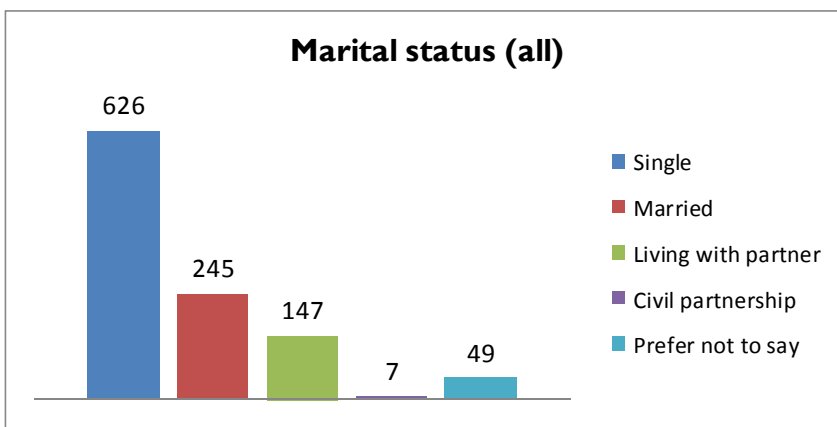
(Non-response = 210)

Figure 9



(Non-response = 83)

Figure 10



(Non-response = 35)

## SECTION 2 - SUMMARY RESULTS

2.1 Respondents were asked to indicate, for each service area/function, whether current levels of investment should be maintained or reduced. Table 2 presents the overall summary of these results (the figures are the valid percentages which exclude non-response).

Table 2 – Summary results

	<b>Service area/function</b>	<b>Invest the same Valid %</b>	<b>Invest less Valid %</b>	<b>Priority Ranking within group (see Appendix 1 for priority tables)</b>
1	Creating and protecting jobs across the city	92.9	7.1	1
2	Support for vulnerable children	91.8	8.2	1
3	Tackling violent crime including domestic violence	91.1	8.9	1
4	Support for older people to live independently	90.3	9.7	1
5	Road maintenance	89.2	10.8	1
6	Tackling criminal damage and anti-social behaviour	88.8	11.2	2
7	Support for people with disabilities	88.4	11.6	2
8	Support for mental health services	87.5	12.5	3
9	Support for children with special educational needs	86.6	13.4	2
10	Refuse collection	86.3	13.7	1
11	Keeping public land clear of litter and refuse	86.1	13.9	2
12	Tackling burglary and vehicle crime	83.8	16.2	3
13	Parks and open spaces	82.3	17.7	1
14	Support for responsive health services	82.0	18.0	4
15	Footway maintenance	81.7	18.3	2
16	Targeted work in neighbourhoods with the most crime	80.7	19.3	4
17	Local tips/household waste recycling centres	79.4	20.6	4
18	Events and tourism	77.8	22.2	2
19	Doorstep recycling	77.3	22.7	3
20	Services for young people	77.2	22.8	3
21	Support for law enforcement services	77.1	22.9	6
22	Preventing homelessness	76.6	23.4	5
23	Libraries	72.9	27.1	4
24	Early years support	70.1	29.9	4
25	Support for crime prevention services	69.6	30.4	5
26	Sport and leisure facilities	67.5	32.5	3
27	Support for fire prevention services	67.5	32.5	7
28	Public conveniences	64.3	35.7	6
29	Environmental regulation	63.3	36.7	5
30	Improving the quality of housing	61.2	38.8	2
31	Museums/galleries	58.2	41.8	6
32	Planning the future shape of the city	58.1	41.9	3
33	Subsidised non-commercial bus services	56.2	43.8	4
34	Theatres/concert halls	54.7	45.3	5
35	Improving the quantity of housing	53.1	46.9	4
36	Subsidising adult learning courses	43.9	56.1	5
37	Improving parking facilities through parking charges	37.6	62.4	5
38	Support for preventative health services	35.6	64.4	6



2.2 The results provide a clear indication of where respondents felt that the current level of investment should be maintained. There were four service areas/functions where over 90% of respondents felt that the current level of investment should be maintained:

- Creating and protecting jobs across the city
- Support for vulnerable children
- Tackling violent crime including domestic violence
- Support for older people to live independently.

2.3 There were three service areas/functions where less than 50% of respondents felt that the current level of investment should be maintained:

- Subsidising adult learning courses
- Improving parking facilities through parking charges
- Support for preventative health services.

### Service Priorities

2.4 Respondents were then asked to indicate within each of the seven service groups, the services that were a priority to them by ranking the service area/function.

2.5 Summary of number one (highest) priorities within each of the groups:

- **Leisure** – Parks and open spaces
- **Transport** - Road maintenance
- **Children and Young People** - Support for vulnerable children
- **Environment** - Refuse collection
- **Growth** - Creating and protecting jobs across the city
- **Health and Adult Social Care** - Support for older people to live independently
- **Crime and Community Safety** - Tackling violent crime including domestic violence.

2.6 The priority rankings were derived through analysis which applied weighting to the data. The following table provides an example of how the weightings were applied.

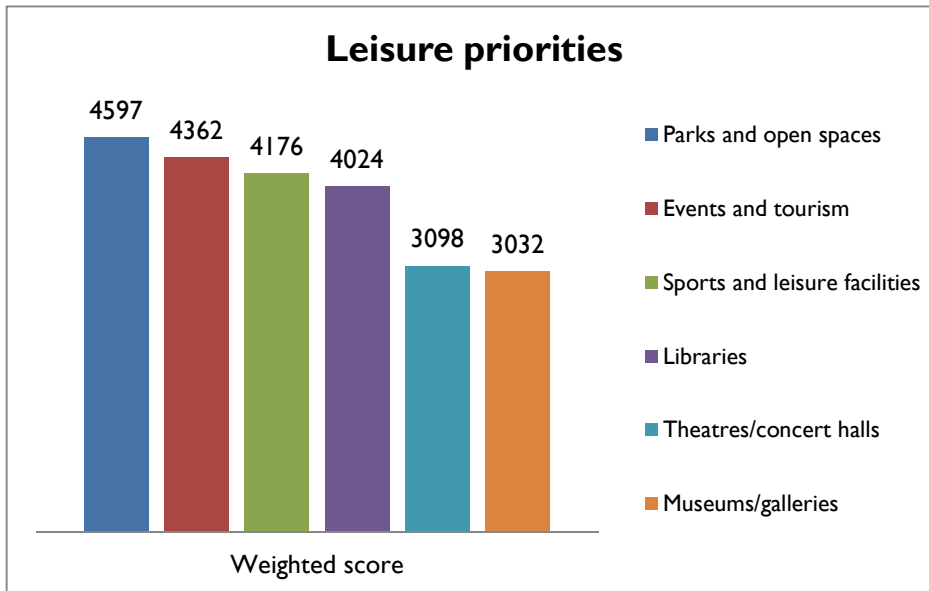
Variable	Preference 1	Preference 2	Preference 3	Preference 4	Preference 5	Preference 6		
	Count x 6	Count x 5	Count x 4	Count x 3	Count x 2	Count x 1	Total Score	Rank
1a. Sports and leisure facilities	498	370	244	180	98	74	1464	3
1b. Libraries	510	315	204	219	118	70	1436	4
1c. Museums/galleries	120	230	260	189	270	72	1141	5
1d. Theatres/concert halls	144	255	220	249	158	109	1135	6
1e. Events and tourism	624	395	312	156	94	41	1622	2
1f. Parks and open spaces	510	440	364	210	64	35	1623	1

Count = number of responses

Preference 1 = people's first preference

2.7 The following charts present the overall rankings for each of the service areas/functions within each of the service groups. Some commentary has been provided to help with the interpretation of the results. Overall, there was strong relationship between the ranking of service priorities and respondents views around maintaining or reducing the level of investment.

Figure 8

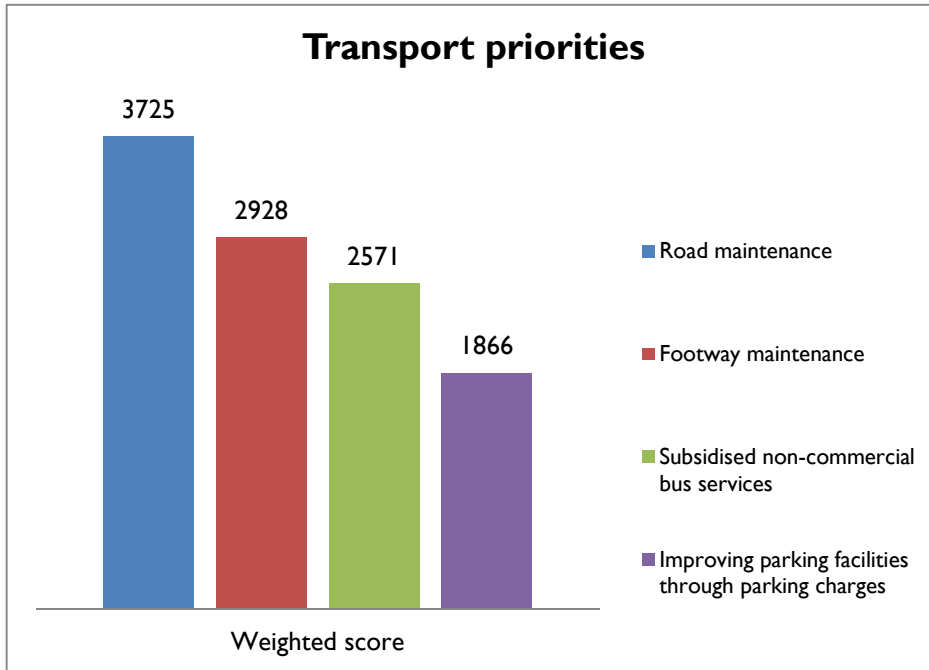


2.8 Within the 'leisure' group, parks and open spaces was selected by respondents as the highest priority. Museums and galleries were selected as the lowest. When relating these results to levels of investment, none of the leisure service areas/functions came within the top ten for maintaining the current level of investment.

2.9 Although parks and open spaces was the highest priority and also generated the highest support for maintaining the current level of investment within the leisure group, it sits 13<sup>th</sup> on the overall list of service areas where respondents chose 'invest the same' (82%) (See table 2).

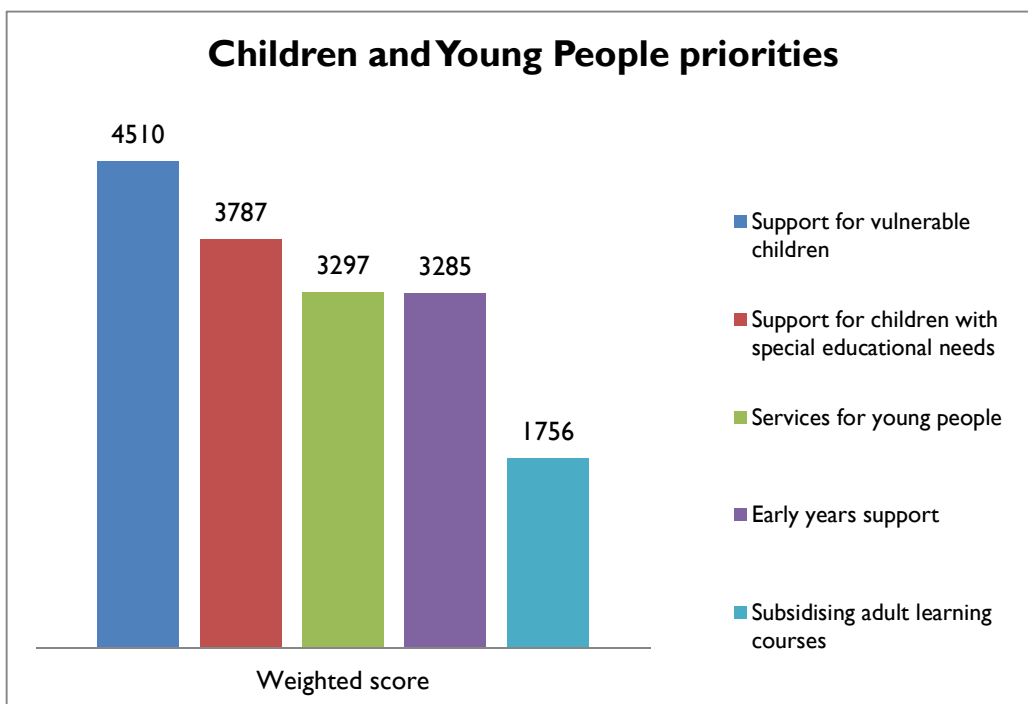
2.10 Figure 8 shows that sports and leisure facilities is a slightly higher priority for respondents than libraries, however when looking at Table 2 a higher proportion of respondents indicated that they would like to maintain the current level of investment for libraries (73%) than they would for sports and leisure facilities (68%).

Figure 9



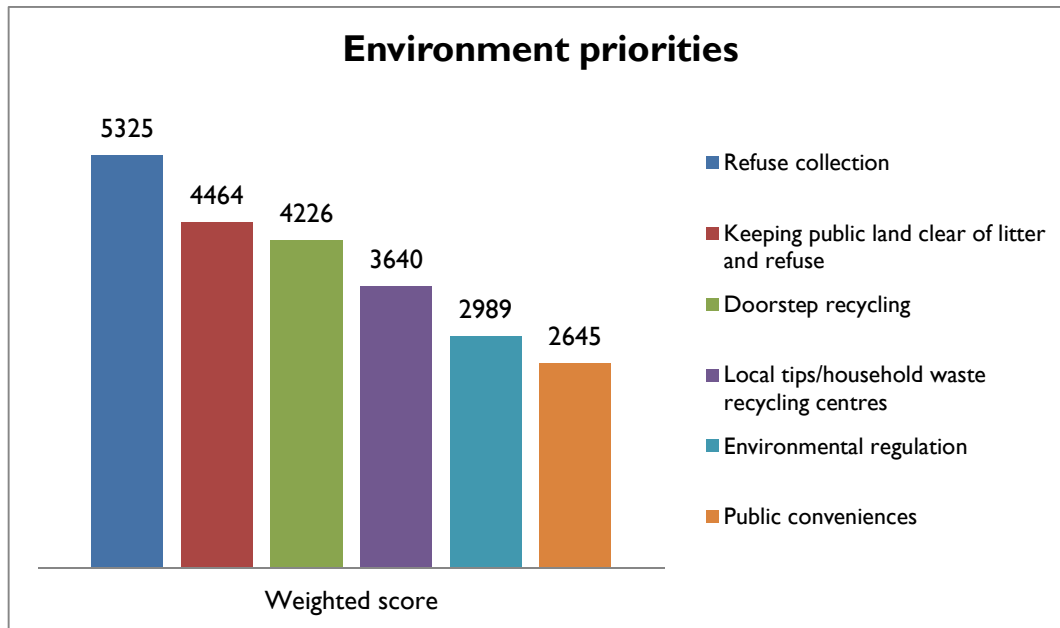
2.11 Road maintenance was clearly a high priority for respondents. It also generated the highest support for maintaining the current level of investment within the transport group, and sits 5<sup>th</sup> in the overall list of service areas (see table 2) where respondents chose ‘invest the same’ (89%). Improving parking facilities through parking charges was chosen as the lowest priority and this was reflected in table 2 with a low proportion of respondents selecting ‘invest the same’ (38%).

Figure 10



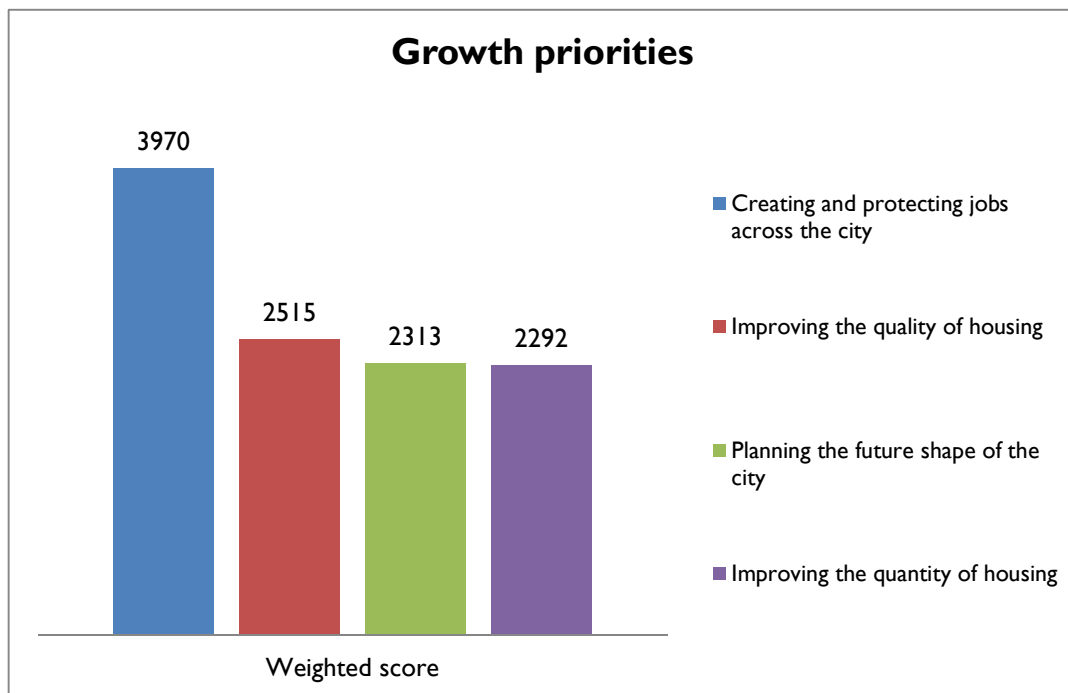
2.12 Support for vulnerable children, children in care or in need of protection was clearly a high priority for respondents. It also generated the highest support for maintaining the currently level of investment within the children and young people group, and sits 2<sup>nd</sup> in the overall list of service areas where respondents chose 'invest the same' (92%) (See table 2). The proportion of respondents, who indicated 'invest the same' for the service areas/functions within the children and young people group, reduced in line with the respondents priorities. Subsidising adult learning courses was the lowest priority, and sits 36<sup>th</sup> on the overall list of service areas where respondents chose 'invest the same' (44%).

Figure 11



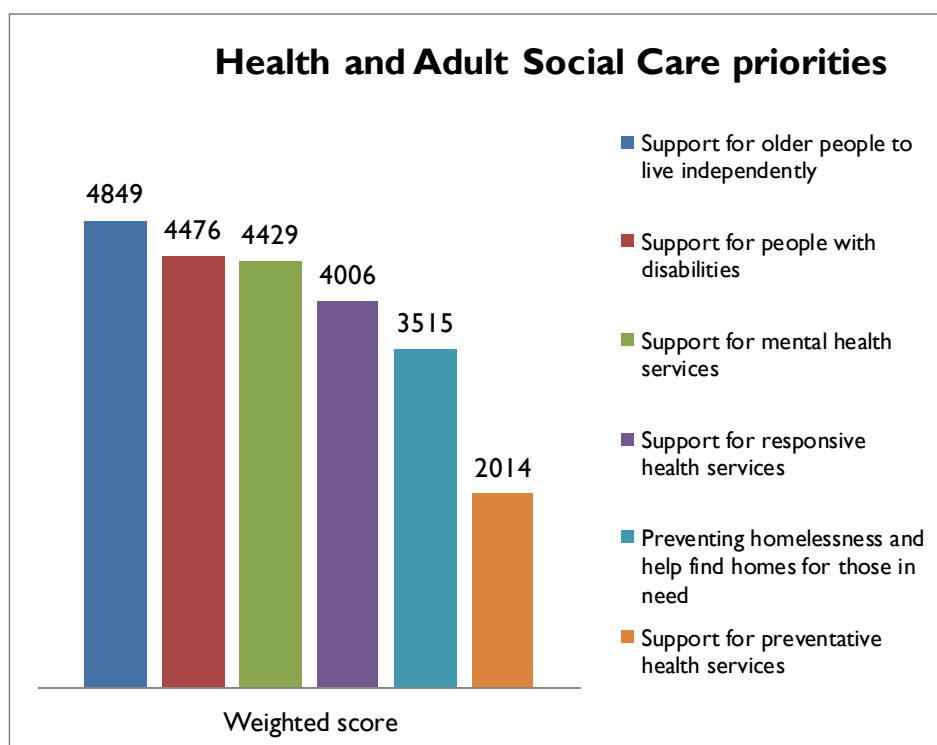
2.13 Refuse collection was selected as the highest priority within the environment group with public conveniences being the lowest. Refuse collection also generated the highest support for maintaining the current level of investment within the environment group, and sits 10<sup>th</sup> in the overall list of service areas where respondents chose 'invest the same' (86%) (See table 2). Public conveniences and environmental regulation did not generate as much support for maintaining the current level of service and sit 28<sup>th</sup> (64%) and 29<sup>th</sup> (63%) respectively on the overall list of service areas where respondents chose 'invest the same'.

Figure 12



2.14 Creating and protecting jobs across the city was clearly the highest priority within the growth group and also generated the highest proportion of respondents overall who indicated the current level of investment should be maintained (93%). The remaining service areas/functions within the growth group fell within the bottom 10 in the overall list of service areas where respondents chose ‘invest the same’ (See table 2). Improving the quantity of housing was the lowest priority and sits 35<sup>th</sup> on the overall list of service areas where respondents chose ‘invest the same’ (53%).

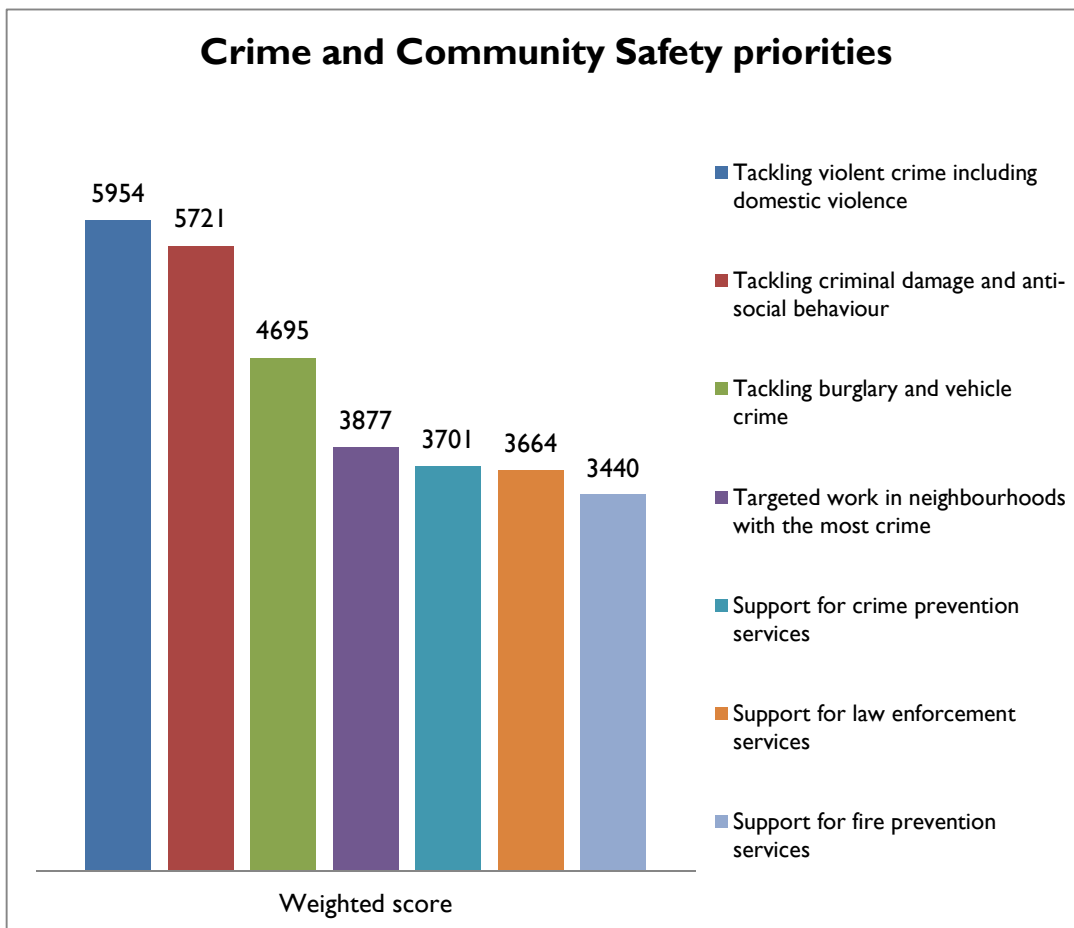
Figure 13



2.15 The health and adult social care group contained six service areas/functions. Support for older people to live independently was the highest priority within this group and also generated the highest support for maintaining the currently level of investment, sitting 4<sup>th</sup> in the overall list of service areas where respondents chose ‘invest the same’ (90%) (See table 2).

2.16 Within the health and adult social care group, respondents were asked to prioritise ‘support for responsive health services’ and ‘support for preventative health services’ along with four other service areas, some of which are delivered in partnership with health. Within the health and adult social care group, support for responsive health services was the 4<sup>th</sup> priority and sits 14<sup>th</sup> in the overall list of service areas where respondents chose ‘invest the same’ (82%). Support for preventative health services was the lowest priority and received the least amount of support in terms of level of investment with only 36% of respondents choosing ‘invest the same’.

Figure 14



2.17 The crime and community safety group contained the highest number of service areas/functions for comment and prioritisation. These results will be used to inform and influence the budget setting process in relation to police spending priorities and the work we do in partnership.

2.18 Tackling violent crime, including domestic violence was clearly the highest priority within the group, followed closely by tackling criminal damage and anti-social behaviour. These priorities were reflected in the support received for maintaining the current level of investment, sitting 3<sup>rd</sup> (91%) and 6<sup>th</sup> (89%) respectively in the overall list of service areas where respondents chose ‘invest the same’.

2.19 Crime prevention work was a slightly higher priority than law enforcement work; however, Table 2 indicates that a higher proportion of respondents want to maintain the current level of investment for law enforcement (77%) than for crime prevention work (70%).

2.20 Finally, respondents were asked to indicate their top three priorities from the number one priorities they had chosen previously. Respondents' top three priorities did not, in every case, reflect their previous priority selections, however, from the analysis there are a couple of service areas that are clearly seen as more important than others.

2.21 Top three service priorities;

- 1. Creating and protecting jobs across the city.**
- 2. Support for vulnerable children, children in care or in need of protection.**
- 3. Tackling criminal damage and anti-social behaviour.**

2.22 Both creating and protecting jobs across the city and support for vulnerable children were identified as the highest priority within each of their respective groups of growth and children and young people.

2.23 Respondents' third priority of 'tackling criminal damage and anti-social behaviour' was not identified as the highest priority within its group of crime and community safety. This is likely to be result of respondents not using their previous priority selections to answer this question. It did however follow closely as the second priority within the crime and community safety group.

## **SECTION 3 – FURTHER ANALYSIS**

3.1 Included in this section is some further analysis of respondent's views. The results have been analysed against some specific demographics to provide an overview of the views of different groups of people. Ethnicity has not been included within this analysis as the respondent numbers were too low to yield any significant results.

### **Respondent type**

3.2 The survey responses received from both members of the public and staff were merged into one data set for analysis. The public questionnaire asked participants to indicate whether they were a resident, a business/organisation, a visitor or 'other', which would include people who commute to the city for work. The staff questionnaire asked about job type and reflected the categories set out within Plymouth City Council's Competency Framework for appraising staff performance and development; these results have not been included within this report as the information has been collected for internal purposes. Some notable results were found within the public response (588) and have been reported below.

### **Leisure;**

3.3 Although the number of visitor respondents was low, proportionally visitors to the city were more likely to select 'invest the same' in sport and leisure facilities than residents (82% compared to 64% of residents). Invest the same in theatres and concert halls also generated a slightly higher response from the visitor respondents than residents (64% compared to 59% of residents), however the same could not be said for museums and galleries where visitors were more likely than other respondents to select 'invest less' (46% compared to 39% of residents).

3.4 Businesses and organisations were more likely select 'invest the same' in events and tourism than other respondents (91% compared to 77% of residents), however, within the leisure group businesses or organisations were more likely to select 'invest less' in libraries and theatres and concert halls than other respondents.

### **Transport;**

3.5 All respondents indicated 'invest less' for improving parking facilities through parking charges, which suggests that they do not wish to see parking charges increased, this was most notably reflected by the businesses and organisations, where 66% said invest less. Visitors were the greatest supporters of improving parking facilities, however the majority of these still indicated 'invest less'.

3.6 A greater proportion of residents were more likely to select 'invest the same' in subsidised non-commercial bus services (59% compared to 49% of businesses and organisations). Road and footway maintenance received a high response for 'invest the same' from all public respondents.

### **Environment;**

3.7 Visitors were more likely to select 'invest the same' for keeping public land clear of litter and refuse, however this difference was marginal as this service received a high response from all public respondents as did refuse collection and doorstep recycling.

3.8 Businesses and organisations were more likely to select 'invest less' for environmental regulation than the other public respondents (55%) – visitors were more likely to select 'invest the same' (82%).



### **Growth;**

3.9 Exactly the same proportion of residents and businesses/organisations said 'invest the same' for creating and protecting jobs (91%). Businesses and organisations were more likely to select 'invest the same' for improving the quantity of housing than other public respondents (58% compared to 53% of residents).

### **Crime;**

3.10 Businesses and organisations seemed more concerned with tackling criminal damage and anti-social behaviour with 96% selecting 'invest the same' compared to 87% of residents. The functions of tackling violent crime, including domestic violence and also burglary and vehicle crime received a high response with the majority of all respondents selecting 'invest the same'.

3.11 Residents were found to be more likely to select 'invest the same' for supporting law enforcement services than they were for crime prevention services (79% and 73% respectively). This was also found to be the case for all other public respondents.

**Demographics** - The analysis included in this section combines all public and staff responses (1109).

### **Age;**

3.12 The majority of respondents who participated were aged between 25 and 65 years. The number of respondents below the age of 25 and over the age of 65 was low and therefore the ability to carry out meaningful analysis including these age groups is limited. For the most part the analysis showed that there were no significant differences identified between the age groups and their views on levels of investment, however there were some notable differences when grouping the age ranges, between respondents under the age of 35 and those over the age of 35.

3.13 Respondents under the age of 35 years were slightly more likely to want to invest the same in sport and leisure facilities, subsidised bus services and services provided for children and young people, with the exception of subsidising adult learning courses. These respondents also seemed more inclined to want to invest the same in keeping public land clear of litter and refuse and doorstep recycling, along with planning the future shape of the city.

3.14 Within the crime and community safety group, there was a high level of response for most service areas, however respondents under the age of 35 were more likely to select 'invest the same' for both crime prevention and law enforcement, whereas those aged over 35 years were more likely to select 'invest the same' for tackling criminal damage and anti-social behaviour.

3.15 Respondents over the age of 35 were also more likely to select 'invest the same' in libraries, theatres and concert halls, footway maintenance, public conveniences, improving the quantity of housing and supporting older people to live independently.

### **Gender;**

3.16 The respondent categories of 'transgender' and 'prefer not to say' received a very low response and therefore have been excluded from this further analysis.

3.17 The results show that female respondents were more likely to select 'invest the same' for all service areas/function with the exception of planning the future shape of the city where 59% of male respondents selected 'invest the same' compared to 57% of all female respondents.

3.18 The most significant differences between male and female respondents, where the female respondents were more likely to select 'invest the same' included; libraries, museums/galleries, subsidised bus services, services provided for children and young people, with the exception of

subsidising adult learning courses, doorstep recycling, creating and protecting jobs, services provided through adult social care, with the exception of preventative and responsive health services and there was also a significant difference for the majority of the services within the crime and community safety group with the exception of burglary and vehicle crime and law enforcement services.

### **Disability;**

3.19 For all the respondents who indicated that they were disabled (58) a larger proportion selected 'invest less' than 'invest the same' in the areas of sport and leisure facilities, theatres and concert halls, improved parking facilities through parking charges, planning the future shape of the city and support for preventative health services. These respondents were also more likely to select 'invest less' in these areas than non-disabled respondents.

3.20 Respondents with disabilities were more likely than non-disabled respondents to select 'invest the same' for libraries, subsidised bus services, road and footway maintenance, subsidised adult learning courses, quality and quantity of housing in Plymouth, support for older people to live independently, support for mental health services and people with disabilities and support for law enforcement services.

### **Dependents under the age of 16 years;**

3.21 684 respondents indicated that they had dependents under the age of 16 years. The service areas where these respondents were more likely than respondents without dependents to select 'invest the same' include sport and leisure facilities, parks and open spaces, services relating to children and young people with the exception of subsidising adult learning courses, improving the quantity of housing, preventing homelessness, support for mental health services and within the crime and community safety group, tackling criminal damage and anti-social behaviour and more targeted work in neighbourhoods.

### **Carer of a relative or friend;**

3.22 140 respondents indicated that they cared for a relative or friend. Service areas where these respondents strongly indicated 'invest the same' included parks and open spaces, subsidised bus services, footway maintenance, support for children with special educational needs, refuse collection, public conveniences, environmental regulation, improving the quality and quantity of housing and support for older people to live independently.

### **Locality**

3.23 The first four characters of respondents postcode was collected to identify if there was any difference in views between different localities in the city. 1042 respondents provided this information.

3.24 Table 3 shows the number of respondents from the different localities. Where respondents indicated that they lived outside of the Plymouth boundary the locations have been coded as 'outside'.

Table 3 – Number of respondents by locality

Locality	Frequency	Per cent
South West	315	30.2
South East	124	11.9
Central & North East	178	17.1
North West	34	3.3
Plympton	107	10.3
Plymstock	110	10.6
Outside	174	16.7
Total	1042	100.0

3.25 These results were analysed against whether respondents selected ‘invest the same’ or ‘invest less’. For the most part there were no significant differences between the views of respondents from different localities; however some results are worth noting.

#### **Leisure;**

3.26 Very few differences were found between localities for the service areas contained within the leisure group; however respondents from the Central and North East locality provided some interesting results. These respondents were more likely than respondents from the other localities to select ‘invest less’ in libraries and also parks and open spaces. Central and North East respondents along with those from Plymstock were more likely to select ‘invest the same’ in events and tourism (82% and 86% respectively).

#### **Transport;**

3.27 Respondents from the South West and South East localities were significantly more likely to select ‘invest less’ in road maintenance than respondents from the other localities, however this was not reflected in the results for footway maintenance, as respondents from the South East were more likely to select ‘invest the same’. A high proportion of respondents from Plympton also selected ‘invest the same’ in footway maintenance (89% compared to 80% from Central and North East for example).

3.28 Respondents from the South East locality were also more likely to select ‘invest the same’ in subsidised bus services (66% compared to only 41% in the North West for example).

#### **Children and young people;**

3.29 Services for young people received a high level of response with many selecting ‘invest the same’, however respondents from the North West were more likely select ‘invest the same’ in services for young people such as youth services (85%) compared to respondents from Plympton (70%). Respondents from the South East were more likely to select ‘invest the same’ in early years support (76%) compared to respondents from Plymstock for example (66%).

3.20 Subsidising adult learning courses did not feature as a priority for respondents with the majority selecting ‘invest less’, however the analysis shows that respondents living in the South East locality were more likely to select ‘invest the same’ (55% compared to only 39% in Plympton for example).

**Environment;**

3.30 The responses received for the services contained within the environment group were varied, with no particular trend identified for any locality, however respondents from the North West locality were more likely to select 'invest the same' in keeping public land clear of litter and refuse (94%) compared to respondents from Plympton for example (82%).

3.31 There were differing views between the Plymstock and Plympton localities around refuse collection; of the respondents from Plympton, 95% selected 'invest the same' in refuse collection, compared to 81% from Plymstock.

**Growth;**

3.32 Creating and protecting jobs across the city yielded a high level of response for 'invest the same' across all localities. Improving the quality and quantity of housing yielded a much lower response and did not feature highly for respondents on the list of priorities, however notably respondents from the North West locality were more likely to select 'invest less' for both improving the quality and quantity of housing in Plymouth.

3.33 Respondents from the Central and North East locality were more likely to select 'invest the same' for planning the future shape of the city (65%) than respondents from Plymstock for example (54%).

**Health and adult social care;**

3.34 Support for older people to live independently yielded a high level of response for 'invest the same' across all localities. Respondents in the North West locality provided the highest response with 94% selecting 'invest the same'; the lowest came from the South East locality, however this was still a good response with 88% selecting 'invest the same'.

3.35 Respondents from the North West and Plympton localities were more likely to select 'invest the same' in support for mental health services and support for people with disabilities, however the percentage was only slightly higher than the other localities as there was a high response across the board.

3.36 Respondents from South East and Plymstock localities were more likely to select 'invest the same' for preventing homelessness (82% and 83% respectively); Central and North East was more likely to select 'invest less'.

3.37 There was an evident difference of view about supporting preventative health care across the city and although this service area yielded a low response overall, the South West, South East and Central and North East localities were more likely to select 'invest the same' than respondents from Plympton, Plymstock and the North West localities. The same could not be said for supporting responsive health care services where there was a high response across the localities, however respondents from the South East locality were more likely to select 'invest the same' (89%) compared to respondents from the North West locality (73%).

**Crime and community safety;**

3.38 There was a high level of response across all localities for 'invest the same' in tackling criminal damage and anti-social behaviour, however respondents from the South West locality were more likely to select 'invest less' (13.5% compared to 7% in Plymstock selecting 'invest less'). There was very little difference across the localities for tackling violent crime, including domestic violence and also burglary and vehicle crime.

3.39 The South West locality were more likely to select 'invest the same' in fire prevention services and the South East more likely to select 'invest the same' in crime prevention services; respondents from Plymstock were more likely to select 'invest less' in crime prevention services.

3.40 Support for law enforcement services yielded a high level of response across the localities with over 75% of respondents in each locality selecting 'invest the same', however respondents from North West locality appeared less inclined to select 'invest the same' in law enforcement services at only 67%.

3.41 The North West were more likely to select 'invest the same' for targeted work in neighbourhoods with the most crime, which does not necessarily reflect their views on crime prevention and law enforcement as the North West respondents gave a lower response for 'invest the same' in these areas.

## SECTION 4 – COMMENT ANALYSIS

4.1 Of the 1109 responses received, 365 respondents provided additional comments. The comments have been broken down by themes and summarised for the purpose of this report. This section sets out the main themes and provides an overview of the comments.

### Transport;

4.2 69 comments were themed as being transport related. The most cited topic within these transport comments was in relation to the airport, more specifically the need to retain the airport. These comments suggest that there is a strong opinion that the Council should play a key role in increasing the viability of the airport as it is felt to be an important gateway to Plymouth and vital for the future growth of the city.

*“I should like to mention that I am particularly concerned by the lack of support for the City Airport. I think that it is essential to maintain an international airport if the council is serious in wanting to encourage inward investment and international events such as the America's Cup. For the future of Plymouth's economic growth and job creation it is vital that we keep the airport. Not to mention the importance of the facilities for Derriford and the Naval presence”.*

4.3 There were also a number of comments regarding the perception of poor transport planning, particularly in relation to the recently completed East End Transport Scheme and more generally around the lack of coordination of road works and road closures in particular.

4.4 The results of this consultation found that road maintenance was a priority and this was reflected in the comments as a number of respondents requested more investment in this area.

### Growth and Planning;

4.5 The most cited comments were made in relation to creating investment opportunities for the city and job creation. The comments reflected the results of the consultation where creating and protecting jobs across the city was the top priority for respondents. Promoting the city to increase tourism was also a key area of comment. There were many positive comments where respondents supported the vision for the city, however there is a feeling that the city could make better use of its natural assets and infrastructure. It is also evident that big events such as the America's Cup are welcomed and would be supported by residents in the city.

*“More emphasis on creating jobs and making Plymouth look great for inward investment, e.g. encourage us to become an Enterprise Zone. Emphasis on higher paid IT companies/jobs. Plus tourism efforts will attract jobs - e.g. keeping Hoe nice”.*

*“Positive things first - it's clear that Plymouth City Council works very hard on presenting the city well. The flower displays all over the city centre and along Royal Parade are glorious, and look wonderful all summer. They really help to soften the brutal 60's concrete architecture and make the place feel more welcoming. Also the events put on over the summer, such as the Food Fair, and the America's Cup, were BRILLIANT and really brought the city alive, and brought in so many more people. I don't usually look forward to visiting the city centre (mainly due to anti-social behaviour, shabby shops and litter) but over the last 6 months I have really noticed an improvement. Clearly the council puts in a great deal of effort and imagination into making the city more vibrant and diverse. Keep up the great work! Negative now - Union Street. Just awful. The sad state of the Palace Theatre breaks my heart”.*

4.6 There were some comments around Planning and the need for permissions to be more tightly controlled around Houses of Multiple Occupancy and to be more transparent around the decision making process so that communities do not feel that the decision has already been taken.

*“Suggest Council decisions (especially Planning) give more of an impression of openness and less of "secret / foregone conclusion" and do not appear to renege on promises given to residents prior to Council decisions.*

*“There does not appear to be a cohesive joined up planning policy to encourage growth and development of the city centre as a family friendly place that tourists and locals want to visit - e.g. student accommodation within the Hoe and city centre area, the granting of bar and club permissions in the Barbican meaning it is fast becoming a second Union Street, granting of permission to build yet more apartments on open spaces in the Waterfront area when more parking would be appropriate. If we want to grow our local economy we need to encourage more people to visit the city”.*

### **Waste and recycling;**

4.7 There were just over 40 comments relating to refuse collection, recycling and street cleansing. Generally the comments were positive, in that people felt satisfied with the service they receive; however there were certainly a couple of recurring themes.

- Requests for a glass collection as part of the recycling service
- More frequent recycling
- Less refuse collection (fortnightly collections).

4.8 There were some very positive comments about Plymouth’s recycling facilities and some mixed views about litter collection with some respondents praising the service and other saying that their area was poorly serviced.

*“All wheelie bins to be collected fortnightly (this may force individuals to recycle more). Introduce a recycle glass doorstep service”.*

*“I would like to take this opportunity so say how fantastic the working process is at Chelson Meadow recycling centre. The staff are brilliant, area always clean and so easy to use”.*

### **Adult Social Care;**

4.9 Although there was not a large number of comments received in relation to adult social care, the strength of feeling from the comments received showed that respondents wanted to ensure that investment in this area is maintained and that the protection of vulnerable adults remains a high priority for the Council.

### **Children and young people;**

4.10 As above there was a strong feeling about maintaining the current level of investment in this area, particularly for protecting vulnerable children and early intervention services.

*“If you protect the money that goes to children & young people, the next generation will be happier, healthier, safer more likely to make a positive contribution to society. Raising children’s aspirations to achieve social and economic well-being and so making a better community for everyone”.*

*“The biggest investment needs to be in supporting young people. They are the future and we need to help them develop and grow with a wide support network”.*

### **Culture, sport and leisure;**

4.11 There was just over 20 comments received relating to culture, sport and leisure. There were mixed views about the amount of investment in sports facilities, with some feeling that the Council had invested too much and felt aggrieved by the amount of development on Central Park and some respondents feeling that more facilities should be provided, in particular swimming pools and more sport and leisure activities along the waterfront.

*“Having lived in many other areas I believe that Plymouth fails to maximise opportunities for people to use sports as means to encourage healthy lifestyles, and that main mainstream sports have few opportunities for most people to access them”.*

*“I feel far too much money is being poured into leisure services whilst some of the major priorities are being ignored particularly ASB and domestic violence. Why are there no facilities for people to enjoy the waterfront why has the diving board not been replaced”?*

### **Plymouth City Council;**

4.12 Over 100 comments were received which related to Plymouth City Council more generally, some of the main issues included;

- The need to assess the requirement and efficiency of particular roles and departments
- Concerns about the Council being ‘top heavy’ with too many high level earners
- More outsourcing of services
- Focus on frontline services
- Continue to drive forward efficiencies in back office support functions
- Request for reductions in Councillor expenses.

4.13 Below are some examples of the comments received;

*“The role of the Council as an employer in the Plymouth area is one of its key services - the provision of secure, well-paid jobs contributes to the overall security and well-being of the community and its capacity to work together to address all of the other service issues that arise. Cutting jobs to save money is a short-term fix - which in fact makes things worse - more people with less money is not a recipe for social stability”.*

*“A great deal of money seems to be spent on events, which are often very good, for example the recent America’s Cup (did we really need that many banners, flags and advertisements?), but in our current financial climate, I wonder whether some of this money could not have been better spent elsewhere. At the end of the financial year, we always see a spate of paving slabs being dug up and replaced in the city centre, and various other non-essential works. If this is simply to use up remaining money, I think the way that money is spent should be examined more closely”.*

*“Council services need to focus on statutory and key service provision and also job creation”.*

*“All non-customer facing services need to be looked at again for further cuts. Also review all business processes for slickest delivery. More outsourcing”.*



*“Why waste so much money on tender processes and using companies outside of the City on Major Projects when we have the skills here in Plymouth? In the private sector we know who to use and build good relationships with them that saves so much money and keep the work with in Plymouth”.*

*“I suggest we need clear vision, strong leadership and effective partnership working to make Plymouth an even better place to be! Raised aspirations and higher expectations”.*

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## Appendix I – Service priority tables

<b>Leisure</b>	<b>Rank</b>	<b>Weighted score</b>	<b>Score gap</b>
If. Parks and open spaces	1	4597	+235
Ie. Events and tourism	2	4362	+186
Ia. Sports and leisure facilities	3	4176	+152
Ib. Libraries	4	4024	+926
Id. Theatres/concert halls	5	3098	+66
Ic. Museums/galleries	6	3032	
<b>Transport</b>	<b>Rank</b>	<b>Weighted score</b>	<b>Score gap</b>
c) Road maintenance	1	3725	+797
d) Footway maintenance	2	2928	+357
b) Subsidised non-commercial bus services	3	2571	+705
a) Improving parking facilities through parking charges	4	1866	
<b>Children and young people</b>	<b>Rank</b>	<b>Weighted score</b>	<b>Score gap</b>
d) Support for vulnerable children, children in care or in need of protection	1	4510	+723
c) Support for children with special educational needs	2	3787	+490
a) Services for young people, such as youth services	3	3297	+12
b) Early years support, such as child care, children centres	4	3285	+1529
e) Subsidising adult learning courses	5	1756	
<b>Environment</b>	<b>Rank</b>	<b>Weighted score</b>	<b>Score gap</b>
b) Refuse collection	1	5325	+861
a) Keeping public land clear of litter and refuse	2	4464	+238
c) Doorstep recycling	3	4226	+586
d) Local tips/household waste recycling centres	4	3640	+651
e) Environmental regulation, e.g. food safety, trading standards, noise control	5	2989	+344
f) Public conveniences	6	2645	
<b>Growth</b>	<b>Rank</b>	<b>Weighted score</b>	<b>Score gap</b>
b) Creating and protecting jobs across the city	1	3970	+1455
a) Improving the quality of housing	2	2515	+202
d) Planning the future shape of the city	3	2313	+21
c) Improving the quantity of housing	4	2292	
<b>Health and Adult Social Care</b>	<b>Rank</b>	<b>Weighted score</b>	<b>Score gap</b>
a) Support for older people to live independently	1	4849	+373
c) Support for people with disabilities	2	4476	+47
b) Support for mental health services	3	4429	+423
f) Support for responsive health services e.g. emergency hospital admissions, medication	4	4006	+491
d) Preventing homelessness and help find homes for those in need	5	3515	+1501
e) Support for preventative health services, e.g. stop smoking clinics	6	2014	
<b>Crime and Community Safety</b>	<b>Rank</b>	<b>Weighted score</b>	<b>Score gap</b>
b) Tackling violent crime including domestic violence	1	5954	+233
a) Tackling criminal damage and anti-social behaviour	2	5721	+1026
c) Tackling burglary and vehicle crime	3	4695	+818
g) Targeted work in neighbourhoods with the most crime	4	3877	+176
e) Support for crime prevention services	5	3701	+37
f) Support for law enforcement services	6	3664	+224
d) Support for fire prevention services	7	3440	



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Ref	Recommendation	Responses	Who	When	September up-date
1	That the Director for Public Health, as a joint appointment, should contribute to the budget and corporate plan scrutiny process in future years	Agree	Carole Burgoyne	Oct 2011	This will happen as budget process evolves this year
2	Where <b>shared service arrangements with other local authorities</b> are being developed, the Overview and Scrutiny Management Board be given an oversight role. Partners should be involved at the earliest opportunity to ensure a more joined up approach in delivery of shared services.	Agree with Overview and Scrutiny Management Board having a role in scrutinising relevant decisions and proposals for shared service arrangements and provisions	Ian Gallin and Adam Broome.	Ongoing	As and when proposals for shared services are at an appropriate point in discussions O&SMB will be advised
3	<b>Value for Money and performance benchmarking</b> information against the Council's 'family group' should form part of the performance management reporting that is submitted to the Overview and Scrutiny Management Board.	Agree	Ian Gallin and Adam Broome jointly in consultation with CMT	March 2011	There are now no national performance benchmarking tools available to assess comparative performance. The Local Government Group is developing a prototype tool which will be available to all councils towards the end of 2011/12. This year the council will be able to compare cost and performance using CIPFA's VFM tool, which provides annual data, and this will be used for the budget challenge. Comparisons are now more likely to be based on the unitary rather than family group, as this will be more challenging.

Ref	Recommendation	Responses	Who	When	September up-date
4	The <b>Corporate Income Recovery Plan</b> relating to how the Council collects the money owed to it from a variety of sources should be the subject of pre-adoption scrutiny by the Support Services scrutiny panel. Options relating to cash collection as set out in the Corporate Support Services budget delivery plan should be included.	The Council's performance in collecting income will continue to be reported through the quarterly performance and finance monitoring report. Similarly the Council's delivery of all budget delivery plans will be 'traffic-lighted' via the quarterly performance and finance monitoring report. These quarterly reports will enable the Board to scrutinise progress on income collection.	Adam Broome	Ongoing	Quarterly reports tabled showing work strand green. Cashiers closed on 31 March 2011 as planned, with presentations and communications with members and officers taking place throughout the closure.
5	That the Overview and Scrutiny Management Board receive a progress report on the <b>Council's new procurement initiatives</b> , namely Procure to Pay, buyer rollout, and 'sell to Plymouth'. The Board will monitor, through the quarterly performance and finance monitoring reports, ongoing work around these projects which equate to £4m savings over the next 3 years.	Agree	Adam Broome	June 2011	Progress has been reported quarterly – with regular up-dates on new procurement initiatives through the Support Services Scrutiny Panel.

Ref	Recommendation	Responses	Who	When	September up-date
6	That governance and scrutiny arrangements are agreed between the Scrutiny Management Board and the Cabinet and the Corporate Management Team with regard to the <b>prioritisation of the capital programme and the 'invest to save' programme.</b>	A review of capital programme arrangements is to be carried out, focussing firstly on governance arrangements, and secondly on prioritisation of schemes based on reduction of available resources. Involvement of scrutiny will be included within this review.	Anthony Payne	June 2011	The original timeframe for this piece of work was by June 2011. In the current national climate of capital funding to local authorities being subject to significant change and uncertainty over funding levels beyond the current year the work is ongoing at present. In the meantime changes to the capital programme continue to be reported via Cabinet and Council enabling scrutiny of any decisions. These changes are carefully prioritised against the Council's scarce resources. The revised timeframe for the work to be completed is by December 2011'.
7	That a proposal for a <b>small grants scheme for community and voluntary groups</b> is developed and implemented jointly with Plymouth 2020	Agreed that work will be taken forward on this recommendation. This would need to form part of the discussions with LSP partners with all partners funding contributions being considered.	Ian Gallin	April 2011	Funding for this has been agreed from Performance Reward Grant (£3k p.a. 2011-14) and the Third Sector Consortium, which has agreed to administer the scheme, is seeking matching funding.
8	That urgent consideration is given to addressing the <b>funding shortfall for the Volunteer Centre and infrastructure support for community and voluntary groups</b> created by the ending of Local Area Agreement Performance Reward Grant.	Subject of LSP Executive discussions 26 January 2011 and the Board on the 10 <sup>th</sup> February 2011. An update can be provided to O&SMB.	Ian Gallin	March 2011	Funding has been secured from PRG and partners and the contracts renewed for 2011/12

Ref	Recommendation	Responses	Who	When	September up-date
9	In making <b>savings to the cost of senior management</b> , a risk analysis of potential loss of capacity within the Council to deliver its change agenda should be undertaken.	Agree	CMT	TBA	Senior management review still being considered by the Chief Executive and considerations around capacity will be part of the work
10	That Directors and Assistant Directors should ensure that <b>reporting of service provision</b> which affects people (for example adults' and children's social care) should include statistics as both a percentage and in terms of actual numbers of people. Where possible, measures of dispersion – geographic / neighbourhood information should be included.	The requested statistical information will be included in relevant responses where appropriate and proportional. The other issues raised will be addressed through EIA's.	SMT	Ongoing	Statistical data referred to where appropriate in the short narrative that accompanies, for example, the performance scorecard.
11	Cabinet and delegated decision reports include provision to indicate where an <b>Equality Impact Assessment</b> is required, and, if so, this is listed as one of the background papers.	Agree	SMT	From March 2011	Implemented - Guidance on completing committee reports now reflects this requirement
12	That consideration should be given to ensuring that there is better public understanding of the role of the <b>Plymouth 2020 Partnership</b> and how community views are represented on it.	Agree	Ian Gallin	March 2011	P2020 Executive currently considering future development of the constituent Theme Groups and Boards and the role they play in relation to the wider community, given the requirements of new legislation e.g. Health and Wellbeing Board



Ref	Recommendation	Responses	Who	When	September up-date
13	That a review of all grants relating to the provision of children's services that are not continuing, with succession arrangements, is published	Implications of grant changes will continue to be reported via the quarterly budget and performance report.	CMT	Ongoing	This will be reported in the second quarterly report
14	That the <b>recycling target</b> be reviewed in the light of Plymouth's aspirations for excellence and the benchmarks for similar authorities within the Council's 'family group'.	The recycling target is currently being reviewed.	Carole Burgoyne	March 2011	<p>Recycling targets have been reviewed and benchmarked with similar authorities. The performance targets selected are realistic but challenging and exceed national targets for the re-use, recycling and composting of household waste. The 2010 /11 recycling performance was the highest the authority recorded for this indicator, providing a demanding baseline upon which future more challenging targets could be set. The performance targets are 33% for 2011/12; 34% for 2012/13; 36% for 2013/14.</p> <p>On 13 Sept Cabinet will consider a report that includes pilot extension of garden waste to Nov 2011; an expansion of garden waste collection to 19,000 households in 2012; a pilot for glass recycling in 2012; and soft pilot testing for a replacement for the Material Recycling Facility</p>

Ref	Recommendation	Responses	Who	When	September up-date
15	That a policy with respect to <b>community transfer of assets</b> , in line with the provisions within the Localities and Decentralisation Bill, be developed and submitted to the Scrutiny Management Board. Specifically the feasibility of asset transfers referenced within Community Services budget delivery plans should be quantified.	A policy is included in the Councils Asset Management Plan. Business cases will be developed on individual asset transfer for decision and scrutiny as appropriate	Adam Broome, Carole Burgoyne and Ian Gallin	June 2011	Discussions ongoing and will be brought forward as appropriate
16	That a review of all <b>grants relating to the community services</b> that are not continuing, with succession arrangements, is published.	As 3.3 above			This will be reported in the second quarterly report
17	That a <b>Volunteering Plan</b> for the city is produced, including provision for the increased use of Community Payback resources to undertake work on behalf of the Council and partners to increase efficiency savings.	Agree.	Peter Aley	June 2011	The Guild has agreed to work with the council to produce this Plan, but the deadline needs to be later in the year. In the meantime, information promoting Community Payback has been circulated to Neighbourhood Liaison Officers.
18	Plymouth takes a lead role in establishing a <b>Crime Panel</b> in line with legislative proposals.	Agree	Carole Burgoyne	May 2012	Plymouth City Council has reached agreement with other authorities in Devon & Cornwall that it will lead this work and is in discussion with stakeholders about development of the Panel.

Ref	Recommendation	Responses	Who	When	September up-date
19	That <b>targets for the Personalisation agenda</b> be set in line with 'family group' authorities rather than regional comparators.	Agree	Carole Burgoyne	June 2011	There is now just on national target, which is 60% by April 2012 and 100% by April 2013. We are on track to meet this target and compare favourably with our family group.
20	Proposals for use of the <b>£3.5m health fund</b> , and any other related unallocated resources be brought to the Health and Adult Social Care scrutiny panel.	Agree	Carole Burgoyne	March 2011	We secured money from the DH for 2010/11, 2011/12 and 2012/13 to support us with winter pressures, post discharge support from hospital and for re-ablement. We undertook to brief Health, Overview and Scrutiny in their June meeting and we were asked to return with a more comprehensive account of the spend on 14th September 2011. The monies for this year and next need to be spent on services that benefit both Health and Social Care and we have a number of jointly agreed priorities with health partners around which we are developing business cases which will then be implemented.
21	Details are provided of the specific proposals about <b>savings related to events, grants and other initiatives</b> as set out in the Culture, Sports and Leisure budget delivery plan.	Agree	Carole Burgoyne	Feb 2011	This item contains a number of small scale savings in different areas. Most are on target , and we are examining the others and where appropriate considering other areas to ensure that the required level of savings are achieved

Ref	Recommendation	Responses	Who	When	September up-date
22	Details are provided of the <b>transport options for savings</b> currently being considered in the budget delivery plan.	Agree as individual options are developed	Anthony Payne	Feb 2011 onwards	To date £230K of the total £300k savings have been identified. This includes: £130K from concessionary fares (new reimbursement rate introduced but savings subject to overall demand on concessionary travel); £50K from Access Plymouth (achieved through new working practices); £30K projected from mooring fees; £20K from new rates for S.278/S.38 highway works. Work is ongoing to identify the remaining £70k savings.
23	Following ministerial feedback, the revised <b>Local Economic Partnership</b> for Plymouth be reviewed by the Growth and Prosperity overview and scrutiny panel	Agree	Anthony Payne	April 2011	A report will be taken to the Plymouth Growth Board on 3 Oct 2011. A report on growth, which includes the LEP and its delivery arm in Plymouth, the Growth Board, is going to September's Growth and Prosperity Panel
24	That interim <b>targets for job creation</b> between now and 2026, including monitoring and evaluation criteria with regard to sustainability should be put in place to enable more effective monitoring.	Agree	Anthony Payne	June 2011	A study of the city's economy will be published in Sep/Oct 2011 and when trends are analysed it will become possible to explore/agree targets

# EQUALITY IMPACT ASSESSMENT (EIA)



## STAGE 1: WHAT IS BEING ASSESSED AND BY WHOM?

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

**This EIA considers the 2012/13 Revenue and Capital Budget which builds on our three year Medium Term Financial Plan published in March 2011. This analysis is of our Community Services Departments Delivery Plan and builds on the Budget EIA published in December 2011.**

The following actions are proposed in the Community Services Budget Delivery plan:

### **Adult Social Care (ASC)**

1. Domiciliary Care Services: remodel in house provision.
2. Supported Living: remodelling of services and standardisation of unit rates.
3. Care Management Services: reviewing of high cost packages and alternative service provision.
4. Day Care: remodelling of services and standardisation of unit rates.
5. Enabling and Floating support: remodelling of services and standardisation of unit rates.
6. Residential Care: Under 65: remodelling of services and standardisation of unit rates.
7. Workforce re-modelling linked to CareFirst 6 and Charters Business Process Redesign.

### **Culture, Sports and Leisure (CSL)**

8. Events, grants and other funds initiative.
9. Reduction in revenue support grants: Theatre Royal and Pavilions.
10. Library Service: Modernisation of Service.
11. Museum: restructure.
12. Transfer of assets and facilities to local community ownership.
25. Leisure Management Contract.

### **Safer Communities (SC) – Social Inclusion Unit (Equality) (also cross cutting)**

16. Transforming Translate Plymouth to self financing model and other reshaping of the service to reflect national changes, local priorities and deliver efficiency savings.

## STAGE I: WHAT IS BEING ASSESSED AND BY WHOM?

### **Environmental Services (ES)**

17. Bulky Waste: increase bulky waste collection charge.
18. Management of Toilets: Transfer some public toilets from PCC to be maintained by others.
19. Playgrounds: Transfer of some playgrounds to local community ownership.
20. Bowling greens: Transfer some bowling greens to clubs /local community ownership.
21. Cemeteries and Crematoria: Increase fees above the rate of inflation.
22. Rationalisation of Environmental Services structure.
23. City Water features: to be delivered by others.

### **Cross Cutting Actions**

13. Performance and Intelligence: rational performance management.
14. Administration and Business Support Review: Rationalise across the council.
15. Print and Document Services (PADS) challenge the current demand across the council and rationalise future publicity and advertising activity.
24. Reduction in Senior Management Structure with objective of reducing senior management by 20%)

**ASC** - As part of our plans to modernise and personalise our adult health and social care services (Actions 1 to 7 above), bespoke EIA's have already been conducted on "Better care standards"; "Mental Health Commissioning Plan"; Supporting People Commissioning Plan"; "All our Futures – Plymouth strategy for the over 50's (review)"; Modernisation of Short Breaks Services for people with Learning Difficulties; and "Putting People First and Personalisation". The information in these EIA's supplement this and the previous Budget EIA.

Our bespoke EIA's have shown positive impact in relation to the protected characteristic groups and our priorities to reduce inequalities especially in relation to health. The putting people first and personalisation – fairer contribution policy EIA showed an overall positive impact for people eligible for adult social care as fewer people have to pay a contribution towards their care and there is also a further reduction for those previously giving small contributions.

Most care recipients are over 65 so changes automatically affect older rather than younger people. Greater proportions of adult social care service users also have disabilities meaning that changes could also affect them. This is the same in relation to gender as 62% of service users are women. Any budget impact within adult social care will affect these groups but is not a differential impact as it affects all users regardless of their protected characteristic(s) or where they live.

We continue to recognise that we need to develop and embed faith, religion and belief needs into individual

## STAGE I: WHAT IS BEING ASSESSED AND BY WHOM?

social and health care assessments in line with statutory requirements. Also recognised is a requirement to encourage wider take up of our services within BME groups to reflect our wider older population. We are mindful of the requirements of our customers based on their gender assignment and sexual orientation and how this relates to their civil partnership status.

**CSL** - There are no differential impacts in relation to actions 8 and 9.

Decisions about service provision have been taken on the basis of location, condition, local population, usage, cost, etc. Bespoke EIA's have been completed on "The Lending Service"; "Information Services" and "Life Centre (Review)" in relation to actions 10 and 25.

Changes to library and museum services could potentially affect younger people especially those under 5, women as they use library services more than men and those over 65 who no longer have concessionary overdue payments. We have monitoring actions in place check how our changes impact on these service users and will ensure that our findings are actively taken into consideration within any new service delivery arrangements. We are also mindful of access issues in some libraries and the need for hearing loops in most and are looking into improving the situation where feasible. There are many positive impacts for instance the removal of identification for memberships assists transient communities.

The new Leisure Management Contract contains provisions to ensure that participation in sporting activities is increased across the city with a strong focus on particular target community groups. The leisure operator will aim for increased participation and take-up of affordable sporting and health related activities assisted by both the provision of the facilities and also cost effective pricing structures. This has a positive impact in relation to our reducing inequalities ambitions.

**SC**- Our Translate Plymouth is now self financing and the new arrangements have had a positive impact on end-users (people with disabilities and those who do not speak or read English as their first language) as quality standards and access to linguists and translation is more accessible. This is confirmed in the EIA completed on the service delivery changes.

**ES** - Specific EIA's have been completed on "Assisted Collections" and "Modernisation of Older People's Services" (Action 22). Action 17 on Bulky Collections has been implemented with no differential impact. Plans for management of toilets (Action 18) are progressing with any potential differential impact on older people, those with disabilities; carers and families with younger children being actively considered for mitigation. There is a potential for positive improvements especially in relation to disabled toilet facilities.

<b>STAGE 1: WHAT IS BEING ASSESSED AND BY WHOM?</b>	
	<p>Actions 19 and 20 are with our Community and Voluntary Sector Consortium for action. There will be no differential impact if these become run by the community. With regard to action 21 our Bereavement Service raised fees for cemeteries and crematoria on 1<sup>st</sup> April 2011. The service is currently undertaking a review of customer needs and expectations. We have held discussions with local undertakers and have plans to capture the views of local clergy and religious leaders plus the public. This will then enable us to design the service to meet future needs. We will continue to consult with diverse communities and relevant stakeholders to mitigate against any potential differential impact in relation to race and faith, belief and religion (e.g. for our Chinese and Muslim communities). We will use this information as we move towards further service improvements and changes.</p> <p><b>Cross Cutting Actions</b> - These are contained within actions 13 to 15 and 24.</p> <p>Where any changes to structures or service delivery arrangements lead to redundancies, we will ensure that staff are not unfairly selected for redundancy e.g. on the basis of them having a particular protected characteristic within the Equality Act 2010. We will also seek to avoid any indirect impact on staff within these groups that we cannot objectively justify. Where changes lead to commissioning services in different ways, we will use our strategic procurement procedures, which include specific reference to inequality and local priorities are used in order to deal with any potential differential impact. While reducing costs in relation to printing, publicity and advertising we will continue to be mindful about the provision of accessible information through a range of mediums.</p> <p>“Differential impact” means that the decision might unfairly have more affect one protected characteristic group or local priority action more than another. Where there is a possibility that this could be the case action to mitigate the impact is included within the specific EIA.</p>
Director/Assistant Director or Head of Service	Carole Burgoyne.
Department and Service	Director for Community Services.
Date of Assessment	From 27/10/11 to 21/12/11.

<b>STAGE 2: INEQUALITY – Assess the impact against our priorities to reduce inequalities and promote community cohesion</b>	<b>Is there an adverse impact? Yes/No</b>



STAGE 2: INEQUALITY – Assess the impact against our priorities to reduce inequalities and promote community cohesion	Is there an adverse impact? Yes/No	
What impact will there be on our priority to reduce the inequality gap, particularly in health, between communities?	<p><b>ASC</b> – We have increasing numbers of older people in the city and their needs are assessed against an eligibility criteria within a personalised and where possible preventative approach. Any changes due to the budget are likely to impact across the service as a whole, rather than on specific elements. This is why we have remodelled our services to ensure that services are targeted to those who need them most. A specific reablement business case is being developed in relation to Action 1. An EIA will be conducted as relevant at the implementation stage. Actions 2 to 4 have been delivered and actions 5 to 7 are on track. Effective Adult Social care services are key factor in achieving long life expectancy meaning that effective implementation of any improvements is likely to have a positive effect on both health and life expectancy.</p>	No
	<p><b>CSL</b> - Evidence suggests that those that live within deprived neighbourhoods are less likely to participate in physical activity and this has a significant impact on their general health and life expectancy. Young people have identified the cost of transport as a barrier to accessing leisure facilities as would inaccessible entry fees. This has been addressed in the Life Centre (Review) EIA. The expectation is that the opening of the Life Centre will allow increased provision and greater range of physical activity for the customers and residents, with improved facilities, e.g. specialist equipment for people with disabilities. The centre will have an activity programme which will have considered how to target and engage social groups including individuals and families on low incomes, young people, older people, women and certain ethnic/ faith groups.</p>	No
	<p><b>SC</b> – Our biggest paying customer for this service is the Health Care Community meaning greater access to health care services for those whose first language is not spoken English. The changes to this service have ensured diverse communities and those with disabilities can more easily access information about services especially around their health.</p>	No
	<p><b>ES</b> – Some of our neighbourhoods have significantly higher levels of health inequality compared to other neighbourhoods e.g. Devonport although childhood obesity levels there are lower than other areas. Overall, the identified actions are not likely to have any differential impact.</p>	No


<b>STAGE 2: INEQUALITY – Assess the impact against our priorities to reduce inequalities and promote community cohesion</b>		<b>Is there an adverse impact? Yes/No</b>
What impact will there be on our priority of fostering good relations between different communities (community cohesion)?	There are no implications identified across the four services: Adult Social Care, Culture Sports and Leisure, Safer Communities or Environmental Services.	No

<b>STAGE 3: LEGISLATION – Assess the impact against our legal duties: to eliminate unlawful discrimination, advance equality of opportunity, foster good relations and promote human rights. Is there a differential impact for any of the below?</b>			
	<b>Yes/No</b>		<b>Yes/No</b>
<b>Age</b>	No	<b>Gender Reassignment</b>	No
<b>Disability</b>	No	<b>Race</b>	No
<b>Faith, Religion or Belief</b>	No	<b>Sexual Orientation – including Civil Partnership</b>	No
<b>Gender – including marriage, pregnancy and maternity</b>	No	<b>Human Rights</b>	No

<b>STAGE 4: IMPLICATIONS(S). Considering Equality and Legislation (Stages 2 and 3), state the actions to address any adverse impacts identified and measures to address any gaps in information or data.</b>		
<b>Equality Action(s)</b>	<b>Completion Date</b>	<b>Who is Responsible?</b>
None	N/a	N/a

<b>STAGE 4: IMPLICATIONS(S). Considering Equality and Legislation (Stages 2 and 3), state the actions to address any adverse impacts identified and measures to address any gaps in information or data.</b>		
<b>Legislation Action(s)</b>	<b>Completion Date</b>	<b>Who is Responsible?</b>

<b>STAGE 4: IMPLICATIONS(S). Considering Equality and Legislation (Stages 2 and 3), state the actions to address any adverse impacts identified and measures to address any gaps in information or data.</b>		
<b>Legislation Action(s)</b>	<b>Completion Date</b>	<b>Who is Responsible?</b>
<b>ASC – All Actions</b> - Individual care package will be reviewed and monitored in line with statutory requirements.	Quarterly for annual returns commencing April 2011.	Pam Marsden, Assistant Director (AD) for Adult Social Care (ASC).
<b>CSL - Actions 10 and 11</b> - We will monitor use of relevant services against the protected characteristics and if any groups are under represented we will target information and make adjustments to encourage take-up.	Monitoring will be ongoing with first evaluation March 2012.	James Coulton, AD for CSL.
<b>CSL - Actions 10 and 11</b> – Look into feasibility of changes to access issues in some libraries and the need for hearing loops.	March 2013.	James Coulton, AD for CSL.
<b>CSL – Action 25</b> - On transfer consider appropriate options based on monitoring information especially in relation to older and younger people, women and those from more deprived communities and take mitigating action against any differential impact reported.	Monitoring on a monthly, quarterly and annual basis commencing in April 2012.	James Coulton, AD for CSL.
<b>CSL – Action 25.</b> Build concessionary charging policies with the leisure management operator into contracts and continue to consult and explore transport issues with relevant diverse groups and agreed mitigating actions as relevant.	By the Life Centre's opening in 2012.	James Coulton, AD for CSL
<b>ES – Action 21.</b> – Review of bereavement service to include consultation with diverse communities and a range of faith, belief and religious groups in order to offer sensitive and value for money services.	March 2013	Robin Carter Assistant Head of Environmental Regulation Services.

<b>STAGE 5: PUBLICATION</b>			
Signature of Director, Assistant Director, Head of Service approving EIA.		Date	14.12.2011

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# EQUALITY IMPACT ASSESSMENT (EIA)



## STAGE I: WHAT IS BEING ASSESSED AND BY WHOM?

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

**This EIA considers the 2012/13 Revenue and Capital Budget which builds on our three year Medium Term Financial Plan published in March 2011. This analysis is of our Children's Services Departments Delivery Plan and builds on the Budget EIA published in December 2011.**

The following measures are proposed in the above:

### **Learner and Family Support (L and FS)**

- 1.a./b. Transport: cease concessionary transport from September 2011 and review Special School routes and develop a more flexible approach to Special Education Needs (SEN) transport from September 2011.
- 1.c. Catering: efficiency savings based on labour and food costs plus raising prices.
- 1.d. Selling services to Academies: and pay back into Education Welfare Service.
2. Locality Restructure: restructure.
3. Disability Service: restructure.
4. Review staffing requirements in the light of changes to statutory Special Education Needs (SEN) policies: restructure.
18. School Catering: charge schools for packed lunch catering arrangements.

### **Life Long Learning (LLL)**

5. Equality and Diversity (E and D) reconfiguration.
6. Reduce Primary Advisory support.
7. Early Years reduction in staffing.

### **Children's Social Care (CSC)**

8. Recommissioning of placements years 0-24 in line with 'Diversion of Children From Care' Plan.
9. Staff reductions: impact of reducing services.
10. Secure Budget: trends show reduction in court ordered placements and transport.
11. Youth Offending Service (YOS): reduce PCC contribution to 10%
12. Review and reduce financial support and non statutory payments made to Care Leavers and review Bed and Breakfast (B and B).

## STAGE I: WHAT IS BEING ASSESSED AND BY WHOM?

13. Integration of various child care services: restructuring to deliver efficiencies.

### **Cross Cutting Actions**

14. Performance and Intelligence: rationalise performance management, completion of government returns and data analysis across the council.
15. Administration and Business Support Review: Rationalise Business Support and Administration across the council. Includes savings generated from Charteris and Care First project.
16. Printing, Publicity and Advertising: challenge the current demand across the council and rationalise future publicity and advertising activity. Notional saving for department based on total council spend.
17. Reduction in Senior Management: consistent with other departmental plans, objective of reducing senior management by 20%.

### **Department Wide Action**

19. Area Based Gant reduction; already achieved.

There are no differential equality impacts in relation to items 1.d and 18 within the L and FS budget delivery plans as this relates to the same service with new sources of funding. The same is the case in relation to action 10 for CSC as this is based on a demand led reaction based on established trends and this year no secure placements were used. Action 19 has been achieved without differential impact.

Due to the nature of the overall services delivered within the Children's Services Department, there is potential for impact related to the age protected characteristic. The same is the case for specifically targeted services for children and young people with disabilities and their parents/carers. This is due to the service user profile rather than a differential impact.

We do not anticipate any differential impact in relation to service reconfiguration(s) actions 2, 3, 4, (L and FS); 5, 6, 7 (LLL); and 9, 11, 13 (CSC) as they are intended to deliver services differently with greater efficiencies with more effectiveness and quality. As the organisational changes are implemented we will continue to monitor service delivery to ensure that any unintended differential impact does not happen. If it does we take mitigating action.

With regard to actions 1.a./b, our concessionary fares scheme ceased with effect from 31 July 2011. Before this happened we reviewed routes to ensure that all pupils requiring transport were accommodated by continuing to prioritise those with the greatest need. We made children and parents aware of alternative travel options and also advised them of transport timings and how to purchase tickets from both City bus and First. There is ongoing potential for some children and their carers to now use healthier ways of getting to school e.g. walking, which in the longer term may assist with our reducing health inequalities ambitions.

**STAGE I: WHAT IS BEING ASSESSED AND BY WHOM?**

Increased costs for school meals - Action 1.c (L and FS) - has the potential for impact on those children from the poorest families. There is also the potential for a similar socio-economic disadvantage in relation to action 12 CSC. To mitigate against this and any potential impact on our child poverty targets and narrowing the gap in health inequalities we will continue to promote information about and access to free school meals. We will continue our work with children and young people leaving care to maximise their employability and access to other benefits to which they are entitled.

As we implement our “Diversion of Children from Care Plan” (Action 8 - CSC) we will prioritise children and young people with the greatest need and use preventative intervention strategies. We will continue to focus on wrap around services and risk managed diversion strategies to keep children with their families where possible. Those in need of protection and safeguarding will be our top priority. We will continue to monitor the take up of our services by children and young people against the protected characteristics (e.g. admissions into care) and address any disproportionate trends including undertaking bespoke EIA’s should they be required.

**Cross Cutting Actions**

With regard to actions 14 to 17, where any changes to structures or service delivery arrangements lead to redundancies, we will ensure that staff are not unfairly selected for redundancy e.g. on the basis of them having a particular protected characteristic within the Equality Act 2010. We will also seek to avoid any indirect impact on staff within these groups that we cannot objectively justify. This also applies to actions 2, 3, 4, (L and FS); 5, 6, 7 (LLL); and 9, 11, 13 (CSC).

Where changes lead to commissioning services in different ways, we will use our strategic procurement procedures, which include specific reference to inequality and local priorities are used in order to deal with any potential differential impact. While reducing costs in relation to printing, publicity and advertising we will continue to be mindful about the provision of accessible information through a range of mediums.

“Differential impact” means that the decision might unfairly have more affect one protected characteristic group or local priority action more than another. Where there is a possibility that this could be the case action to mitigate the impact is included within the EIA.

Responsible Officer	Bronwen Lacey.
Department and Service	Children and Young Peoples Services.
Date of Assessment	From 27/10/11 to 21/12/11.

<b>STAGE 2: INEQUALITY – Assess the impact against our priorities to reduce inequalities and promote community cohesion.</b>		<b>Is there an adverse impact? Yes/No</b>
What impact will there be on our priority to reduce the inequality gap, particularly in health, between communities?	<b>Action 1.c (L and FS)</b> – increased costs for school meals has a potential for impact on those children from the poorest families. To mitigate against this and any potential impact on our child poverty targets and narrowing the gap in health inequalities we will continue to promote information about and access to free school meals.	Yes
	<b>Action 5 (LLL)</b> - This restructure should add to the city’s focus on inequality and community cohesion especially in relation to narrowing health and attainment gaps related to deprivation as all schools and settings will receive a consistent message about the importance of addressing inequalities.	No
	<b>Action 8 - CSC</b> – Children and young people and their families that require social care support and safeguarding are currently more likely to come from the localities where deprivation is highest and life chances poorest. Our service restructure into locality teams has already taken this into account. As noted above we will also continue to focus the children and young people and their carers/parents most in need. We will use commissioning processes to develop better quality services which also offer choices. Our knowledge of the providers in the market place will allow us to work with those that offer added value to services for families.	Yes
	<b>Action 12 (CSC)</b> - There is potential for a socio-economic disadvantage for Care Leavers. To mitigate against this and any potential impact on our child poverty targets and narrowing the gap in health inequalities we will continue to work with children and young people leaving care to maximise their employability and access to other benefits to which they are entitled.	Yes
What impact will there be on our priority of fostering good relations between different communities (community cohesion)?	<b>Actions 1.a./b (L and FS)</b> - our concessionary fares scheme changes will mean that children and young people with special educational needs will use public transport more frequently. We know that this is a “hot spot” for potential for disabled incidents (e.g. disabled bullying and harassment). We use our corporate reporting system to proactively address any concerning individual reports and promote this system within special schools and public transport providers to minimise community tensions at peak travel times.	Yes



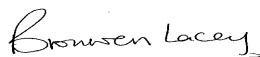
**STAGE 3: LEGISLATION – Assess the impact against our legal duties: to eliminate unlawful discrimination, advance equality of opportunity, foster good relations and promote human rights. Is there a differential impact for any of the below?**

	Yes/No		Yes/No
Age	No	Gender Reassignment	No
Disability	No	Race	No
Faith, Religion or Belief	No	Sexual Orientation – including Civil Partnership	No
Gender – including marriage, pregnancy and maternity	No	Human Rights	No

**STAGE 4: IMPLICATIONS(S). Considering Equality and Legislation (Stages 2 and 3), state the actions to address any adverse impacts identified and measures to address any gaps in information or data.**

Equality Action(s)	Completion Date	Who is Responsible?
<b>Action 1.c (L and FS)</b> –To mitigate against any potential impact on our child poverty targets and narrowing the gap in health inequalities we will continue to promote information about and access to free school meals.	March 2013	Brad Pearce Education Catering Manager Services for Children and Young People
<b>Action 8 - CSC</b> – Monitor services through contract monitoring systems for the cost and volume placements. Continue to support the development of quality and choice in the market place through the commissioning team. Working with the Peninsula Procurement Team monitor the quality of all providers offering placements for Looked after children	March 2013	Joy Howick. Head of Service (HoS), Children in the Community and Diversion from Care Group (DfCG).
<b>Action 12 (CSC)</b> - Continue to work with children and young people leaving care to maximise their employability and access to other benefits to which they are entitled.	March 2013	Richard Porter Manager Children’s Social Care Services For Children and Young people
<b>Actions 1.a./b (L and FS)</b> - Use our corporate reporting system to proactive address any concerning individual reports and promote this system within special schools and public transport providers to minimise community tensions at peak travel times.	March 2012.	John Searson Principal Advisor 0-19 Achievement.

<b>STAGE 4: IMPLICATIONS(S). Considering Equality and Legislation (Stages 2 and 3), state the actions to address any adverse impacts identified and measures to address any gaps in information or data.</b>		
<b>Legislation Action(s)</b>	<b>Completion Date</b>	<b>Who is Responsible?</b>
<b>Actions 2, 3, 4, (L and FS)</b> - Monitor changes to service delivery to ensure that unintended differential impact across the protected characteristics does not happen and take relevant mitigating action if required.	March 2012	Maggie Carter. Assistant Director (AD) for L and FS.
<b>Actions 5, 6, 7 (LLL)</b> - Monitor changes to service delivery across the protected characteristics to ensure that unintended differential impact does not happen and take relevant mitigating action if required.	March 2012	Colin Moore. AD for LLL.
<b>Actions 8, 9, 10, 11, 12, 13 (CSC)</b> - Monitor the changes to service delivery across the protected characteristics to ensure that unintended differential impact does not happen and take relevant mitigating action if required including undertaking bespoke EIA's should they be required.	March 2012	Mairead Macneil. AD for CSC.

<b>STAGE 5: PUBLICATION</b>			
Director, Assistant Director, Head of Service approving EIA.		Date	21/12/11

# EQUALITY IMPACT ASSESSMENT (EIA)



## STAGE 1: WHAT IS BEING ASSESSED AND BY WHOM?

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

**This EIA considers the 2012/13 Revenue and Capital Budget which builds on our three year Medium Term Financial Plan published in March 2011. This analysis is of our Development and Regeneration Departments Delivery Plan and builds on the Budget EIA published in December 2011.**

The following actions are proposed in the Development and Regeneration Delivery Plan:

1. Family Intervention (FI) and Anti Social Behaviour (ASB): review and rationalise the service.
2. Package of Transport Options (TO): considering options for increased income and/or revised service provision for example, subsidised bus fares, shop mobility, car park charges etc.
3. Loss of Grant Funding: New Growth Points revenue grant removed. Replacement grant funding still requires further clarification.
4. Create a Growth Fund: creating a 'ring fenced' revenue growth fund from potential new revenue streams which are currently out to consultation and will become live from April 2011. Additional income to be achieved through new growth related revenue streams e.g. New Homes bonus and though Fees and Charges.
5. Economic Development: removal of remaining contribution to City Development Company.

### **Cross-cutting Actions**

6. Administration and Business Support Review: rationalise Business Support and Administration across the council.
7. Printing, Publicity and Advertising: challenge the current demand across the council and rationalise future publicity and advertising activity.
8. Reduction in Senior Management: consistent with other departmental plans with the objective of reducing senior management by 20%.

Since completing our last EIA on the budget delivery plans, our Development and Regeneration service have completed 14 additional and specific EIA's. Of these the following are relevant to the current budget actions:

- Local Transport Plan 3
- Bus Quality Partnership

## STAGE I: WHAT IS BEING ASSESSED AND BY WHOM?

- Bus Punctuality Improvement Plan
- Camera Care
- FIP and ASB Budget

As there are no differential impacts in relation to actions 3 to 5 which apply evenly to all the protected characteristics, reducing inequality especially in health and community cohesion, this EIA focuses on actions 1 and 2.

The work of our Family Intervention Project (FI) and Anti-Social Behavior Team (ASB) impacts most in relation to children, young people, parents and their families and especially lone parents who tend to be women. Their work has an indirect correlation to the fear of crime and sense of wellbeing for older people, women, BME and lesbian, gay, bisexual and trans communities. While reductions have been made to the service to achieve savings (as per action 1), the services continue to target those most in need. We will continue to monitor anti-social behaviour and where relevant take action in priority situations as we become aware of any adverse effect on community cohesion.

Within action 2, savings in relation to concessionary fares have been identified through a new repayment mechanism and refocusing the number of Ring and Ride services provided within Access Plymouth. With the latter we have started using a smaller vehicle with fewer services as suggested by our service users during consultation.

Car Parks are being upgraded and charges have been raised. This applies equally across all the protected characteristics with regards to people who own and drive cars. Within any public transport change there is a potential for differential impact on older people, younger people who do not have or drive cars, people with disabilities, women and those from the more deprived areas. We will undertake a full EIA on the implementation stages of transport budget plans as relevant and we have a review of disabled drivers parking provision underway.

### **Cross-cutting Actions**

Actions 6 to 9 are cross cutting and support corporate budget delivery actions.

Where any changes to structures or service delivery arrangements lead to redundancies, we will ensure that staff are not unfairly selected for redundancy e.g. on the basis of them having a particular protected characteristic within the Equality Act 2010. We will also seek to avoid any indirect impact on staff within these groups that we cannot objectively justify. Where changes lead to commissioning services in different ways, we will use our strategic procurement procedures, which include specific reference to inequality and local priorities are used in order to deal with any potential differential impact. While reducing costs in relation to printing, publicity and advertising we will continue to be mindful about the provision of accessible information through a range of mediums.

<b>STAGE 1: WHAT IS BEING ASSESSED AND BY WHOM?</b>	
	“Differential impact” means that the decision might unfairly have more affect one protected characteristic group or local priority action more than another. Where there is a possibility that this could be the case action to mitigate the impact is included within the EIA.
Responsible Officer	Gill Peele.
Department and Service	Business Manager for Development and Regeneration.
Date of Assessment	From 27/10/11 to 21/12/11.

<b>STAGE 2: INEQUALITY – Assess the impact against our priorities to reduce inequalities and promote community cohesion</b>		<b>Is there an adverse impact? Yes/No</b>
What impact will there be on our priority to reduce the inequality gap, particularly in health, between communities?	Changes to public transport and accessible transport services have the potential for impact on people with disabilities, older and younger people who do not own and drive cars as well as women who use public transport more than men. This could correlate to them accessing healthy living facilities like swimming pools and attending health care type appointments for themselves, their families and anyone they care for. Like wise there may be an impact on people with limited income. While this is not a differential impact as it relates to the service user profile rather than action against specific groups, as we make our service changes we need to be mindful of other service delivery arrangements that will act in mitigation e.g. locality working within children’s services and targeted financial inclusion information and advise.	Yes
What impact will there be on our priority of fostering good relations between different communities (community cohesion)?	FI and ASB intervention impacts most in relation to children, young people, parents and their families and especially lone parents – mostly women. Their work has an indirect correlation to the fear of crime and sense of wellbeing for older people, women, BME and lesbian, gay, bisexual and trans communities. Reductions in these services risk an unchecked rise in anti-social behaviour especially in some neighbourhoods. This could have an adverse effect on community tensions and so community cohesion. We will continue to monitor anti-social behaviour and where relevant take action in priority situations as we become aware of any adverse effect on community cohesion.	Yes

<b>STAGE 3: LEGISLATION – Assess the impact against our legal duties: to eliminate unlawful discrimination, advance equality of opportunity, foster good relations and promote human rights. Is there a differential impact for any of the below?</b>			
	<b>Yes/No</b>		<b>Yes/No</b>
<b>Age</b>	No	<b>Gender Reassignment</b>	No
<b>Disability</b>	No	<b>Race</b>	No
<b>Faith, Religion or Belief</b>	No	<b>Sexual Orientation – including Civil Partnership</b>	No
<b>Gender – including marriage, pregnancy and maternity</b>	No	<b>Human Rights</b>	No

<b>STAGE 4: IMPLICATIONS(S). Considering Equality and Legislation (Stages 2 and 3), state the actions to address any adverse impacts identified and measures to address any gaps in information or data.</b>		
<b>Equality Action(s)</b>	<b>Completion Date</b>	<b>Who is Responsible?</b>
<b>Action 1 – FI and ASB</b> - We will monitor anti-social behaviour and take action if we become aware of any adverse effect on community cohesion.	March 2012 and ongoing.	Stuart Palmer. Assistant Director (AD) for Strategic Housing (SH).
<b>Action 2 – TO</b> - As we make our service changes we will be mindful of other service delivery arrangements that mitigate against this possibility e.g. locality working within children’s services and targeted financial inclusion information and advise.  This will include the outcome of the a review of subsidised bus services	End 2011 and ongoing.  May 2012	Clive Perkin. AD for Transport (T).
<b>Action 2 – TO</b> - We will undertake a full EIA on the implementation stages of transport budget plans as relevant and complete our review of disabled drivers parking provision underway.	March 2012.	Clive Perkin. AD for T.

<b>STAGE 4: IMPLICATIONS(S). Considering Equality and Legislation (Stages 2 and 3), state the actions to address any adverse impacts identified and measures to address any gaps in information or data.</b>		
<b>Legislation Action(s)</b>	<b>Completion Date</b>	<b>Who is Responsible?</b>
<b>Action 1 – FI and ASB</b> - We will monitor anti-social behaviour and take action if we become aware of any adverse effect on children, young people, parents and their families but especially lone parents who tend to be women.	March 2012 and ongoing.	Stuart Palmer. AD for SH.
<b>Action 1 – FI and ASB</b> - We will monitor anti-social behaviour and take action if we become aware of any adverse effect fear of crime and sense of wellbeing for older people, women, BME and lesbian, gay, bisexual and trans communities.	March 2012 and ongoing.	Stuart Palmer. AD for SH.

**STAGE 4: IMPLICATIONS(S). Considering Equality and Legislation (Stages 2 and 3), state the actions to address any adverse impacts identified and measures to address any gaps in information or data.**

Legislation Action(s)	Completion Date	Who is Responsible?
<b>Action 1 – FI and ASB</b> – We will monitor ASB issues in relation to victims with disability and particularly those with learning difficulties subject to “mate” incidents and take action as relevant.	March 2012 and ongoing.	Stuart Palmer. AD for SH.
<b>Action 2 – TO</b> - Undertake a full EIA on all TO proposals to consider impacts and mitigation actions including conducting consultation with relevant diverse communities and ensuring Access Plymouth and parking services are integral to the EIA.	March 2012.	Clive Perkin. AD for T.

**STAGE 5: PUBLICATION**

Director, Assistant Director, Head of Service approving EIA.		Date	

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# EQUALITY IMPACT ASSESSMENT (EIA)



## STAGE I: WHAT IS BEING ASSESSED AND BY WHOM?

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

**This EIA considers the 2012/13 Revenue and Capital Budget which builds on our three year Medium Term Financial Plan published in March 2011. This analysis is of our Corporate Support Services Departments Delivery Plan and builds on the Budget EIA published in December 2011.**

The following actions were proposed in the Corporate Support Budget Delivery Plan for the 3 year period.

1. Training and Development (Learning and Development – L&D): review the provision of training throughout the department and council.
2. Legal Services: restructure the service and reduce support in non-critical areas
3. Democratic Services: reduce the level of Civic engagement and restructure the democratic support service.
4. Information Computer Technology (ICT): reduce support provided to departments and minimise duplication across the council (will need some ICT investment) / ICT direct costs: reduce licence costs, lease costs, phone rentals, licences etc. Data Quality Project: reduction in duplication across different systems.
5. Procurement: Procure To Pay and Buyer roll out - driving efficiencies out of external purchasing.
7. Customer Services and Revenues and Benefits (R&B): integration of services including Single Point of Contact and increased use of the Council website.
8. Human Resources (HR) - staff restructure (relies on e-transactions, shared services and investment) – including a review of Trade Union (TU) facilities.
9. Corporate Property: management restructure and efficiency savings on Facilities management.

### **Cross-cutting actions**

6. Print and Document Services (PADS): consider options for future service delivery and/or increase productivity as well as challenge the current demand across the council and rationalise future publicity and advertising activity.
10. Administration and Business Support Review: Rationalise across the council.
11. Reduce Senior management Structure by 20% and accelerate implementation of Senior Management restructure.

## STAGE I: WHAT IS BEING ASSESSED AND BY WHOM?

Since the last budget was set Corporate Support have completed bespoke EIA's on the following:

- Accommodation moves for R& B.
- Hot Desking Pilot
- Standards and Good Practice Guide for Housing and Council Tax Benefit Administration and Local Taxation Administration
- Introduction of Self Service option for Council Tax Payees; Business Rates Payees and Housing Benefit claimants through the use of eBilling and eNotification via the web and internet access this EIA also incorporated Self Service eForms and mobile working for our Visiting and Fraud officers
- Accommodation strategy and Registry Office.

Since the last budget was set the following actions have been delivered:

- Finance: further refinement of the staff structure.
- Cashiers: revise and refine the councils approach to cash collection.
- Income Generation: increase selling of corporate support services externally and explore potential for advertising on corporate assets.
- Registration Services: challenge the structure and increase fees and charges.
- Debt management: better co-ordination of existing processes, challenge the effective use of legal, bailiffs etc.
- Audit Fee Reduction: negotiate a reduction in external and internal audit scope and associated fees.
- Benefits Subsidy: improvements to Housing Benefits subsidy claim to maximise income from benefit overpayments.
- Performance and Intelligence: rational performance management

Within these EIA's no differential impact has been identified. With regard to accommodation moves and hot desking, we have made sure that display screen equipment health and wellbeing assessments have happened and where relevant reasonable adjustments put in place. We now have "break out" areas which allows for contemplation and associated faith time during the working day in comfortable and safe surroundings. The inclusion of "private rooms" also gives people the space to administer medication and address maternity needs.

The Standards and Good Practice Guide for Housing and Council Tax Benefit Administration and Local Taxation Administration EIA did not identify any differential impact and data protection concerns will be addressed to ensure that confidentiality is maintained. Our EIA on the introduction of Self Service option for Council Tax Payees; Business Rates Payees and Housing Benefit claimants through the use of eBilling and eNotification via the web and internet access also

## STAGE I: WHAT IS BEING ASSESSED AND BY WHOM?

considering Self Service eForms and mobile working for our Visiting and Fraud officers found in the main positive impact across all the protected characteristic groups due to the 24/7 availability and that web use is on the increase for everyone. Access to computers may be an issue for some people and this is mitigated by our provision of web access in places like libraries and civic centre.

EIA's about our facilities include ones on our accommodation strategy and moving the Registry Office to new premises. Any negative impacts found have associated mitigating actions and with the latter disabled access will in fact be improved.

Actions that relate to cashless payment systems, integrating our customer services and revenues and benefits, and increasing the use of our self service/website arrangements. This was previously assessed as having a potential to affect older people, some people with disabilities and those who do not speak/use English as their first language. We have already closed cashiers and improved our processes to maximise Housing Benefit subsidy claims with minimal impact.

In delivering the Council's changes to debt management and cashiers systems and income generation we have worked with our partners and advice has been offered to individuals that use these services. We also identified and targeted communications to users in advance of the closure notifying them of viable payment alternatives and offering individual meetings if needed. We lease the Guildhall and Council House on an occasional basis to disability organisations such as Plymouth Area Disability Action Network (PADAN). We also lease the Guildhall on a regular basis to small Black Minority Ethnic (BME) communities such as, Plymouth Kurdish Community, South Asian Society, Betwabu, Congolese Community and Unity Plymouth. We are currently considering our charging policy for these facilities.

We are making progress in streamlining our debt collection which should ensure that debt is controlled and repayment arrangements affordable. We are giving specific consideration to vulnerable groups and utilising our contracts with financial advice service providers to minimise differential impact within each of the protected characteristics such as learning disability and mental health.

There has been no implication identified with Audit Reduction and revised fees have already been negotiated.

Actions 2, 3, 4 and 7 should not bring any differential impact in relation to gender, faith, religion, belief or sexual orientation. This is also the case for the Legal Services action (2) which has been completed. There are likely to be positive benefits for younger people and those that rely on technology due to their disability. In the longer term, backed by other support mechanisms like computers in public places and promotional activities about alternative ways to do business with us, these moves should have positive impacts across all the protected characteristics, reducing costs and increasing accessibility.

Item 3 and the completed action to review the Registration Services charges and fees do have some service implications i.e. democratic support for civic engagement as this is particularly important to our diverse communities. This will be mitigated

**STAGE I: WHAT IS BEING ASSESSED AND BY WHOM?**

against within our member development strategy to ensure that we reach those communities who wish to maximise their contact with local authority members. As registration fees are set nationally the limited differential impact can be objectively justified as we are governed by the national citizenship process which we are required to implement locally.

Overall, as part of our financial inclusion and health inequality work, we will ensure that older people and those with disabilities take up the benefits to which they are entitled and that this is not made more difficult. We are already planning to meet the impact of proposed national changes to welfare benefits. We have established a new financial inclusion framework and a bespoke EIA is being drafted.

**Cross-cutting Budget Actions**

Action 11 and those in brackets above are cross cutting themes. Items linked to restructures, corporate property, cashiers, debt management, income generation have needed to consider staffing within them. Where any changes to structures or service delivery arrangements lead to redundancies, we will ensure that staff are not unfairly selected for redundancy e.g. on the basis of them having a particular protected characteristic within the Equality Act 2010. We will also seek to avoid any indirect impact on staff within these groups that we cannot objectively justify.

Action 1 relates to L&D for staff across the council and item 4 is about the ICT support they receive as well as the technology that supports our service delivery. Changes to our training arrangements, human resources, business support, information technology (ICT) and legal services have the potential for differential impact on some staff groups within the protected characteristics. Reasonable adjustments such as specific ICT equipment for staff with disabilities will be provided to mitigate this.

There is also a potential for front line services delivered by other service areas to be affected e.g. prioritisation of legal advice to front line services (action 2) and we will mitigate this by ensuring that critical areas are targeted for support.

Where changes lead to commissioning services in different ways, we will use our strategic procurement procedures, which include specific reference to inequality and local priorities are used in order to deal with any potential differential impact. While reducing costs in relation to printing, publicity and advertising we will continue to be mindful about the provision of accessible information through a range of mediums.

“Differential impact” means that the decision might unfairly have more affect one protected characteristic group or local priority action more than another. Where there is a possibility that this could be the case action to mitigate the impact is included within the EIA.

Responsible Officer

Adam Broome.

STAGE 1: WHAT IS BEING ASSESSED AND BY WHOM?	
Department and Service	Director for Corporate Support.
Date of Assessment	From 27/10/11 to 21/12/11.

STAGE 2: INEQUALITY – Assess the impact against our priorities to reduce inequalities and promote community cohesion		Is there an adverse impact? Yes/No
What impact will there be on our priority to reduce the inequality gap, particularly in health, between communities?	<b>Debt Management</b> – our previous debt collection arrangements were fragmented and inconsistent. We are now moving forward with a more coordinated service. This will enable us to identify the total debt owed by individuals. We can then ensure that debt is controlled and repayment levels are affordable. We will give specific consideration to people who are vulnerable groups and in addition deploy our financial inclusion contracts to make sure they are supported.	No.
	<b>Customer Services and Revenues and Benefits Integration</b> – while our current plans should not impact on this local priority we know that pending national benefit changes are likely to have a significant impact on our residents and the way we deliver our current and additional statutory requirements. We are already planning ahead for this and to ensure that we manage any impact in relation to peoples income and spending. We will aim to deliver the pending changes in a way that does not see poverty levels rise and affect our most vulnerable groups or significantly impact on our Health Inequalities work. We will ensure this does not happen by monitoring the impact of the changes on the time taken to claim process claims particularly in relation to out protected characteristics and vulnerable groups.	No.
	<b>Actions Increased use of Self Service/Website</b> - we have evidence that our most deprived communities are least likely to use the internet to access our information and services. In part this because they are less likely to have broadband access. We already provide free internet access at the Civic Centre and libraries but we will also target information at these communities to ensure they are aware that free access points are available.	Yes.
What impact will there be on our priority of fostering good relations	At present our Corporate Support Budget Delivery Actions should not have an impact in relation to people getting on well. We are mindful that at times of increased poverty	No.

<b>STAGE 2: INEQUALITY – Assess the impact against our priorities to reduce inequalities and promote community cohesion</b>		<b>Is there an adverse impact? Yes/No</b>
between different communities (community cohesion)?	there can be an associated rise in crime which in turn feeds into or comes from worsening community tensions. As noted above we are preparing for the potential consequences of current austerity measures from crime prevention/management and social inclusion perspectives.	

<b>STAGE 3: LEGISLATION – Assess the impact against our legal duties: to eliminate unlawful discrimination, advance equality of opportunity, foster good relations and promote human rights. Is there a differential impact for any of the below?</b>			
	<b>Yes/No</b>		<b>Yes/No</b>
<b>Age</b>	No	<b>Gender Reassignment</b>	No
<b>Disability</b>	No	<b>Race</b>	No
<b>Faith, Religion or Belief</b>	No	<b>Sexual Orientation – including Civil Partnership</b>	No
<b>Gender – including marriage, pregnancy and maternity</b>	No	<b>Human Rights</b>	No

<b>STAGE 4: IMPLICATIONS(S). Considering Equality and Legislation (Stages 2 and 3), state the actions to address any adverse impacts identified and measures to address any gaps in information or data.</b>		
<b>Equality Action(s)</b>	<b>Completion Date</b>	<b>Who is Responsible?</b>
<b>Action - Debt Management</b> – Ensure that debt is controlled and repayment levels are affordable giving specific consideration to people who are vulnerable.	By March 2014.	Malcolm Coe. Assistant Director (AD) for Finance Assets and Efficiencies (FA and E).
<b>Action - Debt Management</b> – Deploy our financial inclusion contracts to make sure that we provide both universal services for those that need it within a framework that also gives support to those most in need.	By March 2014.	Peter Aley. AD for Safer Communities (SC).
<b>Action - Customer Services and Revenues and Benefits Integration</b> Monitor the impact of the changes particularly in relation to those within the protected characteristics and those that are vulnerable.	By March 2013.	JP Sanders. AD for Customer Services and Business Transformation (CS and BT).
<b>Actions: Increased use of Self Service/Website</b> – Target information about where and how to use our free web access points to the individuals and communities who least use these systems.	By March 2013.	JP Sanders. AD for CS and BT.


**STAGE 4: IMPLICATIONS(S). Considering Equality and Legislation (Stages 2 and 3), state the actions to address any adverse impacts identified and measures to address any gaps in information or data.**

Legislation Action(s)	Completion Date	Who is Responsible?
<b>Action - Debt Management</b> – Profile the breakdown of customers to ensure older people, some people with disabilities and those who do not speak/use English as their first language in particular are not excluded from the new processes.	March 2012.	Malcolm Coe. AD for FA and E.
<b>Action - Debt Management</b> – Undertake promotional activities about alternative ways to do business with us as informed by the customer profile data.	March 2013.	Malcolm Coe. AD for FA and E.
<b>Action - Debt Management</b> – Work with partners, e.g. Plymouth Community Homes, to ensure that there are viable alternatives available in local communities including ‘PayPoint’ access and work with client groups to consider how best to meet the needs of those who do not have bank accounts.	March 2013.	Malcolm Coe. AD for FA and E.
<b>Action - Debt Management, Customer Services and Revenues and Benefits Integration</b> – As part of our financial inclusion and health inequality work, ensure that older people and those with disabilities take up the benefits to which they are entitled and that this is not made more difficult.	By March 2014.	Peter Aley. AD for SC
<b>Action - Debt Management and Action 24. Customer Services and Revenues and Benefits Integration</b> – Give specific consideration to vulnerable groups and utilise our contracts with financial advice service providers to minimise differential impact within each of the protected characteristics such as learning disability and mental health.	By March 2014.	Peter Aley. AD for SC
<b>Action - Income Generation</b> – Develop a fair charging policy (building on other charging policies that have recently been reviewed) in relation to our facilities such as the Guild Hall and Council house.	March 2012.	Malcolm Coe. AD for FA and E.
<b>Actions - Increased use of Self Service/Website</b> – Ensure that older people and those who are less likely to claim the benefits to which they are entitled have accessible options available like points of contact with rooms for people using wheelchairs and hearing loop provision; disabled adjusted computer screen settings; interview rooms for those who need personal support such as those with disabilities and their carers and those with smaller children or babies and also translation services.	March 2013.	Malcolm Coe. AD for FA and E.
<b>Increased use of Self Service/Website</b> – Ensure our web continues to be	March 2012	Richard Longford.

**STAGE 4: IMPLICATIONS(S). Considering Equality and Legislation (Stages 2 and 3), state the actions to address any adverse impacts identified and measures to address any gaps in information or data.**

Legislation Action(s)	Completion Date	Who is Responsible?
available in easy read format with translation facility and meets the required accessibility standards for local government.		Head of Communications.
<b>Housing Benefit</b> - Monitor our customer profile by age for all types of benefit and extend our customer focus groups to cover older and younger people to assess the barriers they face to accessing the service and the support needs we need to meet.	By March 2013.	JP Sanders. AD for CS and BT.
<b>Housing Benefit</b> - Extend our customer focus groups to cover minority faith communities and older people to assess the barriers they face in accessing web based services.	By March 2013.	JP Sanders. AD for CS and BT.
<b>L&amp;D review</b> – Ensure that equality and diversity training needs are considered and matched to the outcomes of corporate appraisals and other sources of information like inspection outcomes which also highlight staff training priorities.	By March 2012	Mark Grimley. AD for Human Resources and Organisational Development (HR and OD).
<b>ICT changes</b> - Consult our Disabled users support group to ensure we meet the needs of disabled ICT users as reasonably required.	March 2012 and ongoing.	Neville Cannon. AD of Information Communication and Technology (ICT).

**STAGE 5: PUBLICATION**

Director, Assistant Director, Head of Service approving EIA.		Date	20 December 2011
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# EQUALITY IMPACT ASSESSMENT (EIA)



## STAGE 1: WHAT IS BEING ASSESSED AND BY WHOM?

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

**This EIA considers the 2012/13 Revenue and Capital Budget which builds on our three year Medium Term Financial Plan published in March 2011. This analysis is of our Chief Executives Departments Delivery Plan and builds on the Budget EIA published in December 2011.**

The following actions are proposed in the Chief Executives Budget Delivery plan:

1. **Performance and Intelligence:** rationalise performance management, completion of government returns and data analysis across the council and the impact of losing the Performance Reward Grant.
2. **Consultation:** Better joined up / rationalisation small team of dedicated consultation staff. Look at duplication between departments and ensure consultation activity is relevant and required.

Cross Cutting Actions:

3. **Corporate subscriptions:** challenging the need for subscriptions to professional organisations and joining up or removing them from non essential spends.
4. **Printing, Publicity and Advertising:** challenge the current demand across the council and rationalise future publicity and advertising activity.

Since the December 2010 Budget EIA and associated requirements, actions 1 and 2 have been delivered. There is potential that joined up future mapping and data gathering work will not deliver data collection and analysis around specific issues for communities of interest. This could mean that front line service provision does not have the information to take into account the needs of different people. This could further isolate people who are not aware of and therefore do not use our front line services. The identified potential differentials are now being managed as outlined below.

There is a risk that within new arrangements specific actions within age related strategies (e.g. All Our Futures our over 50's strategy and Children's Plan) may not be addressed if they are not effectively oversee and governed. This risk is being managed as outlined below. A supplementary EIA has been completed on the "Customer Data Integration Project".

<b>STAGE 1: WHAT IS BEING ASSESSED AND BY WHOM?</b>	
	<p>There is no differential impact in relation to action 3. With regard to action 4 there is minimal potential for differential impact as changes to our print and document arrangements could lead to differential impact for those whose first language is not spoken English, older people and those with disabilities who require information in a range of accessible formats. Our action to mitigate against this is outlined below.</p> <p>Other departments have committed to cross cutting budget actions that directly interface with the Chief Executives Department. Namely workforce development (including terms and conditions); reductions in senior management; changes to business support structures; reducing printing, publicity and advertising and changing performance and intelligence structures.</p> <p>Where any changes lead to redundancies, we will ensure that staff are not unfairly selected for redundancy e.g. on the basis of them having a particular protected characteristic within the Equality Act 2010. We will also seek to avoid any indirect impact on staff within these groups that we cannot objectively justify. Where changes lead to commissioning services in different ways, we will use our strategic procurement procedures, which include specific reference to equality, to ensure we meet equality requirements. While reducing costs in relation to printing, publicity and advertising we will continue to be mindful about the provision of accessible information through a range of mediums.</p> <p>“Differential impact” means that the decision might unfairly have more affect one protected characteristic group or local priority action more than another. Where there is a possibility that this could be the case action to mitigate the impact is included within the EIA.</p>
Responsible Officer	Giles Perritt.
Department and Service	Head of Service – Performance, Policy and Partnerships.
Date of Assessment	From 27/10/11 to 21/12/11.

<b>STAGE 2: INEQUALITIES – Assess the impact against our priorities to reduce inequalities and promote community cohesion</b>		<b>Is there an adverse impact? Yes/No</b>
What impact will there be on our priority to reduce the inequality gap, particularly in health, between	An integrated policy, performance and partnership service focussing on priorities including health inequalities is likely to have a positive impact as it will make the delivery and support more focused and targeted. While rationalising our activities and spending	No

<b>STAGE 2: INEQUALITIES – Assess the impact against our priorities to reduce inequalities and promote community cohesion</b>		<b>Is there an adverse impact? Yes/No</b>
communities?	in relation to printing, publicity and advertising we will be mindful that promotional material and information about services and where and how to access them will still be required in a range of formats and mediums.	
What impact will there be on our priority of fostering good relations between different communities (community cohesion)?	The Place Survey 2008 indicated that 69.9% of people in Plymouth believe that people from different backgrounds get on well together in their local area against a national average of 75.8%. This puts us in the lowest 25% of local authorities for this indicator. An integrated corporate wide performance, policy and partnership team will be well placed to support Departmental specific work as laid out in the relevant Service Business Plans aiming to improve this Level one measure.	No

<b>STAGE 3: LEGISLATION – Assess the impact against our legal duties: to eliminate unlawful discrimination, advance equality of opportunity, foster good relations and promote human rights. Is there a differential impact for any of the below?</b>			
	<b>Yes/No</b>		<b>Yes/No</b>
Age	No	Gender Reassignment	No
Disability	No	Race	No
Faith, Religion or Belief	No	Sexual Orientation – including Civil Partnership	No
Gender – including marriage, pregnancy and maternity	No	Human Rights - A re-focussed central performance, policy and partnership function has the potential to improve the way we ensure Human Rights responsibilities are mainstreamed and discharged within direct service delivery.	No

<b>STAGE 4: IMPLICATIONS(S). Considering stages 2 and 3, state the actions to address any adverse impacts identified and measures to address any gaps in information or data</b>		
<b>Stage 2 Action(s) Required</b>	<b>Completion Date</b>	<b>Who is Responsible?</b>
Continue to manage the risks that front line services do not have the information to take into account the needs of different people and diverse	Review March 2013.	Giles Perritt. Head of Policy, Performance and Partnerships (H PPP)

<b>STAGE 4: IMPLICATIONS(S). Considering stages 2 and 3, state the actions to address any adverse impacts identified and measures to address any gaps in information or data</b>		
<b>Stage 2 Action(s) Required</b>	<b>Completion Date</b>	<b>Who is Responsible?</b>
communities.		

<b>STAGE 4: IMPLICATIONS(S). Considering stages 2 and 3, state the actions to address any adverse impacts identified and measures to address any gaps in information or data</b>		
<b>Stage 3 Action(s) Required</b>	<b>Completion Date</b>	<b>Who is Responsible?</b>
Continue to manage the risks that front line services do not have the information to be able to take into account the needs of different people in general and within locally agreed priorities.	Review March 2013.	Giles Perritt. H PPP.
Continue to ensure that the actions in locally prioritised strategies like older people, child poverty and the Safer and Strong 2020 delivery group are implemented.	Review March 2013.	Giles Perritt. H PPP.
Work closely with the Safer Communities Service to ensure the lack of “specialist” consultation officers does not create a “one size fits all” consultation model and that we collect feedback and information in the ways individuals and communities of interest want to give it.	Review March 2013.	Giles Perritt. H PPP and Peter Aley Assistant Director for Safer Communities.
Continue to provide accessible information through a range of accessible mediums.	Review March 2013.	Giles Perritt. H PPP.

<b>STAGE 5: PUBLICATION</b>			
Director, Assistant Director/Head of Service approving EIA.		Date	