

Public Document Pack



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10 May 2013

CABINET

Tuesday 21 May 2013

2pm

Council House (Next to the Civic Centre), Plymouth

Members:

Councillor Evans, Chair

Councillor Peter Smith, Vice Chair

Councillors Coker, Lowry, McDonald, Penberthy, Vincent and Williams.

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

This agenda acts as notice that Cabinet will be considering business in private if items are included in Part II of the agenda.

Tracey Lee

Chief Executive

CABINET

AGENDA

PART I (PUBLIC MEETING)

1. APOLOGIES

To receive apologies for absence submitted by Cabinet Members.

2. DECLARATIONS OF INTEREST

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

3. MINUTES

(Pages 1 - 6)

To sign and confirm as a correct record the minutes of the meeting held on 9 April 2013.

4. QUESTIONS FROM THE PUBLIC

To receive questions from the public in accordance with the Constitution. Questions, of no longer than 50 words, can be submitted to the Democratic Support Unit, Plymouth City Council, Civic Centre, Plymouth, PL1 2AA, or email to democraticsupport@plymouth.gov.uk. Any questions must be received at least five clear working days before the date of the meeting.

5. CHAIR'S URGENT BUSINESS

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

6. COMMUNITY ASSET TRANSFER POLICY

(Pages 7 - 18)

The Director for Place will submit a report proposing the adoption by the City Council of the newly drafted Community Asset Transfer Policy which will give local people and community groups greater control in the future of their area and their community in line with promoting the council's cooperative agenda.

The policy sets out the benefits and risks to the council, the local policy context and the impacts on other council strategies, who can and how to apply for a community transfer, the basis of transfer and how the council will assess each application.

A background paper to this report can be accessed at the Council's website Council and Democracy/ Councillors and Committees/Library/Cabinet background papers or using the following hyperlink –

<http://tinyurl.com/bdqqk2r>

7. LANGAGE EMPLOYMENT UNITS (Pages 19 - 32)

The Director for Place will submit a report asking Cabinet to approve a scheme to provide 2,787 square metres of industrial workspace at Langage and seeking to amend the council's capital programme to include the £2.5m scheme.

Cabinet will also be asked to approve a tender exercise using a two stage design and build procurement process for the delivery of the direct development commercial employment scheme of high quality, sustainable accommodation resulting in 80 full time jobs and to delegate to the Cabinet Member for Finance the authority to make the key decision to award the building contract, following the tender exercise.

A background paper to this report can be accessed at the Council's website Council and Democracy/ Councillors and Committees/Library/Cabinet background papers or using the following hyperlink – <http://tinyurl.com/bdqgk2r>

8. CHILD POVERTY STRATEGY 2013 - 2016 AND ACTION PLAN (Pages 33 - 58)

The Director for People will submit a report asking Cabinet to adopt the draft Child Poverty Strategy 2013-2016 and to agree the accompanying action plan. This is in response to the Child Poverty Act 2010 which places a number of duties on local authorities and other local delivery partners to work together to tackle child poverty.

9. FINANCIAL OUTTURN 2012/13 (INCLUDING CAPITAL PROGRAMME UPDATE) (Pages 59 - 86)

The Corporate Management Team will submit a report on the financial monitoring position of the council as at the end of March 2013.

10. CABINET APPOINTMENTS TO FOLLOW

The Director for Corporate Services will submit a schedule of appointments for confirmation by Cabinet, as submitted to the Annual Meeting of the City Council on 17 May 2013.

11. 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 the likely disclosure of exempt information as defined in paragraph 3 of Part I of Schedule 12A of the Act, as amended by the Freedom of Information Act 2000.

(Members of the public to note that, if agreed, you will be asked to leave the meeting).

PART II (PRIVATE MEETING)

Nil

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Cabinet

Tuesday 9 April 2013

PRESENT:

Councillor Evans, in the Chair.
Councillor Peter Smith, Vice Chair.
Councillors Coker, Lowry, McDonald and Penberthy.

Also in attendance: Adam Broome (Director for Corporate Services), Carole Burgoyne (Director for People), Paul Barnard (Assistant Director for Planning Services), Tom Westrope (Planning Officer) and Nicola Kirby (Senior Democratic Support Officer (Cabinet)).

Apologies for absence: Councillors Vincent and Williams, Tracey Lee (Chief Executive) and Anthony Payne (Director for Place),

The meeting started at 2.00 pm and finished at 2.50 pm.

Note: At a future meeting, the Cabinet will consider the accuracy of these draft minutes, so they may be subject to change. Please check the minutes of that meeting to confirm whether these minutes have been amended.

161. **DECLARATIONS OF INTEREST**

There were no declarations of interest made by councillors in accordance with the code of conduct in relation to items under consideration at this meeting.

162. **MINUTES**

Agreed the minutes of the meeting held on 12 March 2013.

163. **QUESTIONS FROM THE PUBLIC**

One question was submitted by a member of the public for this meeting, in accordance with Part B, paragraph 11 of the Constitution, as set out below.

In the absence of Mr Sharpe, the following question and response was circulated and the written response would be sent to him.

Question No	Question By	Cabinet Member	Subject
14 (12/13)	Mr F E Sharpe	Councillor Lowry, Cabinet Member for Finance	Access to land to the rear of the former Downham Special School site from Horn Lane

In Horn Lane, Plymstock, you will come across the remains of the recently demolished Downham School whose boundary extends to the narrow walk-through to Downhorn Park. Now the school has been demolished, please could this narrow walk-through be widened with land taken from the Downham School site?

Response:

Mr Sharpe has been contacted for clarification purposes and it is understood that the background to the question submitted is not that the existing footpath requires widening but that the opportunity to provide full vehicular and pedestrian access to the Council owned land to the rear of the former Downham Special School site (and to the south of the Plymstock Broadway car park) from Horn Lane is not lost.

Prior to any change of use or disposal of the former Downham Special School site the Council will consider the need to retain part of the site for the provision of improved access to adjoining Council owned land.

164. **CHAIR'S URGENT BUSINESS**

There were no items of Chair's urgent business.

165. **DEVELOPMENT PLAN: ADOPTION OF DEVELOPMENT GUIDELINES SUPPLEMENTARY PLANNING DOCUMENT: FIRST REVIEW**

In accordance with minute 33 (10/11) which gave approval to a non-immediate Article 4 Direction to control changes of use to Class C4 (Houses in Multiple Occupation), the Director for Place submitted a written report on a proposal for the City Council to adopt the Development Guidelines Supplementary Planning Document: First Review.

The First Review -

- (a) would be part of the Local Development Framework documents within the Development Plan and would provide guidance to support policies set out in the Core Strategy;
- (b) primarily introduced additional guidance covering applications received for houses in multiple occupation and included the guide of a 'threshold' approach to assessing whether a change of use would be harmful to an area's character having regard to the existing number of converted and non-family dwellings in the vicinity;
- (c) was approved for consultation by the Cabinet Member for Environment and a consultation had been carried out for six weeks, and nine responses had been received. Some minor amendments and clarification had been made to the document as a result.

Councillor Evans presented the report.

Cabinet Members were advised that –

- (d) the proposals had received a broad level of support;
- (e) all Local Development Framework documents would be fed into the Plymouth Plan, when there would be an opportunity to rationalise and streamline the policies, but that there would still be a role for more detailed guidance relating to smaller scale developments;
- (f) the following issues they had raised, would need to be revisited as part of the development of the Plymouth Plan –
 - the ongoing maintenance costs of play areas;
 - surface water drainages;
 - secure cycle stores and minimum cycle parking standards;
 - parking standards for new developments.

The Assistant Director for Planning Services undertook to ensure that the emergency services were consulted on the Plymouth Plan and that as much learning as possible would be captured from experiences of current policies to inform the plan.

Alternative options considered and reasons for the decision –

As set out in the report.

A further recommendation was moved, seconded and agreed as set out below to ensure a more coordinated approach to the delivery of public realm improvements and maintenance across all relevant departments and stakeholders and to incorporate this new approach in the relevant planning policy guidance linked to the Plymouth Plan.

Agreed that the Assistant Director for Planning Service coordinates a cross departmental working group, linked to the Plymouth Plan, to prepare guidance on public realm.

(See also minute I65a below)

I65a Development Plan: Adoption of Development Guidelines Supplementary Planning Document: First Review - Recommendations to City Council

Further to minute I65 above,

the City Council is Recommended to –

- (1) formally adopt the Development Guidelines Supplementary Planning Document: First Review (Appendix I to the written report);
- (2) delegate authority to the Assistant Director for Planning Services to approve the final publication version of the Supplementary Planning Document.

166. **ADOPTION OF COMMUNITY INFRASTRUCTURE LEVY CHARGING SCHEDULE**

The Director for Place submitted a written report on a proposal for the City Council to adopt the Community Infrastructure Levy Charging Schedule.

The Community Infrastructure Levy (CIL) was a new levy that local authorities could charge on developments in their area and the money raised could be used to support new development by funding infrastructure that the city, local communities and neighbourhoods needed. It was introduced by the government as a means of replacing, over time, the use of Section 106 Agreements for securing financial contributions from developers.

A statutory process governed the introduction of CIL, requiring the publication of a charging schedule for consultation and a public examination. No changes had been made following the public examination.

The council had also consulted on a draft CIL Instalments Policy which needed to be published with the charging schedule and the council's current Market Recovery Scheme, which provided for the application of discounts to current tariff charges would need to be rescinded when the charging schedule became operational.

Councillor Evans presented the report.

The Assistant Director for Planning Services indicated that the proposed charging schedule was one of the lowest across the UK and included a zone which included City Centre, and parts of Millbay and Sutton Harbour where zero rates applied for residential and student accommodation applied.

Alternative options considered and reasons for the decision –

As set out in the report.

Subject to adoption of the CIL Charging Schedule and Instalments Policy by the City Council, Agreed to –

- (1) delegate authority to the Assistant Director for Planning Services to make available discretionary relief in exceptional circumstances should the need to offer such discretionary relief become apparent;
- (2) formally rescind the council's Market Recovery Scheme from 1 June 2013;
- (3) instruct officers to keep under review the effectiveness and impacts of the charging schedule.

166a Adoption of Community Infrastructure Levy Charging Schedule -
Recommendations to the City Council

Further to minute 166 above,

the City Council is Recommended to adopt -

- (1) the Community Infrastructure Levy Charging Schedule attached as Appendix 1 to the written report, and set the date for the Charging Schedule to take effect as 1 June 2013;
- (2) the Community Infrastructure Levy Instalments Policy attached as Appendix 2 to the written report.

167. **COMMUNITY INFRASTRUCTURE LEVY REGULATION 123 LIST**

With reference to minute 166 above, the Director for Place submitted a written report concerning how Community Infrastructure Levy (CIL) receipts would be spent and the process for decisions and their review.

The Local Planning Authority was required to publish what was known as a 'Regulation 123 List' (named after Regulation 123 of the CIL Regulations) setting out a list of projects to be funded from CIL receipts. The list could be added to at any time, after a process of consultation.

Councillor Evans presented the report.

Alternative options considered and reasons for the decision –

As set out in the report.

Agreed –

- (1) the principles set out in the report to govern the allocation of Community Infrastructure Levy receipts;
- (2) the publication of a Community Infrastructure Levy Regulation 123 List incorporating the following infrastructure projects as recommended in the report -
 - public realm improvements in City Centre shopping precinct;
 - projects to mitigate the impacts arising from increased recreational use of the European Marine Site;
 - Central library;
 - North Prospect community infrastructure;
- (3) to delegate authority to the Assistant Director for Planning Services, in consultation with the Cabinet Member for Finance, the Cabinet Member for Environment and the Capital Delivery Board to consult upon and publish amendments to the Regulation 123 List;
- (4) to instruct officers to prepare an annual report on the collection and use of Community Infrastructure Levy and of planning obligation revenues.

168. **EXEMPT BUSINESS**

There was no exempt business.

PLYMOUTH CITY COUNCIL

Subject:	Community Asset Transfer Policy
Committee:	Cabinet
Date:	21 May 2013
Cabinet Member:	Councillor Penberthy
CMT Member:	Anthony Payne (Director for Place)
Author:	Paul Palmer, Principal Surveyor, Corporate Estates
Contact details:	paul.palmer@plymouth.gov.uk ; Tel: 01752 307882
Ref:	ED/PP/CATP – Cabinet Report
Key Decision:	No
Part:	I

Purpose of the report:

The report proposes that Cabinet recommends the adoption by Full Council of the newly drafted Community Asset Transfer Policy.

Community asset transfer is fundamentally about giving local people and community groups greater control in the future of their area and their community in line with promoting the Council's Co-operative agenda. If local groups own or manage community buildings and land, such as community centres, rugby pitches, allotments or changing rooms for example, it will help foster a sense of belonging and bring together people from different backgrounds. Community ownership of buildings can also play a part in raising local people's aspirations, in enhancing the local economy, environment and have the capacity to strengthen the community, voluntary and social enterprise sector.

The Policy sets out the benefits and risks to the Council, the local policy context and impacts on other Council Strategies, who can and how to apply for a Community Transfer, the basis of Transfer and how the Council will assess each application.

Corporate Plan 2012 – 2015:

The Community Asset Transfer Policy embeds the aims of the Co-operative Council as specified in the Corporate Plan by creating a strong sense of togetherness by promoting the ownership by the community of Council assets. This includes strengthening the community and voluntary sector, encouraging greater community engagement and acting as a catalyst for social, environmental and economic regeneration.

DELIVERING GROWTH

Enhance and promote local economic activity at a local level.

Enabling the 'up-scaling' of activities that promote social – economic wellbeing within community and /or the City.

The Policy gives the ability to lever in additional resources, which would be unavailable to the Council acting independently.

RAISING ASPIRATIONS

Stimulates the involvement of local people in shaping and regenerating their communities.

Support the creation of community leaders, social capital and inspire others to improve their community.

Stimulate the involvement of local people in shaping and regenerating their communities.

REDUCING INEQUALITIES

The term 'community asset transfer' relates primarily to long-leasehold arrangements at potentially less than best financial consideration to voluntary, community organisations and social enterprises (VCOSE's).

For the purpose of the Community Asset Transfer Policy, 'local communities' can be:

- Communities of geography.
- Communities of identity, or
- Communities of shared interest.

This will include VCOSE's that enable communities and individuals to access advice and services, health and equality, community cohesion and financial inclusion including child poverty.

PROVIDE VALUE FOR COMMUNITIES

Community asset transfer will become integrated within Council practice, as an option for dealing with under-utilised or surplus property assets. It will also fulfil an enabling role in relation to delivering a 'Co-operative Council' by providing a policy document that supports the Community and Voluntary Sector, as well as Social Enterprises, in seeking and attracting funding and financial support.

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

Each application for a community asset transfer in terms of finance, human, IT and Land will be considered on a case by case basis and in the widest possible context. The potential transfer of assets at below market value will clearly have an opportunity cost to the Council. This will be assessed on a case by cases basis in accordance with the policy.

The cost of dealing with each application for community transfer is unknown as this will depend on the complexity of each application. It is expected the identified Lead Service will have additional pressure in terms of cost in dealing with each application. This will include staff costs, costs of consultation and representation and providing appropriate support in the application process.

Additional costs - Land & Property Team / Corporate Property - providing site plans, legal documentation, historical running costs, condition surveys, maintenance plans etc.

Additional costs - Legal Services - preparing legal documentation, undertaking searches.

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

The Community Asset Transfer Policy does have the potential to have a considerable beneficial impact to VCOSE's by providing a clear, transparent and uniformed approach which to follow when considering a transfer.

The operation of the Policy will have regard to the desired outcomes of other relevant Council strategies. In addition, all proposals for transfer must make an explicit contribution and impact to the needs of the city as expressed by at least the following:

- Corporate Plan;
- Local Development Framework (Plymouth Plan);

- Wider CVS policy;
- Corporate Asset Management Plan;
- Child Poverty Strategy;
- Capital Strategy;
- Public Sector Equality Duty (PSED);
- Housing Plan;
- Local Transport Plan;
- Any other Policy of relevance to a particular proposal and /or emerging Policy (Strategic Property Review & Strategy).

The Policy will provide an effective and integrated framework for addressing and responding to issues such as community safety, community cohesion, child poverty and equalities and diversity.

Equality and Diversity:

Has an Equality Impact Assessment been undertaken? Yes, see attached.

Recommendations and Reasons for recommended action:

Cabinet to recommend the adoption by Full Council of the newly drafted Community Asset Transfer Policy.

Reason: The Policy provides a clear and transparent framework for all Voluntary, Community Organisations and Social Enterprises to follow and demonstrates the Council’s commitment to asset transfer as a means of enhancing the local environment and strengthening community cohesion.

Alternative options considered and rejected:

The Council continues to consider applications for asset transfer on a ad-hoc and individual basis. This results in a uneven response where each application is assessed without any scoring mechanism and at the descretion of an individual officer.

Published work / information:

Background papers:

Title	Part I	Part II	Exemption Paragraph Number							
			1	2	3	4	5	6	7	
Equality Impact Assessment	*									

Sign off:

Fin	Mc12 13.08	Leg	1730 9/AC/ 16/4/ 13	Mon Off	TH 01 11	HR		Land & Prop	JW00 014/1 8/04/1 3	IT		Strat Proc	CJT /117 /070 513
Originating SMT Member – David Draffan													
Has the Cabinet Member(s) agreed the content of the report? Yes													

1.0 Introduction

- 1.1 In May 2012, the new Labour administration of the City Council, launched a manifesto which emphasised the role Council's assets can play in delivering their agenda within a Co-operative framework. As a Co-operative Council a key aim was to improve the social and economic wellbeing of communities through the adoption of a Community Asset Transfer Policy.
- 1.2 In the summer of 2012 the Land and Property Team were instructed to draft a Community Asset Transfer Policy, taking into account best practice from other authorities and seeking advice from Localities / Asset Transfer Unit. The Community Asset Transfer Policy is set out below from Section 2 onwards, including the appendices.

2.0 The Policy

Plymouth City Council believes community asset transfer is fundamentally about giving local people and community groups greater control in the future of their area and their community in line with promoting the Council's co-operative agenda. If local groups own or manage community buildings and land, such as community centres, rugby pitches, allotments or changing rooms for example, it will help foster a sense of belonging and bring together people from different backgrounds. Community ownership of buildings can also play a part in raising local people's aspirations, in enhancing the local economy, environment and have the capacity to strengthen the community, voluntary and social enterprise sector.

2.1 Purpose of the Policy

The Policy describes the Council's approach to Community Asset Transfer.

The term 'community asset transfer' relates primarily to long-leasehold or freehold arrangements at potentially less than best financial consideration to voluntary, community organisations and social enterprises (VCOSE's).

For the purposes of this policy, 'local communities' may be:

- Communities of geography.
- Communities of identity, or
- Communities of shared interest.

The Council views community asset transfer positively for the following reasons:

2.2 Benefits to the local community:

- Devolving power to neighbourhoods or locally based VCOSE's with an interest in the neighbourhood, in an effort to enable citizen involvement and community action.
- Act as a catalyst for social, environmental and economic regeneration (including the development of community enterprise).
- Stimulate the involvement of local people in shaping and regenerating their communities.
- Catalyst for local volunteering and increasing community cohesion and integration.
- Support the creation of community leaders, social capital and inspire others to improve their community.
- Enhance and promote local economic activity at a local level.

2.3 Benefits to the VCOSE's:

- Potential to create stronger, more sustainable VCOSE's, providing financial security, recognition, and management capacity.
- Ability to lever in additional resources, which would be unavailable to the Council acting independently.
- Enabling the 'up-scaling' of activities that promote social – economic wellbeing within community and /or the City.

2.4 Benefits to the Council and other public service providers:

- Working in partnership with VCOSE's can help the Council to achieve its outcomes set out in its Corporate Plan.
- Contribute towards efficiency savings and drive the diversification of public services in an era of austerity.
- Help to rationalise the Council portfolio and facilitate more effective and efficient use of its asset base.
- A stimulus for partnership working between VCOSE's and the Council and improving the provision and accountability of services within communities.

2.4.1 The Council recognises the multiple benefits of Community Asset Transfer and will be proactive in using asset transfer as one of the tools at its disposal. The Council, therefore, aims to create a transparent, positive and proactive framework to enable asset transfer from the Council (and its partners) to VCOSE's to happen and be successful in the long term.

2.5 Challenges & Risk:

There are also a number of risks which may arise from a Community Asset Transfer. Not least the recognition that 'asset value' in some instances needs to be carefully assessed in financial terms before any decision can be made. To this end all requests for Community Asset Transfer will be considered in the widest possible context. A non-exhaustive list of examples is set out below and a risk assessment will form part of the overall assessment of each application to be weighed against:

- Loss of Capital Receipt and Value.
- Loss of assets which could have a wider strategic benefit / use in the longer term.
- Capacity of VCOSE to deliver promised services / outcomes.
- Potential for ongoing Council liability.
- Potential for community liability over their capacity to manage.
- Lack of value for money.
- Potential unfair advantage for one group over another.
- Governance issues without clear accountability and locally constituted management groups.
- Potential for negative impact on community cohesion.

3.0 Local Policy Context and Links to Other Council Strategies

3.1 The operation of the Policy will need to have regard to the desired outcomes of other relevant Council strategies. In addition, all proposals for transfer must make an explicit contribution and impact to the needs of the city as expressed by at least the following:

- Corporate Plan;
- Local Development Framework (Plymouth Plan);
- Wider CVS policy;

- Corporate Asset Management Plan;
- Child Poverty Strategy;
- Capital Strategy;
- Public Sector Equality Duty (PSED);
- Housing Plan;
- Local Transport Plan;
- Any other Policy of relevance to a particular proposal and /or emerging Policy (Strategic Property Review & Strategy).

4.0 Principles Underpinning the Asset Transfer Policy

4.1 The Community Asset Transfer Policy will be underpinned by the following principles:

4.2 Commitment to a thriving Community & Voluntary Sector

- In implementing its asset transfer strategy, the council recognises that, with appropriate support, community led solutions can sometimes achieve better outcomes than central initiatives.
- Use asset transfer as a catalyst to greater community empowerment and inspire others to create locally responsive solutions to community needs.
- Use asset transfer as a means of enabling VCOSE's to become sustainable on a long term basis.
- Community asset transfer will require a long term partnership commitment on the part of the Council and the VCOSE. This is the best way of minimising the risk of failure.
- The Council recognises the advantage of flexible lease terms to enable VCOSE's to adapt and achieve long term sustainability.
- Measurable and accountable benefits to local people in the City.
- The Council expects that with support, VCOSE's benefitting from this Policy will be guided by the Council's approach to building an inclusive and cohesive community where tangible efforts are made to encourage openness, conversation and understanding between groups and wider city community.

4.3 Pro-active and strategic asset management intent

- Community asset transfer will become integrated within Council practice, as an option for dealing with under-utilised or surplus property assets.
- The creation of Council/VCOSE Joint Ventures will be proactively explored as a mechanism to encourage community ownership particularly under a co-operative model.
- The Council will seek to extend its approach to community asset transfer and positively promote it to other public bodies and service providers.

4.4 Clarity and transparency in decision-making

- A single gateway approach is taken, providing a clear point of contact for VCOSE's with Community Asset Transfer enquiries (see appendix I).
- The Council will raise awareness through appropriate publicity, with partners, to encourage VCOSE's to consider taking on an asset.
- VCOSE's will not be required to undertake a detailed feasibility work until an 'in principle' decision has been taken by the Council.

5.0 Who Can Apply

5.1 Interest will be welcome from VCOSE's which may be area based around communities of geography, identity or shared interest. Ideally, all applicants should meet the following criteria:

- They must be community led, demonstrating wider community support for the community asset transfer and clearly defined objectives which would be enhanced and delivered through the addition of the asset in question.
- Their primary purpose must be non-commercial or with profits invested back into local communities or the city.
- Must have a clear vision of the activities they wish to deliver and resulting positive measurable impacts in the city.
- Be able to demonstrate good governance by operating through open and accountable processes, with fully constituted governing boards following clear Terms of Reference.
- Meet statutory requirements and demonstrate an inclusive approach in its policies and practices including a commitment to promoting community cohesion and integration.
- Have the skills to effectively deliver services and manage the asset to be transferred.
- Demonstrate evidence the asset will be run without the need for supplementary Council revenue subsidies. A sustainable operating model for revenue requirements will be needed.
- Have detailed proposals for the use and maintenance of the asset.
- Demonstrate how asset transfer will support the aims and priorities of the Council's co-operative approach, for all our communities.

6.0 How to Apply & How We Will Assess

- 6.1 VCOSE's should in the first instant submit an expression of interest letter / outline business case to the Council for an in principle decision on the proposed Transfer. The expected content of the expression of interest letter / outline business case is set out in Appendix I (see below).
- 6.2 If successful at this initial stage the Council will then request a further detailed and more robust business case to enable the Council to make an informed decision whether to agree to the proposed Transfer. The expected content of the detailed business case is also set out in Appendix I.
- 6.3 If after submitting an initial Expression of Interest letter the Council deems the application to be unsuccessful, the Council will inform the applicant of its decision and reasons within 3 months.

7.0 Basis of Transfer

- 7.1 The basis of transfer will be as set out below:

- VCOSE's will need to be incorporated, constituted for social benefit, and within their legal structure, to demonstrate an 'asset lock' provision to ensure that the asset is retained for community benefit. If an 'asset lock' provision is not possible a detailed explanation of Memorandum and Articles of Associations should be provided. It is standard practice for the Council to place a restriction on use.
- The Council will offer legal agreements which will enable VCOSE's to manage and develop the property as an asset ensuring the use of the building as a community asset is retained by the applicant.
- The Council will generally pursue leasehold arrangements with the term being set after carefully considering the needs of the VCOSE, the condition of the asset and the requirements of potential funders or lenders. As a guide:
A lease for a minimum of 10 years.
A lease of up to 35 years - a lease longer than 35 years may be appropriate if a business case demonstrates special circumstances or requirements from funders / lenders.

Freehold. The freehold transfer will only be considered in exceptional circumstances, any transfer proposal will need to make a strong case that freehold is a necessity for success and provide reassurance that community benefit will be maintained in the long term.

- VCOSE's will be expected to produce a statement of community benefit on an annual basis. The benefits to be realised shall be agreed in advance and incorporated into a Service Level Agreement with the Council.

- When there are a number of interested parties in an asset the Council will aim to encourage collaboration. When this is not possible and as a last resort a competitive process will be used to decide the organisation which will become the Council's preferred partner in the transfer process.

8.0 Procedures for Assessing Asset Transfer Proposals

8.1 Key stages and indicative timescales

In considering the potential for asset transfer the Council will follow the process set out in Appendix 2. Key milestones in this process are set out with indicative timescales.

9.0 Community Right to Challenge & Community Asset List

9.1 The Localism Act 2011 created the Community Right to Challenge, which gives community and voluntary sector organisations the right to challenge the Council by putting forward an 'expression of interest' in running their services. The Localism Act 2011 also requires local authorities to maintain a list of assets of community value which have been nominated by the local community. There is clearly a 'cross-over' between both these initiatives and the Community Asset Transfer Policy. Whether delivering a service or managing / owning an asset of community value the Act does not give an automatic right to the organisation expressing an interest, nor is it guaranteed the organisation will be successful in any procurement exercise.

9.2 The Council has agreed it will receive expressions of interest in relation to any service under the Community Right to Challenge process in the months of February and August of each year. The Council has the right to reject expressions of interest received outside these time periods. Further information can be found on the Council's website. Expressions of interest for Community Right to Challenge should be sent to the Council's Monitoring Officer, Democracy and Governance, Plymouth City Council, Civic Centre, Plymouth PL1 2AA.

9.3 Community groups wishing to add an asset to the list of assets of community value can do so at any time. Further information can be found on the Council's website. Expressions of interest for Community Asset List should be sent to the Council's Monitoring Officer, Democracy and Governance, Plymouth City Council, Civic Centre, Plymouth PL1 2AA.

9.4 If a community group wish to add a Council owned asset to the Community Asset List then in the first instant they should contact the Head of Land & Property, Economic Development, Plymouth City Council, Civic Centre, Plymouth PL1 2AA who will log the request.

9.5 The Community Right to Challenge & Community Asset List processes are separate from the Community Asset Transfer Policy process where each request will be considered at any time following the procedures set out below in the appendices.

APPENDICES

Appendix I

As part of the single gateway approach all Community Asset Transfer requests should be sent in the first instance to the Head of Land & Property, Economic Development, Plymouth City Council, Civic Centre, Plymouth PL1 2AA who will log the request, and will co-ordinate the process.

Expected Content of Expression of Interest Letter / Outline Business Case

Provide details about your organisation (Who you are, how long have you existed, current involvement in the community).

Identify the building / land proposed to be transferred.

Identify the anticipated benefits to the Council, the community based group and the wider community.

Identify the VCOSE's plans for the building.

Identify any local support for the proposal.

Identify the length of transfer requested - leasehold and lease length.

Expected Content of Detailed Business Case

The business case is the single most important document to inform the decision about whether to proceed with the Transfer. All business plans must contain the following:

Summary - Who you are, what you want to do, how you intend to do it.

About your organisation - Track record, current plans, partnerships and people, governance, legal structure.

Summary of the project - Project Objectives and expected outcomes, proposed programme for delivery, proposed impact/benefits of the project to the local economy, proposals for management and operation of the asset (staff, volunteers).

Market Need – what local needs will the project be responding to (who will be the beneficiaries)? How many will benefit within a year (e.g. community groups, local people)?

Supply – who else is delivering similar activities in the same area? Is this potential for collaboration or competition and how will you respond to this?

Demand – who will purchase the services/products that you provide?

Pricing – what is the rationale for pricing (for services, renting space etc.)?

Sustainability – how the performance of the asset will contribute to sustainability through its life cycle.

Equality, Diversity & Community Cohesion – evidence the project will meet all the relevant requirements of the Equality Act 2010 and assist Plymouth City Council in promoting community cohesion.

Promotion - marketing strategy? (Online, direct to customer etc.) And who will you target? Who will do it (in-house or external)?

Resources/ Financial projections - Cash flow for first year, should include budget (3-5 years), should include examination of profit and loss and capital expenditure (if capital is required to redevelop the building sources secured or identified should be stated). The long term financial sustainability of the proposal should be clearly demonstrated. Explaining rationale for projections and assumptions should be made. This should also include assumptions about timings and level of commitment for both income and expenditure.

Risk assessment/management/mitigation - Identification of the different risks and a description of the implications of those risks occurring. Risks should be evaluated in two ways – the likelihood that the risk item will occur and the level of impact if the risk item does occur. A description of what the

organisations strategy will be to prevent the risk items from occurring, or coping with them if they do, should also be provided

- The organisation will also be expected to submit copies of governing documents, any evidence of external advice provided, expressions of support from partners/customers, copies of accounts (where available).

Appendix 2

PROCEDURES FOR ASSESSING ASSET TRANSFER PROPOSALS

Key stages and indicative timescales

In considering the potential for asset transfer the Council will follow the process set out below.

As part of the single gateway approach all transfer requests should be sent to the Head of Land & Property, Economic Development, Plymouth City Council, Civic Centre, Plymouth PL1 2AA who will log the request, and will co-ordinate the process. The Assistant Director for Homes and Communities will liaise with the voluntary and community sector on all applications received to ensure a widest possible consultation. The Cabinet Member for Cooperatives and Community Development will retain an overall responsibility for executive guidance to ensure a strategic decision is taken in particular where there is a potential for multiple community asset transfers.

The timeline set out below is purely indicative and will vary dependent upon the complexity of each application. It is also envisaged some of the points below will run concurrently with the process becoming more proficient as each application is considered.

1. Request – 3 Months*

Submit a request for a transfer by completing an initial Expression of Interest (EOI) letter/ outline business case (see appendix 1).

Provide details about the organisation, identifying the building proposed to be transferred, identifying the VCOSE's plans for the building and identifying any local support for the proposal.

The request will be referred to the LAND & PROPERTY TEAM for an endorsement for the transfer to be taken to the next stage.

The LAND & PROPERTY TEAM will issue notification of Asset Transfer Request to Cabinet Members, appropriate Ward Councillors, Director's and Assistant Directors for comment and notification of interest in the asset.

Each Directorate shall respond to the notification and identify any action required by the community group applying for the community asset transfer.

If an application is deemed unsuccessful after the EOI letter stage the Council will inform the applicant of its decision and reasons.

2. Lead Service – 2 Months*

The Lead Service would be the Council service with most appropriate links to the organisation requesting an asset.

The role of the Lead Service is to co-ordinate the Council's response to the request for an asset transfer and produces a report to Cabinet for an 'in-principle' decision. The Lead Service will be supported in this process by the LAND & PROPERTY TEAM. If there is no one lead service then agreement must be made by the appropriate Director on who will lead, with Land and Property in support.

The Lead Service will need to verify the credentials of the VCOSE's and to ensure that other VCOSE's operating in the area are aware, consulted and have been able to make representation.

3. Initial Report to Cabinet – 2 Months*

The report will detail relevant information, which Councillors will need to make an informed decision.

This will include information on the organisation, the asset (value, repair, condition/suitability, use) and the community benefits potential of an asset transfer (e.g. efficiency savings for the Council).

4. In Principle Decision – 1 Month*

The Council's decision will be 'in principle'. This will represent a decision to proceed by exploring the feasibility of the transfer as a VCO/Council partnership.

This will be subject to a detailed business plan and an associated business development process which will determine potential level of market discount, length and condition of lease, etc.

5. Detailed Development Stage – 4-8 Months*

Undertake detailed work to a viable business plan (see appendix 1).

The Council will provide information required to make the application process as straight forward as possible (e.g. site plans, legal docs, historical running costs, conditions survey, maintenance plan, etc.).

During this time the parties will reach in principle agreements around heads of terms, levels of discount and the provision for a Service Level Agreement.

6. Report to Cabinet – 2 Months*

Final report recommending transfer and outlining the terms and conditions. If an application is deemed unsuccessful at the Cabinet stage the Council will inform the applicant of its decision and reasons.

7. Transfer – 1 Month*

Transfer may be immediate. However there may be significant advantages to a phased handover – especially if the Council will be running it as an operational asset prior to the VCOSE's taking possession.

8. Ongoing Partnership and Support – 10 Years +

It is recognised that a pre-requisite of transfer success is an ongoing partnership between the Council and the VCOSE's. This may take the form of technical support and advice. It may also a commitment to ongoing dialogue, which will last far beyond the transfer event itself.

* Time scales approximate, depending upon complexity of each case.

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PLYMOUTH CITY COUNCIL

Subject: Langage Employment Units
Committee: Cabinet
Date: 21 May 2013
Cabinet Member: Councillor Lowry
CMT Member: Anthony Payne (Director for Place)
Author: James Watt, Head of Land and Property
Contact details Tel: 01752 304195
Email: james.watt@plymouth.gov.uk
Ref: Langage
Key Decision: Yes
Part: I

Purpose of the report:

Plymouth City Council is committed to promoting the growth of the local economy and the creative use of Council land and property assets to support employment. This report provides the exciting opportunity to actively promote the growth agenda and create / support up to 80 FTE jobs. This will be achieved by providing 2,787 sq m of sustainable high quality, speculative employment accommodation for small and medium-sized businesses on Council owned land at Langage Science Park, Plympton, Plymouth. The estimated cost of the project is £2.5 million and the completed and fully let development will also provide the Council with a valuable long term income stream and add to its existing commercial property portfolio.

A detailed demand and supply report has been completed (March 2013) by Jones Lang LaSalle which concluded that Plymouth has a shortage of high quality, modern employment space facilities. The cost value gap of the private sector delivering these much needed employment schemes has led to market failure to provide high quality employment accommodation in Plymouth. Therefore there is strong justification for the public sector to intervene and progress such schemes by direct development.

It is proposed that the development will incorporate sustainable technologies to minimise carbon emissions and running costs, potentially including the following: solar photovoltaic, increased levels of insulation, increased levels of natural daylight and ventilation and highly efficient heating systems.

Approval is now required to authorise the above expenditure and progress the procurement of the Main Contractor. It is proposed that this project be delivered using one of the Framework Contractors (through a mini tender competition) and that it is delivered via a two stage design and build tender process with full contractor design. The framework used will incorporate a local employment scheme to facilitate work placements and apprenticeships.

It is being recommended that Cabinet delegate their key decision to accept the tender to expedite efficient letting of the contract.

Corporate Plan 2012-2015:

Deliver Growth

This project will directly contribute to this priority by providing a supply of high quality business space. It will facilitate job creation through the feasibility/construction phase and importantly through the provision of speculative workspace. Using Government Best Practice (1 job created per 35sq m) it is estimated that 80 full time jobs could be supported as a result of this investment (excluding the temporary construction jobs). These jobs will help contribute to and increase the GVA of the area.

In addition the project will unlock additional serviced development plots (a key target under Level 2) that could be delivered in the future by PCC, sold to owner occupiers or developers.

Raise Aspirations

Currently the site is an undeveloped parcel of land which has been barricaded to prevent unsociable activities taking place. The delivery of new, high quality business space will assist in raising aspirations for existing, surrounding businesses and new businesses occupying the premises. By providing high quality facilities it will help contribute to greater business confidence, give people something to be proud of and embed civic pride.

The opportunity to occupy modern facilities will hopefully lead to more comfortable working environments for employees, which in turn will help raise aspirations and motivation.

Reduce Inequality

The provision of high quality workspace built to modern standards will help reduce inequality by making the premises fully accessible.

Provide Value for Communities

Whilst the development cost of the proposal is estimated to be £2.5m PCC has a proven track record of delivering employment space schemes which provide not only an on-going revenue stream but also an important investment capital asset.

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

It is proposed that the estimated cost of the project of £2.5 million will be funded by the Council's newly created Investment Fund to promote economic growth with the net rental income generated from the completed development to be recycled back into the fund to support future investment opportunities. This will provide more flexibility for the Investment Fund as the rental income will be a future revenue resource rather than capital.

A Government initiative has recently been announced that will enable all new developments (completed after October 2013) to benefit from rates relief for a period of up to 18 months. The introduction of this initiative will remove a significant risk relating to holding costs.

A detailed marketing strategy will be prepared prior to the construction phase and as construction work commences the units will be offered to businesses on open market rental basis. A marketing budget has been included within the costs.

As the units will be newly built, a minimum one year maintenance programme will be incorporated in to the construction contract – this will assist in mitigating against any future on-going revenue expenditure.

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

This project will help address the following issues:

Child poverty – through the provision of additional workspace it will assist business growth, create new job opportunities (including the positive impact on supply chains) and help families back into work and out of poverty.

Community Safety – the development of this site will remove/reduce anti-social behaviour that currently exists on site.

Health and Safety – during the construction phase the site will be under the full control of the Main Contractor who will be bound by the Construction Design Management Regulations.

A number of risks (High, Medium and Low) are associated with developments of this nature and that is entirely normal. An example of some of the key risks include: unfavourable ground conditions, planning consent, increased costs, delays and limited interest in the completed units. A full risk register log has been prepared and will be maintained and updated on a regular basis.

Equality and Diversity

Has an Equality Impact Assessment been undertaken? No

The proposed development will be completed in accordance with current Building Regulations and statutory approvals and as such will be fully compliant with the Disability Discrimination Act 1995 provisions on design access requirements and the Equality Act 2010. A full EIA is therefore not considered appropriate for this proposal.

Recommendations and Reasons for recommended action:

Cabinet is asked to –

- (1) recommend the City Council to amend the capital programme to include £2.5m for a scheme to provide 2,787 sq m of industrial workspace at Langage;

Reason: To enable the proposed project to be added to the Council's capital programme.

- (2) approve a tender exercise using a two stage design and build procurement process for the delivery of a £2.5m direct development commercial employment scheme at Langage to provide 2,787 square feet of high quality, sustainable accommodation facilitating or supporting up to 80 full time jobs;

Reason: To ensure suitable risk transfer and timely procurement arrangements.

- (3) delegate to the Cabinet Member for Finance the authority to make the key decision to award the building contract following the tender exercise.

Reason: To expedite efficient letting of the contract.

Alternative options considered and rejected:

Property Options

An analysis of the possible options for the site has been undertaken and given the location of the site, neighbouring uses and planning information it is reasonable to assume that planning consent for B1, B2 & B8 would be forthcoming.

It is highly unlikely that any higher value uses (such as residential, retail or leisure) would be acceptable or appropriate for this site.

Project Options

1) Do Nothing

Whilst this option does not cost anything to deliver it results in the provision of no outputs e.g. jobs or provision of employment space. The site will remain as an asset and will have the on-going management costs associated with it. There will be no benefits associated with this option.

2) Do Maximum

This option would increase the density and scale of the development by constructing additional workspace across a number of plots. Whilst this may be proportionately cheaper to construct due to economies of scale there could be a negative impact on rental and capital values due to a greater supply.

3) Land Sale to 3rd Party

The freehold sale (of the development land) option would result in a potential capital receipt being secured but would fail to satisfy PCC's aspiration to create long term revenue generating projects.

The long leasehold sale proposal would provide a capital receipt and possibly an on-going ground rent payment however the long leasehold option is not attractive to purchasers or indeed the financial lending institutions.

Published work / information:

Background papers:

Title	Part I	Part II	Exemption Paragraph Number							
			1	2	3	4	5	6	7	
Langage Demand & Supply Report: Jones Lang LaSalle 8 th March 2013	Yes									

Sign off:

Fin	CDR/Pi aceF EDC00 2	Leg	17293 /DVS	Mon Off	17293 /DVS	HR		Land & Prop	JW 0013 18/4/1 3	IT		Strat Proc	CJT/I 16/12 0413
Originating SMT Member: David Draffan													
Has the Cabinet Member(s) agreed the contents of the report? Yes													

1) Introduction

- 1.1 This report relates to a Council owned 3.09ha (6.8 acre) development site at Langage Science Park and in particular the option of delivering a new phase of development. The proposal is to deliver a high quality scheme of flexible workspace of circa 2,787sqm (30,000 sq ft).
- 1.2 The completed units will be made available to occupy by way of open market lettings. The residual development land will be available for further phases of direct development or potentially available for freehold/long leasehold disposal to third parties (developers/owner occupiers).
- 1.3 PCC historically has a good track record of proactively delivering commercial workspace through direct development. As a result this has led to the provision of a longstanding and valuable commercial property investment portfolio (comprising employment accommodation for SME businesses in the city and helping improve the GDP). Importantly, these assets also provide a valuable source of long term secure revenue income for the Council.
- 1.4 The proposed expansion (through this proposal) of Langage Science Park will help create and safeguard new job opportunities as well as promoting growth and providing PCC with a long term revenue stream. Using Offpat Guidance on Job Density (A Government Best Practice Note) it is estimated that the proposed 2,787sqm scheme will facilitate and support circa 80 jobs (1 job per 35sqm).

2) Site Location

- 2.1 Langage Science Park is located on Plymouth's eastern boundary close to the A38 Devon Expressway. Whilst owned by PCC it lies within the physical boundaries of South Hams District Council and in the Parish of Sparkwell.
- 2.2 Plymouth is the largest city in the South West peninsula with a population of approximately 255,000 and an estimated retail catchment of 350,000 within a ten mile radius of the City Centre.
- 2.3 The PCC owned development land is located off Beechwood Way within Langage Science Park, which is to the northern side of the of the Langage Industrial Estate. Langage now includes a rich diversity of business space including the traditional distribution and manufacturing occupiers together with call centres, car showrooms and offices.
- 2.4 The development site is strategically located close to the Deep Lane junction off the A38 Devon Expressway, providing swift and easy access to the local, regional and national road network.
- 2.5 The site plan at Annex I identifies the development plot at Langage Science Park.

3) Site Description

- 3.1 The 3.09 hectare (6.8 acre) site is relatively level although there are mounds of spoil which have presumably come from previous phases of development or the infrastructure works.

- 3.2 The site appears to be fully serviced and accessed although the road is blocked off to prevent fly tipping and gypsy/traveller unauthorised encampments. The road is in a relatively poor state and is unlikely to be currently adopted although it appears to have been originally constructed to adoptable standards with street lighting, pavements and cycle ways.
- 3.3 Searches have been undertaken with regards to the availability of utilities/services including water, gas, electricity and BT. These all appear to be present within the boundaries of the site and confirms that they were probably included as part of the road extension project referred to under 'Planning Status' below.
- 3.4 A formal search has also been undertaken looking into the historic uses of the site, potential sources of contamination and environmental risks and this has identified no major issues or concerns.

4) Background

- 4.1 The 3.09 ha site has been in the ownership of PCC for a number of years and in October 1999 planning consent was granted to deliver an extension to the existing Beechwood Way road resulting in the creation and provision of additional employment land for development.
- 4.2 Whilst there is limited information available it is assumed that the road and service infrastructure project commenced shortly after planning consent was approved. The condition of the road certainly indicates that it was built a number of years ago.
- 4.3 In addition to the road infrastructure project PCC also undertook some direct development of high quality commercial premises which are fully let and income producing.
- 4.3 A review of the available information has been undertaken and there does not appear to be any onerous conditions or issues associated with the site.
- 4.5 On two previous occasions (2006 and 2011) negotiations were entered into with 3rd parties for the freehold sale of part of the site (circa 1.38ha). These both failed to complete and consequently the land remains undeveloped.
- 4.6 In December 2012 the site was identified as a priority for direct development and an Initial Project Proposal prepared, submitted and approved. Since this date the project has progressed and further work undertaken including a demand and supply report, development appraisals, environmental checks and utility searches.

5) Planning Status

- 5.1 The site sits within the South Hams District Council boundary and lies within the Langage employment site policy area. The land use is restricted to light industrial, office, high technology, general industrial or warehouse.
- 5.2 Subject to planning, funding and PCC approval the land is ideally placed to provide further phases of B1, B2 and B8 accommodation.

6) Demand and Supply Information

- 6.1 An independent Demand and Supply report completed by Jones Lang Lasalle in March 2013 positively concluded that:

- Langage is in an ideal location with good access to the A38
- The delivery of B1, B2 and B8 employment space is wholly appropriate for this location
- There is limited developer activity across Plymouth and the wider area
- The supply of 2,787sqm in a single phase is appropriate
- There is likely to be good latent demand for high quality employment space

6.2 The above has also been reinforced by the Plymouth Manufacturer's Group (PMG) which, in their 2012 Sites and Premises Survey identified that:

- There has been a lack of supply of high quality employment space of the right size (400sqm - 929sqm) over the past few years. This is constraining SME businesses in the Plymouth travel to work area
- 20% of firms feel that their premises inhibit their growth
- 35% identified not being able to find appropriate premises (size and quality)
- 70% feel that the supply of sites/buildings is inadequate, inappropriately located and/or priced

6.3 This is further supported by the Plymouth Chamber of Commerce who stated the following:

- Not enough modern space available in the market
- Need to provide a supply for latent demand
- New supply will help stimulate the economy
- Need to cater for SME businesses
- Provide property that is attractively priced

6.4 In addition to the above, PCC own a substantial amount of commercial property assets and these are currently in excess of 95% let. This statistic demonstrates a shortage of supply and high demand for the right space.

6.5 Supply:

6.6 The report looked in detail at the existing supply of commercial workspace and identified:

- There is approximately 92,000 sqm of available commercial space within the Plymouth area. This represents less than 5% of the total estimated floorspace that exists in the Plymouth Market or in other words 95% of Plymouths industrial and office space is successfully let or occupied. A large proportion of this stock is older and of a much lower quality than that proposed within this report.
- There are very few, (if any) new build, high quality opportunities available on the market for lease or purchase.

- Private sector development has reduced significantly due to market failure and a widening of the cost value gap.
- There is a lack of high quality, flexible and modern commercial accommodation of the right size (370 sq m – 929 sq m).
- There appears to be a reasonable supply of older, smaller industrial accommodation (up to 370 sq m).

6.8 Demand:

- 6.9 It is difficult if not impossible to predict the demand for new industrial and commercial premises as the market is complex and vulnerable to fluctuations in the wider economy.
- 6.10 Through the findings of the report it can be concluded that a large proportion of the 2012 take up (26,058 sq m) was taken up for manufacturing uses and ranged in size from 140 sq m to 5,580 sq m. This predominantly comprised older, lower quality stock and provides strong evidence to suggest there is a lack of available modern facilities for businesses to occupy – therefore demand should exist for higher quality space.
- 6.11 The PCC Land and Property Team have had discussions with Local Agents and reviewed the market generally. This has identified that whilst the last few years have been challenging there is a requirement for good quality employment space. This is evidenced through the PCC commercial property portfolio being extremely well let.
- 6.12 The delivery of speculative accommodation tends to satisfy a latent demand. This has been proven in the past by developers such as Priority Sites Ltd and the former South West RDA, who were very successful at delivering high quality, speculative schemes and finding occupiers for the completed buildings.

7) **Options Analysis**

7.1 Property Options

- 7.2 An analysis of the possible options for the site has been undertaken and given the location of the site, neighbouring uses and the above planning information it is reasonable to assume that planning consent for B1, B2 & B8 would be forthcoming.
- 7.3 This could also potentially attract interest from trade counters who have traditionally paid a premium to occupy such premises. However, the economic climate has probably narrowed this gap.
- 7.4 It is highly unlikely that any higher value uses (such as residential, retail or leisure) would be acceptable or appropriate for this site.

7.5 Project Options

1) Do Nothing

Whilst this option does not cost anything to deliver it results in the provision of no outputs e.g. jobs or provision of employment space. The site will remain as an asset and will have the on-going management costs associated with it. There will be no benefits associated with this option.

2) Do Maximum

This option would increase the density and scale of the development by constructing additional workspace across a number of plots. Whilst this may be proportionately cheaper to construct due to economies of scale there could be a negative impact on rental and capital values due to a greater supply.

3) PCC Direct Development (preferred option).

Paying due regard to the above it is proposed that the site be used for high quality factory development (to include an appropriate amount of office content), although given its overall size (3.09 ha) it will need to be undertaken on a phased basis.

Considering the success of previous schemes by PCC at Langage, it is proposed that PCC take a proactive approach and progress another phase of commercial development by direct delivery. The provision of further high quality, flexible workspace will help meet a variety of needs from potential end users.

In order to minimise the risk a cautious approach needs to be taken and a sensibly sized project promoted so as to not over supply the market. The Demand and Supply report indicates that provision of flexible workspace is key and that by delivering it in phases of 2,320 – 2,787 sq m (which is sub divided into smaller units) it yields construction cost savings through economies of scale.

In addition an allowance for a void period needs to be factored in and for the purposes of this proposal a 12 month void across the scheme for the first 5 years has been assumed. It is worth noting that for new employment space schemes completed after October 2013 that there is a an 18 month Business Rates Free Period – this will significantly de risk the potential holding costs of the scheme and make it more attractive to deliver.

The direct development option would result in an investment asset over the longer term (20 years plus) and the provision of a revenue income through the leases in the short/medium term (1 – 20 years). There are of course risks associated with delivering a speculative development and these are set out in section 9 below.

Land Sale to 3rd Party

The freehold sale (of the development land) option would result in a potential capital receipt being secured but would fail to satisfy PCC's aspiration to create long term revenue generating projects.

The long leasehold sale proposal would provide a capital receipt and possibly an on-going ground rent payment however the long leasehold option is not considered attractive to purchasers or the financial lending institutions.

8) Development Appraisal

- 8.1 A detailed development appraisal has been completed and used in the preparation of this report.

8.2 Costs and Values

8.3 Assumptions have been made at this pre tender stage as to the likely cost of development. It is anticipated that to deliver a good quality scheme of 2,787 sq m it will cost approximately £775 sq m (£2.16m) plus professional fees and other associated costs (£340,000) equating to £2.5m in total. The value of PCC's land has not been included in this calculation.

8.4 The asset value immediately upon completion has been estimated to be £1.85m which is based on a rental of £59.18 per sq m (£5.50 per sq ft) and a yield of 9%. However, it is unlikely that PCC will wish to immediately dispose of the investment (particularly given the cost value gap of £665,000) instead preferring to retain and benefit from the investment long term.

8.5 It is proposed that the scheme will be funded by the Council's newly created Investment Fund to promote economic growth with the rental income generated from the completed development to be recycled back into the fund to support future investment opportunities.

8.6 Short Term View

8.7 A development appraisal undertaken on a residual basis produces a deficit/cost value gap of £665,000. This is based purely on a build it and sell it on Practical Completion basis. Clearly it is not economical for the private sector to be delivering schemes on this basis but to put it into the context of a cost per job it can be established that if the scheme supports 80 jobs then it will cost £8,313 per job.

8.8 Longer Term View

8.9 A detailed discounted cashflow has been prepared for the scheme showing a Net Present Value (NPV) of £869,113 assuming a 20 year holding period and a notional cost of borrowing at the current 3.9% Local Authority prudential borrowing rate and a discount rate of 4%. Further sensitivity analysis has been undertaken at discount rates of 5% and 6% to reflect higher risks in terms of voids etc, however these still demonstrate that the project can return a positive NPV over a 20 year period.

8.10 It should be noted that an assumed rental increase takes place on each five year term equating to an overall increase of 27% over 15 years. This is not considered to be unreasonable.

8.11 Initially the cost per job for PCC stays the same at £8,313 but by taking a longer term approach of holding the asset it should be possible to secure a valuable income producing asset where the cost per job diminishes and a positive cash position achieved. This can be evidenced through historic phases of direct development by PCC which are owned outright and producing very good annual rental returns.

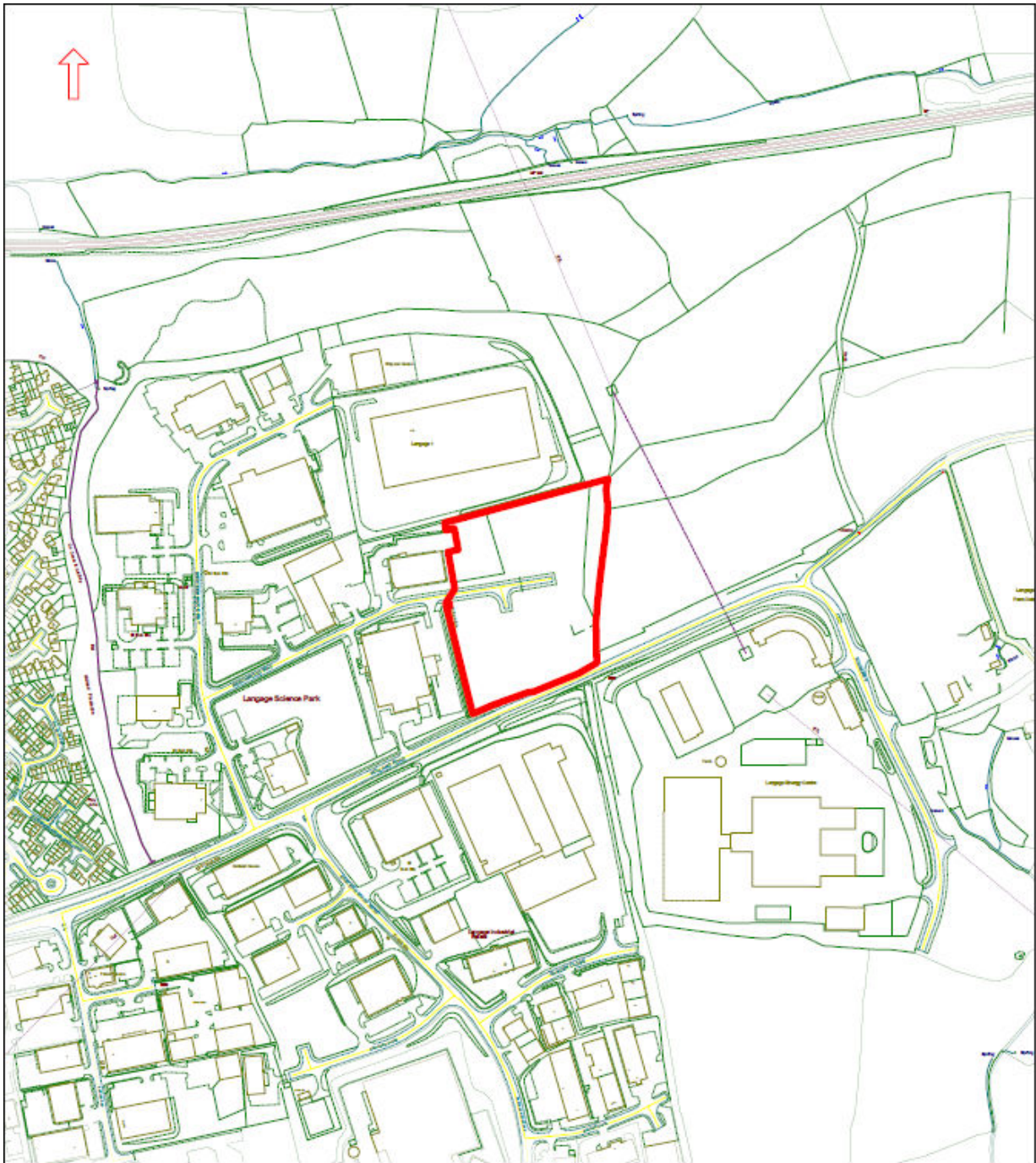
9) **Risks**

9.1 As with any project there will always be risks however if a proactive approach is taken measures can be implemented to try and minimise the risks. Below is a project risk register setting out the key risks which will be updated as the project proceeds.

No	Risk Element	Outcome or Mitigating Action	RISK High Medium or Low
1	PCC do not wish to proceed with this proposal	Site stays as it is or is marketed to 3 rd parties. Potential on-going management responsibilities.	Low
2	PCC decide to proceed with the feasibility work only.	Some initial feasibility/pre development work will be undertaken at a cost of circa £50,000. This would not necessarily be lost and could be used again in the future or used to increase the value of the land i.e. if it has a detailed planning consent it could be worth more.	Low
3	Appointment of professional team	It will be essential to ensure the right team are appointed to deliver the scheme and conduct the initial feasibility/pre-development work.	Low
4	Scheme Size changes	The size of the scheme will be dependent on the optimum layout on specific plots. A review of each option will be undertaken and an assessment of costs and risks of each.	Low
5	Unfavourable ground conditions or other unknown abnormal costs	A comprehensive SI will need to be carried out on site. Given the original infrastructure project this is deemed to be a low risk.	Low
7	Planning	Work with professional team and PCC to ensure an appropriate scheme is progressed and approved.	Low
8	Increased Costs of development (either at feasibility stage or tender stage)	The professional team will keep careful control over the financial budgets. Due consideration will need to be given to value engineering if this becomes an issue. The appraisal used for this proposal is based on previous experience of delivering similar projects and includes a contingency.	Medium
9	Delays due to inclement weather	When the scheme is on site it is usual to experience delay due to weather and this will be monitored closely by the professional team. A contingent allowance will be factored into the programme.	Medium
10	Limited interest in the units	A void period (12 months) has been built into the appraisal over the first 5 years although it is of course hoped that the premises will let within this timeframe	Medium
11	Holding costs	If the above void is exceeded then this will directly relate to the net rental income available to be recycled into the investment fund	Medium

Annex I

Langage Site Plan



**LAND & PROPERTY TEAM
ECONOMIC DEVELOPMENT**

TITLE	Development Land at Beechwood Way	Map ref: SX5656	Scale 1:5000
	Langage	Drawing ref.:	April 2013

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PLYMOUTH CITY COUNCIL

Subject:	Child Poverty Strategy 2013-16 and Action Plan
Committee:	Cabinet
Date:	21 May 2013
Cabinet Member:	Councillor Penberthy
CMT Member:	Carole Burgoyne (Director for People)
Author:	Candice Sainsbury, Senior Policy, Performance and Partnerships Advisor
Contact details	Tel: 01752 398330 email: candice.sainsbury@plymouth.gov.uk
Ref:	
Key Decision:	Yes
Part:	I

Purpose of the report:

Following extensive consultation, this draft three year strategy and accompanying action plan outlines a proposed citywide approach to tackling the causes and impact of child poverty under four major themes:

- Financial Support and Independence
- Family Life and Children's Life Chances
- Communities and Neighbourhoods
- Child Poverty is Everyone's Business.

Please note that the accompanying child poverty action plan is a living plan. Many of the activities currently listed in the action plan are in a formative stage. Other activities do not yet appear as they are still being discussed, with a focus on issues including but not limited to transport, food co-operatives and additional child poverty focused activities to be delivered by our partners. This is to be expected within a three year strategy that is heavily reliant on all partners playing their part. More detail will start to emerge as work progresses and as more partners and services engage.

Corporate Plan 2012-2015:

The Council has committed to developing ways of effectively addressing child poverty as part of its overarching commitment to becoming a Co-operative Council.

Tackling child poverty is identified as a level 1 performance indicator within the current Corporate Plan which supports the delivery of one of the city and Council's four priorities – reducing inequalities.

Reducing child poverty is considered as integral to addressing medium term issues to respond to the financial and external challenges faced by the Council and to move forward on its long-term vision and priorities. It is identified as an area where it is critical that we work successfully across the whole council and city partnership.

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

Effective delivery of the child poverty strategy is highly dependent on having a comprehensive understanding of how resources are being commissioned against child poverty outcomes across Plymouth City Council and its partners. The strategy identifies areas and opportunities where pooling and alignment of resources may be required around common outcomes, for example within the early intervention and prevention strategy commissioning processes.

For existing plans and strategies, is it expected that commissioning of services to support child poverty outcomes will take place based on agreed priorities within approved budgets and resources.

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

The draft three year strategy and accompanying action plan outlines a proposed citywide approach to tackling the causes and impact of child poverty.

Equality and Diversity

Has an Equality Impact Assessment been undertaken? Yes

Recommendations and Reasons for recommended action:

Cabinet are asked to adopt the Child Poverty Strategy 2013-2016 and agree the accompanying action plan. This is in response to the Child Poverty Act 2010 which places a number of duties on Local Authorities and other local delivery partners to work together to tackle child poverty.

Alternative options considered and rejected:

It is a statutory requirement to produce a Child Poverty Needs Assessment and Strategy.

Published work / information:

- [Child Poverty Needs Assessment \(2012\)](#)
- [Final report: Engagement and consultation feedback \(2013\)](#)

Background papers:

Title	Part I	Part II	Exemption Paragraph Number							
			1	2	3	4	5	6	7	
None										

Sign off:

Fin	People F HCI3 14 001	Leg	1730 I/DV S	Mon Off	TH 01 07	HR		Assets		IT		Strat Proc	
Originating SMT Member Judith Harwood													
Has the Cabinet Member(s) agreed the contents of the report? Yes													

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Cover Graphic: Child Poverty Wordle created by children and young people as part of the consultation on the Children and Young People's Plan 2011-2014.

SECTION I: INTRODUCTION

Child poverty is essentially a result of poverty in families.

Child poverty matters because it means children suffer now and their future lives can be blighted.

In 1999, the Government made a commitment to end child poverty by 2020. The Child Poverty Act was published in 2010 to deliver on this and places a number of duties on Local Authorities and other local delivery partners to work together to tackle child poverty.

Plymouth has shaped its response to child poverty based on its understanding of child poverty as the outcome of economic, environmental and social factors that can damage a child's development and limit or prevent children and young people from having many of the experiences and opportunities that others take for granted¹.

Income is central to the lives of all families in poverty. This reflects the current national measure which classes families earning less than £251 per week as living in poverty. In Plymouth this equates to 11,560 children, of which 10,190 are aged under 16².

Amidst the deepening economic crisis, it is an opportune time to develop our local plan to tackle child poverty. Falling incomes, unemployment, rising cost of living, reduced economic activity and major changes to the way that welfare assistance is provided are having a real impact on Plymouth families both in the short and long term. For example, stressors such as job loss, home foreclosure, or loss in family savings can place strain on parental relationships and on the family as a whole. It can affect educational achievement of children by reducing families' abilities to provide a supportive learning environment or adequate nutrition, or by forcing a delay or abandonment of higher education plans.

A simultaneous reduction in public sector funding also means that difficult financial decisions will need to be made by the Council and other agencies in the coming years.

This three year strategy presents how Plymouth aims to tackle the causes and impact of child poverty, while also acknowledging the limits and challenges presented by the current economic and social environment.

Poverty can be such a destructive force because of its long-term grip on families and communities, holding them back generation after generation. The disadvantages and barriers that parents experience are the source of this long-term impact. These barriers have a detrimental effect on children's progression and well-being, which can impact right through into their adulthood, in turn affecting the subsequent generation. The way that disadvantage perpetuates is shaped by the experiences, attainment and outcomes of children growing up in socio-economic disadvantage and by the way that negative parental activities experienced through childhood may repeat in adulthood³.

¹ Definition taken from the Plymouth Children and Young People's Plan 2011-2014

² Based on HMRC definition (Number of children in families in receipt of either out of work (means-tested) benefits, or in receipt of tax credits where their reported income is less than 60 per cent of median income. Snapshot at 31 August 2010.

³ Allen, G (2011) 'Early Intervention: the next steps' An Independent Report to Her Majesty's Government.

PLYMOUTH'S COMMITMENT TO TACKLING CHILD POVERTY

Child Poverty in Plymouth is being taken seriously.

Tackling inequalities is a shared priority for Plymouth City Council and its partners, with child poverty a key outcome measure for which there is collective responsibility across all partners. Following a motion agreed at Full Council in July 2011, Plymouth City Council made a firm commitment to tackling child poverty in the city and this is reflected in its Corporate Plan 2012-15.

Agencies working across Plymouth can demonstrate that they have not been reticent in how they work with our most vulnerable families. Much of this work is already taking place under the auspices of existing activity delivered within, but not limited to the Local Development Framework 2006 - 2021, Children and Young People's Plan 2011-14 and the Housing Plan 2012-2017.

The upcoming Plymouth Plan, expected in 2015, will lay out the integrated and holistic long term plan for the city up to 2031, encompassing the city's major plans such as the upcoming Health and Wellbeing Strategy, Local Transport Plan, Local Economic Strategy and many others including those listed above.

Its key aim is to provide a framework which will draw links and connections between all areas of the city's business, in order to identify ways to deliver change in the city and to tackle complex socio-economic problems including Child Poverty. It is a clear intention that the major themes and issues identified within this Child Poverty Strategy will subsequently feed into those being developed under the auspices of the Plymouth Plan.

DEVELOPING A LOCAL CHILD POVERTY STRATEGY

Plymouth City Council, in line with its statutory duty to tackle child poverty and acknowledgement of child poverty as both an adult and child focused issue, has led the development of a local Child Poverty Strategy, working closely with key partners and partnerships. This work has been overseen by the Child Poverty Cross Party Working Group chaired by Councillor Chris Penberthy, Cabinet Member for Cooperatives and Community Development, and vice chaired by Councillor Sam Leaves, Shadow Cabinet Member, Children and Young People.

As part of the Joint Strategic Needs Assessment, a Child Poverty Needs Assessment was undertaken in 2012 and can be accessed at [Plymouth City Council - Child Poverty](#).

A series of consultations have been undertaken to support the development of the Child Poverty Strategy for Plymouth as follows:

- Consultation to agree a local definition of child poverty - 27 May to 31 July 2012.
- Consultation event on the Child Poverty Needs Assessment as the basis on which to develop Plymouth's Child Poverty Strategy - 15 October 2012.
- Consultation on the draft Child Poverty Strategy - 12 December 2012 to 31 January 2013.

The Needs Assessment and consultation feedback have been consistently used to inform and shape each step of the strategy development process. All documents can be accessed at [Plymouth City Council - Child Poverty](#).

A LOCAL APPROACH TO TACKLING CHILD POVERTY

As part of achieving the city’s vision “to become one of Europe’s, most vibrant waterfront cities where an outstanding quality of life is enjoyed by everyone”, the Child Poverty Strategy for Plymouth aims **to reduce child poverty and mitigate its impact** over the next three years.

It is important to be clear what this strategy aims to achieve within the next three years.

There is already a significant breadth of excellent work being undertaken across the city to tackle child poverty. Plymouth is not starting from scratch when it comes to tackling child poverty, and this strategy will acknowledge and celebrate existing work rather than seek to duplicate it. This strategy will add value to this work by directing resources to identified gaps and areas of additional need identified through the Child Poverty Needs Assessment and extensive consultation with key stakeholders.

To know more about the gaps and areas of additional need outlined in this strategy, please visit [Plymouth City Council - Child Poverty](#).

A FRAMEWORK FOR CHILD POVERTY

Child poverty is a complex issue that cannot be achieved with a single faceted approach. This strategy uses four overarching themes to outline its approach, as shown below.



Each theme represents the factors that have the largest and most direct impact on child poverty, based on evidence based frameworks designed to assist the development of local child poverty strategies⁴.

⁴ These include the 'Building Blocks Framework⁴' developed by the Child Poverty Unit, and the framework outlined within the National Child Poverty Strategy: 'A New Approach to Child Poverty: Tackling the Causes of Disadvantage and Transforming Families' Lives⁴'

SECTION II: WHAT PLYMOUTH AIMS TO DO

This section presents each theme in turn as follows:

- Overview of local needs⁵
- What we want to achieve
- What is already happening – areas of good practice
- Existing plans and upcoming opportunities
- What we will focus on over the next three years

While each theme is presented separately, it is essential they are not understood as isolated from each other – the interrelationships between each are central to the success of this plan.

THEME I: FINANCIAL SUPPORT AND INDEPENDENCE

Unemployment is widely considered to be one of the key drivers of poverty. As well as being a major source of income, work generally improves people's well-being and mental and physical health, with positive implications for their children⁶. The quality of employment rather than employment in itself is a key factor. Individuals can suffer recurrent poverty as they become caught in a low pay/no pay cycle caused by insecure low paid work. Jobs that are not of high quality in terms of pay, conditions, flexibility and sustainability will not break the poverty cycle and can be detrimental to health and well-being in the long-term.

It is recognised that for a significant number of people, employment is unlikely to provide them with an adequate household income. Recent successes in driving down child poverty show that supporting parental employment and subsidising low paid employment are effective in reducing poverty⁷.

It is more expensive to be poor! For example, people on low incomes often end up paying more for the services they need because they cannot access mainstream financial products. Households using a pre-payment gas or electric meter are more likely to be in fuel poverty than those using other payment methods⁸. Many families living in poverty live in areas where public transportation isn't readily available or affordable, and can't afford to own a car. Unmanageable personal debt can drive a cycle of poverty and distress that is very difficult for families to escape. It reduces household income available to spend, creates further pressures on parents and relationships, and in extreme cases has a significant impact on children's quality of life and life chances.

⁵ The full needs assessment can be accessed at [Plymouth City Council - Child Poverty](#). Key implications identified within the child poverty needs assessment can be found in Annex I.

⁶ Waddell, G and Burton, K (2006) 'Is Work Good for your Health and Well-Being?' The Stationery Office; Black, C (2008) 'Working for a healthier tomorrow: Dame Carol Black's Review of the health of Britain's working age population'

⁷ Ibid

⁸ Department for Energy and Climate Change (2011) Annual Report on Fuel Poverty Statistics. DECC, London. www.decc.gov.uk/assets/decc/Statistics/fuelpoverty/2181-annual-report-fuel-poverty-stats-2011. Pdf.

OVERVIEW OF PLYMOUTH'S NEEDS

- Plymouth has high levels of deprivation with a number of neighbourhoods among some of the most deprived in the country. The 2010 Indices of Multiple Deprivation highlights that Plymouth is just above the bottom 20% of local authorities for levels of deprivation, being ranked 72 out of 326. Plymouth is most deprived in the domains of income and employment scale.
- One in five Plymouth children are living in poverty based on household income levels. The highest rate of child poverty can be found in North Prospect with 57.6% of children in poverty in one Local Super Output Area (LSOA) alone. Five other LSOAs have over 50% of children in poverty and these can be found in the neighbourhoods of Devonport, Stonehouse, City Centre and North Prospect / Weston Mill.
- While the majority of child poverty is located in the South West and North West of the city, there are growing pockets in more affluent parts of the city. As the majority of data predates the recession, actual levels of child poverty could be higher than reported in the needs assessment.
- Welfare Reform changes are estimated to impact 20% of the city's population, and will disproportionately affect some of Plymouth's most vulnerable families. This will lead to growing difficulty to manage household finance within an already challenging economic climate which has seen the costs of living rise significantly. While more data is required to understand the level and types of household debt across the city, there are clear indications of a growing need for workless and low income households to manage increased financial pressures including payment of bills, credit cards, vulnerability to loan sharks/personal debt.
- In-work child poverty poses a significant risk to the city. Plymouth residents have a lower than average rate of pay and Plymouth has a high level of part-time workers.
- Overall, Plymouth has a lower qualified workforce, due in part to outward migration of people with higher qualifications in addition to a perceived lack of basic employability skills including literacy, numeracy and communication.
- Nearly 70% of children in poverty in Plymouth live in lone parent families with Barne Barton having by far the highest rates.

For more detailed information please refer to the Child Poverty Needs Assessment at [Plymouth City Council - Child Poverty](#).

WHAT WE WANT TO ACHIEVE

- More parents are in work that pays
- Financial support is responsive to families' situations

EXISTING PLANS AND UPCOMING OPPORTUNITIES

<p>Local Economic Strategy (LES)</p>	<p>The LES identifies the economic development priorities necessary to deliver a step change in economic growth to 2026. Its aspirations are to increase competitiveness, diversify knowledge, improve the skills base of the workforce, build sustainable, well connected and inclusive communities and intensify the overall business base of the city. This will attract private investment, raise incomes and help tackle economic and social exclusion.</p>
<p>Local Development Framework (LDF)</p>	<p>The LDF provides the spatial planning framework for the development and growth of the city. Together with the Local Transport Plan, it provides a</p>

	strategic framework for the spatial development of the city.
Plan for Jobs	<p>The Plan for Jobs will create over 2,000 jobs and apprenticeships over the next two years to stimulate the city’s economy and create jobs. The five commitments of the Plan for Jobs are to:</p> <ul style="list-style-type: none"> • Create jobs for local people by unlocking or speeding up major development projects, including housing • Help the city's unemployed gain skills and experience to help them get work as well as retain talented graduates • Proactively sell the city, its businesses, its products and its people • Unlock access to finance and provide support to enable job creation • Use the Council's assets, influence and buying power to increase jobs by using local supply chains and local goods where possible
Community Economic Development Trust	Aims to support communities in the north west of the city to improve their access to employment opportunities.

WHAT IS ALREADY HAPPENING? – GOOD PRACTICE CASE STUDIES

Creating new business opportunities – Outset Plymouth

Outset Plymouth provides intensive support to local people seeking to be self-employed or start a new business. So far, Outset has helped to create 162 businesses, which equates to 199 jobs in the local community. The types of support offered include 1:1 sessions with a coach as well as a structured training programme which guides budding enterprisers from a foundation stage through to sustainability.

1000 Club

The 1000 Club Campaign aim is to recruit 1000 companies in the Plymouth area to commit to support young people into employment, whether that be through work experience, apprenticeship, graduate internships or employment. Experience of the world of work is key to developing well rounded young people that are ready to become effective employees and meet the expectations of employers. Plymouth City Council currently has 40 young apprentices- including a number created specifically as a result of the 1000 Club campaign. The 100th member of the 1000 Club, Bluebird Care, recently provided a position to a young unemployed person who had expressed an interest in working in the care sector to her Jobcentre Plus adviser. The company put the young person through their four-day induction course and several days of shadowing before offering her a position.

Plymouth Community Homes - Financial Inclusion

Our financial inclusion team assists families in rent debt to maximise their incomes and enable them to sustain their tenancies. We provide support including budgeting skills /advice and debt advice.

Our team also works with South West Water to jointly work with households to provide advice on reducing water usage, ensuring clients are on the most effective tariff and water meter installation.

Many of our clients do not have access to mainstream banking so our partnership with Barclays Bank enables any customers to open a bank account even where they have a poor credit history or have been declared bankrupt. Our partnership with Citizens Advice Bureau enables those in significant debt to receive specialist advice and support. Over the last year we have worked with over 260 households, and have facilitated receipt of over £86,459 in additional benefit and reduced housing evictions by over 60%.

Whitleigh Partnership's Worklessness Strategy

The Whitleigh Partnership is a group of organisations and individuals that work directly within the neighbourhood to respond to issues of concern identified by local residents. Financial management and improving aspirations for work have been identified as key issues for the neighbourhood and so the partnership developed its own local worklessness strategy. Key activities include the establishment of a local work club in February 2013, delivery of confidence building activities like Timebanking and 'Lets Get Cooking', as well as community based budget support and debt advice through the 'every penny counts' project. The Partnership is also heavily engaged in supporting the resident led **Whitleigh Big Local** to engage in the upcoming Community Economic Development Trust.

Advice Plymouth

The Advice Plymouth service is commissioned by Plymouth City Council to deliver targeted help to families. This includes advice on general benefit entitlement and financial capability. Advice Plymouth encompasses Age UK Plymouth supporting those over the age of 50, Plymouth Guild supporting those with disabilities, Citizens Advice providing help on debt and employment issues and Routeways specialising in child and family related advice.

The Service has very strong links with Children's Centres and also works with Parent Support Advisors in local schools delivering advice sessions which of late have all been focused on the impact of Welfare Reform. The project works with employed families and those unemployed, sick and disabled however there are no qualifying conditions to access the service.

'Without your help I would not be claiming the right money for my new baby. I was very worried how I would manage whilst on maternity leave and thought because I worked I would not be entitled to any help. This is a great relief as a single parent and will help me to plan my return to work and future.'

Stoke Damerel Work Club

Stoke Damerel Community College (SDCC), Jobcentre Plus (JCP) and Cornwall College have been working together to develop an on-site work club for parents. A number of parents attend each week, all of whom have children at the school. The work club is also open to parents at feeder primary schools, as well as friends and relatives.

There has already been an incredible shift with the parents since its launch in January 2013.

"None of the parents could use a computer 6 weeks ago, now all can. They all have their own email addresses, CVs, and are actively job searching using Universal Jobmatch. They now have confidence to do a whole range of activities on-line, including searching for better deals, to save the family money. Three ladies are now doing an IT course at North Prospect Community learning. A few more are doing courses at their local library, St Aubyn's. One lady is now working with young offenders, in a voluntary capacity, and hopes to work in this area."

The work club has built the mum's confidence, and this in turn has also had an incredible impact on the child.

WHAT WE WILL FOCUS ON OVER THE NEXT THREE YEARS:

Promote work as the best route out of poverty

- Develop and deliver a skills plan for the city, in line with the future growth agenda for the city.
- Promote the adoption of the Living Wage across both public and private sector employers.

Income management and maximisation

- Develop cooperative approaches to maximise household income.
- Provide budgeting advice and support for families affected by the current economic climate and welfare reforms, including debt management guidance.
- Maximise the impact of financial inclusion activities by joining up commissioning across partner agencies.

THEME 2: FAMILY LIFE AND CHILDREN'S LIFE CHANCES

Parents living in poverty are much more likely to be facing a range of issues other than material deprivation which may affect their parenting. These include low levels of education and few qualifications, lack of access to jobs and services, isolation, mental/physical ill health and domestic violence.

With regards to achievement, the successes that individuals achieve during their adult life can be predicted by the level of cognitive and non-cognitive skills that children already possess on their first day at school.⁹ While the gap is slowly closing between attainment levels of those on free school meals and other children are smaller than in previous years¹⁰, children growing up in poorer families still emerge from school with substantially lower levels of educational attainment¹¹.

The relationship between poverty and ill-health is bi-directional: poverty contributes to ill-health and ill-health contributes to poverty. There is a social gradient in health – the lower a person's social position, the worse his or her health. Children born into low income households are more likely to experience health problems from birth and accumulate health risks as they grow older. In addition, they are less likely to access healthcare.

OVERVIEW OF PLYMOUTH'S NEEDS

- There is a greater concentration of families with multiple and/or complex needs living in the most deprived areas of the city. Multiple and complex needs may include lone parents, disability, health problems, parenting problems or social isolation amongst others.
- There is a significant attainment gap at all levels, from early years foundation stage, Key Stage 2 (primary schools), Key Stage 4 (secondary school) and post 16 education, between those eligible for Free School Meals and those not. Research indicates that, without effective intervention, this trend is established at a very early age and continues with the child into adulthood.
- There are inequalities in life expectancy with life expectancy lower in more deprived areas. For example the average life expectancy for people in Devonport is nearly 13 years less than those in Chaddlewood.
- Despite improvements in recent years health outcomes for families in the most deprived areas of Plymouth are less positive than their more affluent neighbours with lower rates of breastfeeding (at birth), higher rates of teenage pregnancy, and higher rates of low birth weights, smoking and childhood obesity.

For more detailed information please refer to the Child Poverty Needs Assessment at [Plymouth City Council - Child Poverty](#).

WHAT WE WANT TO ACHIEVE

- Ensure that poverty in childhood does not translate into poor experiences and outcomes.

⁹ Field, F. [The Foundation Years: preventing poor children becoming poor adults](#), 2010, HM Government

¹⁰ Aldridge, H. et al, [Monitoring Poverty and Social Exclusion 2011](#), 2011, Joseph Rowntree Foundation

¹¹ Goodman, A. and Gregg, P., [Poorer children's educational attainment: How important are attitudes and behaviour?](#) 2010, Joseph Rowntree Foundation

EXISTING PLANS AND UPCOMING OPPORTUNITIES

Health and Wellbeing Strategy (due 2013)	This Joint Strategy will set out the overarching framework to address the health and wellbeing needs of Plymouth's local communities and citizens. It will also act as a key driver for tackling health inequalities and improving health outcomes for individuals and communities.
Children and Young People's Plan 2011-2014	This plan outlines how partners across the Children and Young People's Trust will work together to achieve better outcomes for children and young people under five priorities: i. Equip young people with skills, knowledge and opportunities to make a successful transition to adulthood, ii. Improve levels of achievement for all children and young people, iii. Tackle child poverty, iv. Provide all children with the best possible start to life, and v. Tackle risk taking behaviour.
Prevention and Early Intervention Strategy 2012-2015	This strategy seeks to deliver Plymouth's commitment to families and young people to make positive change to their lives together. It aims to reduce vulnerability and improve outcomes for children, young people and families by responding early to young people's needs.
Alcohol Strategy (due 2013)	Sets out how the city will minimise alcohol related harm and promote responsible drinking. Includes a focus on i. Changing knowledge, skills and attitudes towards alcohol, ii. Providing support for children, young people and parents in need, and iii. Creating safer drinking environments.
Healthy Child Programme	A programme for children, young people and families, which focuses on early intervention and prevention including screening, immunisations, developmental reviews, information and guidance on parenting and healthy choices. Aims to identify families who need additional support or are at risk of poor health outcomes.

WHAT IS ALREADY HAPPENING? – GOOD PRACTICE CASE STUDIES**Green Ark Children's Centre**

Green Ark is one of several Children's Centres across the city actively working to tackle and reduce child poverty. They offer a comprehensive volunteer programme, with the opportunity for volunteers to engage in a range of training and gain work based experience. The centre also works with partner agencies to offer a range of qualification, training and parenting courses, as well as offer clinics facilitated by partner agencies. Families tell us they feel more able to manage their finances following receipt of budgeting and money advice. Successful application of grants has enabled families to purchase essential furniture/equipment for their children, and successful completion of both accredited and non-accredited courses has led parents/carers to choose to enrol upon and complete further courses/training. This has led to increased self-esteem and feelings of confidence, and parents have said that they feel able to begin looking for work.

Use of the Pupil Premium in Schools

The Pupil Premium is additional funding given to schools so that they can support disadvantaged pupils and close the attainment gap between them and their peers. Many schools choose to spend their pupil premium on school based activities including subsidized breakfast clubs, parent support advisors, emotional literacy support or additional literacy and numeracy support. Below is an example of a school that chose to allocate its Pupil Premium in a different way.

'Plymstock School took a new approach to the Pupil Premium – we took £38,000 of the Pupil Premium and consulted directly with parents and students entitled to free school meals or who are in the care of the Local Authority on how these funds can be used. We called this the Plymstock School Achievement Voucher. Approximately £400 has been allocated to each individual eligible child to be spent on equipment to facilitate home learning, one to one and small group tuition in key subjects, revision guides and textbooks, support with travel costs, engagement in out of school clubs such as football, swimming and rowing, counselling and additional work experience opportunities'.

Helping my Child to Learn

There is evidence that family involvement in school matters much more for children from low-income families than those from better-off families and that even where families live in poverty, children can achieve well if parents are helped to be involved in and committed to their child's education.

During the Spring term of 2013 we worked closely with a group of parents and parent support advisor from Woodfield Primary School to deliver the 'Helping my Child to Learn' programme to help parents and carers support the learning of their children. The programme covered topics like how to get our brain ready to take on new learning, how we learn in different ways, how to make learning stick and the importance of emotions in learning and of positive talk and enjoyment to engage and motivate children.

'I will be able to help my child much better'

'Learning for me at school was rubbish but I am determined it won't be like that for my children'

Support for Service Children

Her Majesty's Schools Heroes is a unique, national, pupil voice group formed for the support of Service children and young people. The impact of deployment upon Service children creates a unique level of emotional poverty that can see them failing in their academic lives and losing control of their emotions, leading to antisocial behaviours in school.

Additionally, lone parents can be under significant pressures whilst a serving partner is deployed. HMS Heroes help to support them through involving them in their activities, giving them a focus and listening.

Through the Service Premium, HMS Schools Heroes have been able to allocate staff time to support the set up and development of the clubs, provide bases for the children to meet and use to talk about their worries and gain support from their peers, to ensure no child has to worry alone. All these opportunities and activities create confidence building environments and provide space for these young people to explore their emotions and gain support from each other.

Executive Head Teacher, Andrea Norris notes: HMS Heroes has given our schools a clear focus and direction for the delivery of our provision for service families. Through involvement with this group we have been more able to support and enhance the lives of our service children.

Devon and Cornwall Police - Encompass

The Encompass scheme works with schools, children and families, and was established by the Police to protect children who have witnessed or suffered domestic violence at home.

The scheme has been designed to provide early reporting of any domestic violence incidents that occur, which might have an impact on a child in school. This is done through a phone call to their school from the Police in the morning following an incident. The project ensures that at least one member of the school staff, is trained to liaise with the Police and to use the information that has been shared, in confidence to support the child. This may be something as simple as letting a child bring a favourite toy into school on that day, or making provisions if that child is tired because they have been kept awake due to an incident. Encompass will be rolled out to Early Years settings such as Children's Centres later this year.

Plymouth City Council - Family Group Conferencing

Family Group Conferencing has been vital to supporting and enabling families and communities to come up with their own solutions to the problems and difficulties they are facing. It is a restorative approach which draws on strengths and resources of the family and or community experiencing the problem and enables more effective working relationships between family members and professionals. The process so far in Plymouth has enabled over 1400 children through 654 Family Group Conferences to be kept safely living within their family and prevented family breakdown.

Routeways Centre Limited - Parents Apart

Research has documented the potential for family breakdown to contribute to children's behavioural problems, educational attainment and their future as effective parents. Parents Apart, a nationally recognised child poverty pilot, supported parents during their separation or with issues related to their separation to improve outcomes for their children and mitigate the impact of child poverty. Multiple issues often get mixed up together - for example, an inability to resolve financial arrangements can impact on agreeing parenting time.

The aim was to encourage both fathers and mothers to recognise their family's particular needs, their strengths and challenges. Through consistent interaction with a key specialist worker they were able to understand ways to make a significant contribution to helping their children cope with family change.

There were many similarities around family needs including the need to improve financial stability, secure workable residence and contact arrangements and to reduce conflict. Caseworkers found that money management and debt advice would often not be raised initially. But once a relationship was established, they would be able to approach these issues with clients to make a positive and practical difference to children at risk of poverty and build resilience within the family and strategies for surviving the next knock.

362 children were impacted by the work of Parents Apart and families accessed a range of support from either their caseworker directly, project partners or linked agencies with key partners such as Relate, Citizens Advice Bureau, Changing Families, Coast and the Family Information Service. This intervention impacted on 362 children in total.

Supporting Parents

Plymouth Parent Partnership (PPP) provides advice, information and guidance for all parents and carers in Plymouth around a range of issues. It also has a statutory duty to provide impartial support to parents of children with additional needs. It can offer one to one support for parents at meetings with schools and other agencies, help parents to understand the processes and procedures of other agencies and organisations, and provide structured parenting programmes.

"PPP listened to me when it was getting too much, they have also supported me during meetings at my sons school so I don't feel as intimidated as I used to"

Between 2007 and 2011, Plymouth Partnership also managed the delivery of the Parent Support Adviser Project which aimed to provide impartial and confidential information, advice and support to parents through schools. To date, more than 60 schools across the city have chosen to retain and fund their own dedicated Parent Support Adviser or some form of parent support. They are seen as an essential part of the school team and invaluable to those parents with whom they are in contact.

'I would have cried without the support of the PSA. I wouldn't have known where to go. I have just moved here and I didn't have any friends. I feel very supported by the PSA, I have so many issues going on in my head...I can come and talk to my PSA'.

Plymouth Family Intervention Project

The Plymouth Family Intervention Project offers targeted and intensive long term support for families with the aim to promote change in negative behaviours and address often high levels of domestic abuse, substance misuse, poor mental health, poor school attendance and worklessness, and to enable families to live independently in the community.

The Project has a multi-agency team and a strong partnership with other key partners who also work closely with families to deal with any issues they may have regarding debt. Families are supported in setting up payment plans as well as maximising benefit take up to ensure they are in receipt of all the right benefits.

To date we have supported 155 families, all of which would fall within the child poverty threshold.

'It's totally strengthening for me, I mean as I say, I was so much shut down before hand, and they would just be giving me the odd nudge all the time, like come on you know, you are the father of this house, take a bit more responsibility cause they're your children as well, don't just shut yourself off, put your little word in for your kids and eventually I did. Ever since then my kids have totally turned their lives around.'

WHAT WE WILL FOCUS ON OVER THE NEXT THREE YEARS:

Give children and young people the best start to life

- Targeted parent support for families with children aged 0-7yrs.
- Ensure early intervention and prevention resources are commissioned in partnership with schools and GPs to address child poverty outcomes, with a focus on key risk factors including:
 - Parental mental health
 - Domestic abuse
 - Parental drug and alcohol misuse
 - Parental worklessness
 - Absenteeism from school
 - Disability

THEME 3: COMMUNITIES AND NEIGHBOURHOODS

Neighbourhoods play an important role in the socialisation of children. Individuals judge their position in society in relation to their neighbours, so growing up in a deprived neighbourhood often leads to lower aspirations. Young people may copy or learn antisocial behaviour from other people in the area so that poor behaviours are normalised. The poorer the neighbourhood, the more likely it is to have high rates of crime, poor air quality, lack of green spaces and safe places for children to play¹².

Families living in poor housing are more likely to suffer from a range of health problems including poorer mental health and cognitive development as well as respiratory and stomach problems. Those growing up in the poorest households are more likely to suffer enduring physical and mental health problems in adulthood and have increased risk of severe, long-term and life-limiting illness. Children in these households are more likely than their more affluent peers to have difficulty in sleeping, studying or playing at home which can affect their health, their school lives and their social participation¹³.

OVERVIEW OF PLYMOUTH'S NEEDS

- Plymouth has high levels of families with children living in overcrowded housing.
- The number of homeless families requiring temporary accommodation remains stubbornly high despite intervention to prevent this from happening.
- 33% of Plymouth's private sector stock across the city is old and considered non decent – this equates to around 30,000 private sector homes of which 9,500 are occupied by 'vulnerable' residents in receipt of qualifying benefits. There is not enough data at present to determine how many house families living in poverty.
- Social housing, located predominantly in the West of the city is often well maintained and more energy efficient than older private sector housing. The age, condition and tenure of private sector housing stock in Plymouth is of concern and may be impacting on the health of the most vulnerable families.
- Deprived neighbourhoods in the city are most likely to experience higher levels of crime, antisocial behaviour and domestic abuse. However patterns of youth offending across the city are less clear cut with less deprived areas seeing similar number of offenders as the more deprived areas.
- Further work needs to be undertaken to better understand how services currently target those groups considered more vulnerable to poverty and whether their needs have been fully considered in service planning.

For more detailed information please refer to the Child Poverty Needs Assessment at [Plymouth City Council - Child Poverty](#).

WHAT WE WANT TO ACHIEVE

- Child's environment supports them to thrive.

¹² Marmot, M (2010) 'Fair Society, Healthy Lives' p. 78

¹³ Hawthorne et al. (2003) 'Supporting children through family change.' Joseph Rowntree Foundation

EXISTING PLANS AND UPCOMING OPPORTUNITIES

Housing Plan 2012-2017	This plan lays out the city's housing ambition and priority objectives for developing, improving and investing in people's homes, neighbourhoods and communities.
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WHAT IS ALREADY HAPPENING? – GOOD PRACTICE CASE STUDIES**Joining Forces - Home Start and Jobcentre Plus Plymouth**

Home Start supports parents with children under the age of 5 years who live in areas of deprivation - they also train and support volunteer parent mentors from the local community to support any family that is struggling to cope. Andrea has been working with mentor parents over the last year or so. 'Of the 73 volunteers we have trained 19 have, with our support, left to take up a college place (usually Social Work) or employment. A further seven have gained employment or training but continued volunteering. This equates to 35% going on into education or employment. Of the volunteers who have gone on into employment and/or education, 65% were previously unemployed and 45% were themselves lone-parents.'

One of the ladies (lone-parent) who after attending the event at the job centre undertook the Prep Course said, *'Even if I never get to support a family I have got so much from just attending the 10 week course. I found it amazing. I feel so much more confident about myself.'* She is currently looking into how she can set up her own gardening business and is keenly awaiting a match to a family.

Breastfeeding latch on groups – Plymouth Community Healthcare

The Plymouth Latch-on network of volunteers offers mother to mother breastfeeding support in their local communities, by highly skilled and knowledgeable peer supporters. The network is city wide, with peer supporters in all 17 children centres. Breastfeeding rates are lowest in the most deprived localities, therefore greater resources are targeted to these areas. This includes pro-active telephone support, early registration with children centres, increased advertising and promotion of the great expectations antenatal programme.

The Plymouth Latch-on network aims to support mothers to initiate and continue breastfeeding, so that their baby can enjoy the long term health benefits and address health inequalities. Recent figures demonstrate a steady increase in women choosing to breastfeed and sustaining it beyond 6 weeks.

'It is a good idea having a peer supporter at the hospital and I found it really good to talk to someone about my Baby. I sat and spoke for ages and it was good to speak to someone who wasn't medical. As a first time Mum, I didn't know anything and it made it worse that Baby was early, so having someone to ask questions and listen to me yap was good'

Addressing the Impact of Welfare Reforms - Housing Services, Plymouth City Council

Plymouth City Council Housing Services have taken a proactive approach to supporting those families impacted by changes to welfare reform. Families face a stark choice of either spending a greater proportion of their income on rent (with less available for other essentials), falling into rent arrears and risk homelessness, or turning to high interest / doorstep money lenders.

We wanted to offer families who were particularly vulnerable to homelessness an opportunity to understand the impact of welfare reforms on their household finances, maximise their income wherever possible (including encouragement to link with employment related initiatives), and increase their money management skills so that they could adapt to the changes. We commissioned the 'Housing Extension' to the Advice Plymouth service to deliver alongside our Housing Options service based in the Civic Centre.

Every customer of the Housing Service is offered a welfare rights and affordability check, as well as the opportunity to attend 1:1 and group sessions to receive money management and debt advice. By providing this service at the earliest possible stage of our customers' involvement with the service, we are already seeing positive outcomes in terms of preventing families from reaching crisis and reducing the risk that they will lose their homes and need to live in temporary accommodation. Living in temporary accommodation is unsettled housing for all who experience it but it is especially detrimental for children.

A Community Partnership

The Honicknowle Partnership of Extended Services (HoPES) is a community action partnership made up of a wide range of groups, including schools, churches, youth workers and volunteers who are dedicated to the development of services and opportunities for the local community. The partnership was set up because local groups had lost out on funding in the past because they did not work together.

HoPES have kickstarted a number of initiatives including the Art of the Community, hosted by All Saints Academy, which aims to break down barriers and encourage everyone to get to know each other while learning new, enjoyable skills. In total 146 children took part, as well as teachers, teaching assistants and many parents and relatives. Another project 'Young Health Champions' aims to reduce health inequalities among young people living in areas of disadvantage by using young volunteers as peer leaders.

A new Multi-Use Games Area (MUGA) and play hub building has recently been secured in collaboration with the sports development partnership, YMCA, the police and Plymouth Argyle Football in the Community.

Peer Support to Stop Smoking

Over the last three years a partnership pilot programme between Plymouth City Council and Public Health Plymouth has successfully delivered the Decipher ASSIST peer supporter intervention in seven schools in Plymouth. More than 300 influential Year 8 students were recruited and trained to work as 'peer supporters' and given on-going support to have informal conversations with more than 2000 Year 8 students about the risks of smoking and the benefits of being smoke-free.

The project builds engagement among children and young people and for those peer supporters who also engage with the programme it helps to further develop their communication skills that will improve their school performance. Evidence suggests that delivery of the programme can reduce uptake of smoking by 15% over a two year follow up period. We estimate that we have prevented around 70 children from starting to smoke over the previous two years.

WHAT WE WILL FOCUS ON OVER THE NEXT THREE YEARS:

Provide decent homes for Plymouth families

- Improve housing standards in the private rented sector

Enable communities to lead change and self-manage their neighbourhoods

- Facilitate greater use of community assets and social capital across the areas of highest deprivation in Plymouth.

THEME 4: CHILD POVERTY IS EVERYONE'S BUSINESS

At the heart of the child poverty plan is the need to increase visibility and ownership of the child poverty agenda amongst key stakeholders, partner agencies and communities.

WHAT WE WILL FOCUS ON OVER THE NEXT THREE YEARS:

Leadership and Ownership

- Embed child poverty within key citywide plans and strategies including the Plymouth Plan, the Council's Corporate Plan and the Operating plans of major partners.

Raising the profile of child poverty as everyone's business

- Deliver an annual standing conference on Child Poverty.

SECTION III: DELIVERING THE STRATEGY

GOVERNANCE

In the past year the local child poverty agenda has received a significant boost in profile by having a nominated Cabinet level champion, who is also chair of the Child Poverty Cross Party Working Group, responsible for development of this Strategy and Action Plan.

Delivery of the Child Poverty Strategy and Action Plan will continue to be overseen by the Child Poverty Cross Party Working Group, who will provide an annual written report of progress to Cabinet and the Co-operative Scrutiny Board.

Operational delivery of the Child Poverty Action Plan will be via a network of Child Poverty Champions across the city, overseen by the Plymouth City Council Director for 'People' who, via the 'People' Programme Board, will provide regular progress reports to the Child Poverty Cross Party Working Group.

RESOURCING THE STRATEGY

Effective delivery of the Child Poverty Strategy is highly dependent on having a comprehensive understanding of how resources are being commissioned against child poverty outcomes across Plymouth City Council and its partners. The strategy identifies areas and opportunities where pooling and alignment of resources may be required around common outcomes, for example within the early intervention and prevention strategy commissioning processes.

For existing plans and strategies, is it expected that commissioning of services to support child poverty outcomes will take place based on agreed priorities within approved budgets and resources.

MANAGING PERFORMANCE

The most well-known measure available at present for capturing relative low income poverty¹⁴ is 'the proportion of children living in families in receipt of out of work (means-tested) benefits or in receipt of tax credits where their reported income is less than 60 per cent of median income'.

Evidence shows that at below 60 per cent of the median income, material deprivation becomes a significant problem with families struggling to meet basic needs like food, heating, transport, clothing and the extra costs of schooling like equipment and trips.¹⁵ The links between material deprivation and living below 60% median income are strong and the correlation between poor outcome and children living on relatively low income is too strong to ignore.¹⁶

The problem with having a single finance based indicator for child poverty is that it cannot capture the complexities of the issue, as outlined in the Introduction. It is therefore proposed to develop a basket of meaningful indicators that would help to capture any impact on a broad range of factors contributing to child poverty locally. The basket of outcome indicators assess impact and can be seen in the table overleaf.

¹⁴ Child Poverty Act 2010 – defined by Her Majesty's Revenue and Customs, 2009 (formerly National Indicator 116)

¹⁵ Child Poverty Map of the UK, March 2011, Campaign to End Child Poverty

¹⁶ The importance of income in measuring and tackling child poverty, Save the Children, June 2012

Child Poverty Basket of Indicators			
Proportion of children in poverty			
Ensure that poverty in childhood does not translate into poor experiences and outcomes	Inequality gap in achievement by 19 yr old	Child's environment supports them to thrive	Satisfaction of local area
	Free School Meals/ Non Free School Meals achievement gap		Amount of new affordable housing
	Special Educational Needs/non Special Educational Needs achievement gap	More parents are in work that pays Financial support is responsive to families' situations	Working age population qualified to at least Level 2
	Proportion of children achieving the expected level of achievement		Proportion of residents with no qualifications
	Under 18yr old conception rate		Average earnings of employees in the area
	Percentage of live births under 2.5kg		Overall employment rate
	Life expectancy at birth		Proportion of children in workless households
	Proportion of obese / underweight children		Proportion of take up of child care by low income working families
	Proportion of persistently absent children		Time to process Housing Benefit/Council Tax Benefit new claims
	Rate of children in need per 1000 children		16-18yr old young people not in employment, education or training (NEET)

CHILD POVERTY ACTION PLAN

The Child Poverty Action Plan that accompanies this Child Poverty Strategy can be found in Annex I.

It should be noted that many of the activities currently listed in the action plan are in a formative stage. This is to be expected within a three year strategy and more detail will start to emerge as work progresses and as more partners and services engage. It also reflects the dynamics of the changing environment in which we are currently working and ensures that discussions on how we tackle child poverty in line with the strategic themes continue to take place.

As such, the action plan will remain a live plan which will be updated and added to during the life span of the strategy.

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ANNEX 1: CHILD POVERTY ACTION PLAN 2013-2016

Objective	Actions	Output / Outcome	Timescale	Lead	
Promote work as the best route out of poverty					
1.	Develop and deliver a skills plan for the city, in line with the future growth agenda for the city.	<ul style="list-style-type: none"> ▪ Produce and agree the scope of the Skills Plan ▪ Engage partner commitment to deliver the Skills Plan 	<p>A Skills Delivery Plan is agreed that identifies and seeks to align existing skill gaps and future skills needs of adults and young people with the city's growth aspirations and future employment opportunities.</p>	<p>June 2013 September 2013</p>	<p>Judith Harwood, Assistant Director for Education, Learner and Family Support on behalf of the Employability Sub-Group</p>
2.	Promote the adoption of the Living Wage across both public and private sector employers.	<ul style="list-style-type: none"> ▪ Implement the principles of a Living Wage across Plymouth City Council. ▪ Identify next steps to encourage other city employers to adopt the Living Wage 	<p>Plymouth based employees, including low income families with children, are able to maintain a safe, decent standard of living within the community with the ability to save for future needs and goals.</p>	<p>October 2013 May 2014</p>	<p>Mark Grimley, Assistant Director for Human Resources and Organisational Development TBC</p>
Support income management and maximisation					
3.	Develop cooperative approaches to maximise household income.	<ul style="list-style-type: none"> ▪ The Energy Cooperative business case directly addresses the needs of families living with child poverty by delivering a range of costs savings to lower income households including energy bill reductions and energy efficiency measures. ▪ Minimise home energy bills and reduce fuel poverty and greenhouse gas emissions <ul style="list-style-type: none"> ○ Deliver Schools Energy Workshop Programme ○ Deliver Energy Switch workshop programme ▪ Implementation of the Plymouth Digital Inclusion Project to inform, encourage, train and enable all Plymouth citizens to use the web in order to address wider economic and social issues including social exclusion and isolation. ▪ Work with individual schools to highlight levels of Free School Meals eligibility v. levels of take-up. Develop cooperative approaches and information to support schools in evidencing the benefits to families not taking up their eligibility. ▪ Explore other co-operative approaches to maximise household income. 	<p>The Energy Co-operative business case embeds tackling child poverty as a key outcome. All families with children that are engaged with the Energy Co-operative experience cost savings. More equitable tariffs available between different payment options.</p> <p>Families with children are aware of and enabled to engage in ways to further reduce energy bills through use of energy efficiency measures and fuel switching.</p> <p>Vulnerable residents, including families with children that are living in poverty, have increased ability to engage in education, work and social opportunities.</p> <p>Greater numbers of families with children entitled to Free School Meals provision have taken up their eligibility and reduced the amount being spent on providing school lunches.</p> <p>Co-operative models are identified that would deliver economic benefits to individual households, including families with children.</p>	<p>June 2013 April 2014 April 2014 May 2014 May 2014 May 2014</p>	<p>Jonathan Selman, Low Carbon City Team Jonathan Selman, Low Carbon City Team Sheldon Ryan, Senior Economic Development Officer Brad Pearce, Educational Catering Manager, Education, Learner and Family Support Giles Perritt, Head of Policy, Performance and Partnerships</p>

4.	Provide budgeting advice and support for families affected by the current economic climate and welfare reforms, including debt management guidance.	<ul style="list-style-type: none"> ▪ Delivery of financial inclusion services via Advice Plymouth are further targeted to ensure families with children are well informed over personal finance support and empowered to resolve issues, including reducing debt. ▪ Coordination of frontline advice and support to customers in response to the impact of Welfare Reforms ▪ Delivery of Welfare Changes Awareness Raising Campaigns to include but not limited to: <ul style="list-style-type: none"> ○ Families Campaign April 2013 to July 2013 - Plymouth City Council, Advice Plymouth and Routeways ○ Carers Campaign July 2013 to October 2013 and Disability Campaign July 2013 to October 2013 - Plymouth City Council, Advice Plymouth with DIAC/Advice UK ○ Universal Credits Campaign October 2013 ▪ Increase the capacity of credit union provision to families with children. 	<p>Families with children are informed about and able to access personal finance and debt management support.</p> <p>Families with children are informed of changes to benefits and how they can access help and support, including previously unclaimed benefits.</p> <p>Families with children are informed of changes to benefits and how they can access help and support, including previously unclaimed benefits.</p> <p>Increased number of families with children can access an active credit union account, save at their own pace as well as take advantage of the range of services available including affordable loans.</p>	<p>December 2013</p> <p>Ongoing</p> <p>By June 2014</p> <p>May 2014</p>	<p>Commissioning Manager, Joint Commissioning and Adult Social Care</p> <p>Pete Aley, Head of Community Services, Homes and Communities, Plymouth City Council</p> <p>PCSO Tracey Naismith, Devon and Cornwall Police</p> <p>Darin Halifax, Community Cohesion Officer</p> <p>Darin Halifax, Community Cohesion Officer</p>
5.	Maximise the impact of financial inclusion activities by joining up commissioning across partner agencies.	<ul style="list-style-type: none"> ▪ Identify new opportunities to align existing and upcoming joint commissioning activities, including schools and GPs, to maximise access to financial inclusion support for those families most at risk of child poverty and/or families affected by the current economic climate and welfare reforms. 	Commissioning plans for families with children are integrated with financial inclusion activities. Families with children can access financial inclusion services and support within/alongside other service provision such as children's centres and schools, or health care services such as smoking cessation.	September 2014	Joint Commissioning Partnership –lead commissioner to be identified following appointment of the Head of Joint Strategic Commissioning
Give children and young people the best start to life					
6.	Targeted parent support for families with children between 0-7yrs.	<ul style="list-style-type: none"> ▪ Increase the number of free early years education places available for eligible 2yr olds in disadvantaged neighbourhoods. ▪ Refocus Children's Centres and partners to embed child poverty specific outcomes, specifically looking at separated families as a key group at risk of child poverty. ▪ Embed child poverty specific outcomes within the joint commissioning of the Primary Excellence Cluster (PEC), specifically looking at separated families as a key group at risk of child poverty. 	<p>Eligible families with children are able to access free child care entitlement.</p> <ul style="list-style-type: none"> - 800 free places - 1400 free places <p>Families with children, in particular separated families can access support and services at Children's Centre specifically aimed at tackling child poverty.</p> <p>Families with children, in particular separated families can access support and services at schools within the PEC specifically aimed at tackling child poverty.</p>	<p>Sep 2013</p> <p>Sep 2014</p> <p>Rolling programme between 2013-2014</p> <p>June 2014</p>	<p>Judith Harwood, Assistant Director for Education, Learner and Family Support</p> <p>Jo Hall, Senior Advisor, Early Years and Childcare.</p> <p>Fiona Fleming, Commissioning Manager, Joint Commissioning and Adult Social Care</p>

		<ul style="list-style-type: none"> Undertake a review of all parenting and parent support services to ensure they are aligned with and directly tackle child poverty in line with the upcoming Health and Wellbeing Strategy. 	Families with children are able to access appropriate parent and parenting support services.	May 2014	Judith Harwood, Assistant Director for Education, Learner and Family Support and Alison Botham, Assistant Director Children's Social Care
7.	<p>Ensure early intervention and prevention resources are commissioned in partnership with schools and GPs to address child poverty outcomes, with a focus on key risk factors including:</p> <ul style="list-style-type: none"> Parental mental health Domestic abuse Parental drug and alcohol misuse Parental worklessness Absenteeism from school Disability¹⁷ 	<ul style="list-style-type: none"> Embed child poverty within the upcoming Health and Wellbeing Strategy Review, amend and align existing commissioning plans with the Health and Wellbeing Strategy and reflect the key areas identified within this objective. <ul style="list-style-type: none"> Current commissioning plans include: <ul style="list-style-type: none"> Early Intervention and Prevention Strategy Domestic Abuse Partnership Commissioning Plan Alcohol Commissioning Plan (upcoming) Families with a Future action plan Current gaps in joint commissioning that will need specific and additional consideration include: <ul style="list-style-type: none"> Parental Mental Health Disability (in relation to mitigating child poverty) Review options for more integrated service assessment and delivery of adult and children's services to address child poverty. 	<p>Tackling child poverty is identified as a key objective within the upcoming Health and Wellbeing Strategy.</p> <p>Activities/services to address the key child poverty risks factors identified are embedded within commissioning plans developed and/or amended to deliver the upcoming Health and Wellbeing Strategy. Areas identified as gaps in relation to child poverty are addressed within commissioning plans with services and support delivered according to need.</p> <p>Identified next steps have been agreed at the People Programme Board for closer alignment of selected adult and children focused services that will have most impact on tackling child poverty.</p>	<p>July 2013</p> <p>April 2014</p> <p>September 2013</p>	<p>Carole Burgoyne, Director for People</p> <p>Craig McArdle, Head of Service, Joint Strategic Commissioning</p> <p>Judith Harwood, Assistant Director for Education, Learner and Family Support and Dave Simpkins, Interim Assistant Director Joint Commissioning and Adult Social Care</p>
Provide decent homes for Plymouth families					
8.	Improve housing standards in the private rental sector	<ul style="list-style-type: none"> Align the review of the Assistance Policy and interventions following an analysis of target hardening on private sector housing for families with children living in poverty. Offer assistance to improve homes, to include targeting of vulnerable residents living in the worst housing in deprived neighbourhoods such as families with children living in poverty. Work with private and social Registered Providers to review their proposals to meet the decent homes standard. Undertake targeted work on the poorest performing landlords with the worst housing for families with children and young people. 	The number and situation of families with children living in private rented sector is better understood and used to influence the design and delivery of interventions aimed at improving the standard of housing in the private rented sector and providing support to those families. Poorest performing landlords with family tenants are improving the standard of their houses.	<p>December 2013</p> <p>Ongoing to April 2014</p> <p>Ongoing to April 2014</p> <p>Ongoing to April 2014</p>	<p>Stuart Palmer, Assistant Director Homes and Communities</p> <p>Phil Mitchell, Private Sector Housing and Regeneration Manager</p> <p>Linda Johns, Team Leader, Private Rented Team, Homes and Communities</p> <p>Linda Johns, Team Leader, Private Rented Team, Homes and Communities</p>

¹⁷ Definition of disability under the Equality Act 2010 is a physical or mental impairment that has a 'substantial' and 'long term' negative effect on your ability to do normal daily activities.

Enable communities to lead change and self-manage their neighbourhoods					
9.	Facilitate the greater use of community assets and social capital across the areas of highest deprivation in Plymouth.	<ul style="list-style-type: none"> Deliver the Community Economic Development Trust in the north of the city. Ensure that child poverty is embedded within the review of existing neighbourhood working and community engagement across the city, by encouraging increased identification and use of community assets, more participation in local decision making and enabling communities to have an influence on, and greater say in service provision. 	<p>Local employment and training opportunities are created, with provision of support for the local economy and community infrastructure.</p> <p>Support is in place to enable children and young people to grow up in empowered and thriving communities where they are helped to realize their potential.</p>	<p>2015</p> <p>September 2013</p>	<p>Christopher Grace, Head of Economic Development</p> <p>Stuart Palmer, Assistant Director Homes and Communities, Fiona Scapens, Regeneration Manager, Homes and Communities, Paul Palmer, Principal Surveyor (Corporate Estates) Economic Development</p>
Enable strong leadership of the child poverty agenda					
10.	Embed child poverty within key citywide plans and strategies including the Plymouth Plan, the Council's Corporate Plan and the Operating plans of major partners.	<ul style="list-style-type: none"> Cabinet to endorse Child Poverty Strategy and Action Plan 2013-2016 Confirm SMT, Directorate and Partner/Partnership child poverty champions Co-operative Scrutiny Board to receive a child poverty impact assessment on annual Council budget setting decisions. Engage with the Plymouth Fairness Commission to influence its recommendations to address issues of fairness and inequality across the city. Ensure that the Child Poverty Strategy is embedded within the upcoming Plymouth Plan. Ensure that all major plans and strategies acknowledge how they aim to tackle child poverty 	<p>Strategy and action plan endorsed.</p> <p>Champions identified and understand their role to promote child poverty as everyone's business.</p> <p>Budget decisions have been reviewed and amended based on full understanding of their impact on child poverty.</p> <p>The recommendations of the Fairness Commission identify key areas where actions to address child poverty in Plymouth must be strengthened</p> <p>The long term strategy for the city acknowledges and embeds how the city will address and reduce child poverty in the medium and long term. This will replace the need for a stand-alone child poverty strategy.</p> <p>Child Poverty outcomes and actions aligned with child poverty strategy in:</p> <ul style="list-style-type: none"> Health and Wellbeing Strategy Local Economic Strategy 	<p>May 2013</p> <p>September 2013</p> <p>December 2013</p> <p>May 2013 – March 2014</p> <p>July 2015</p> <p>March 2014</p>	<p>Child Poverty Cross Party Working Group / Carole Burgoyne, Director for People / Judith Harwood, Assistant Director for Education, Learner and Family Support</p>
Raise the profile of child poverty as everyone's business					
11.	Deliver an annual standing conference on Child Poverty.	<ul style="list-style-type: none"> Plan and deliver standing child poverty conference Ensure the Chair of the Standing Conference is a member of the Child Poverty Cross Party Working Group. 	3 Conferences delivered. Strategic links are made between the objectives of the Child Poverty Cross Party Working Group and the Standing Conference. The profile of the local child poverty agenda remains highly visible across the city.	2013-2015	Child Poverty Cross Party Working Group / Judith Harwood, Assistant Director for Education, Learner and Family Support

CITY OF PLYMOUTH

Subject: Financial Outturn 2012/13 (including Capital Programme update)

Committee: Cabinet

Date: 21 May 2013

Cabinet Member: Councillor Lowry

CMT Member: CMT

Author: Chris Randall, Strategic Finance Manager

Contact: Tel: 01752 304599
email: chris.randall@plymouth.gov.uk

Ref:

Key Decision: No

Part: I

Purpose of Report:

This report is the final monitoring, or outturn, report for 2012/13 and details the financial monitoring position of the Council as at the end of March 2013.

The Revenue position for the year, assuming the transfers to and from reserves as proposed in the report are approved, is a net spend of £204.270m.

As is normal practice, this report proposes a number of adjustments to the financial accounts following the financial health review always undertaken by the Section 151 Officer at the end of the year. Decisions made as part of this report will feed into the Council's annual Statement of Accounts which is subject to external audit.

Following approval there will be a requirement for a transfer from the Working Balance, leaving a net working balance of £10.797m at 31 March 2013.

The final Capital outturn position for 2012/13 is £46.504m.

Corporate Plan 2012-2015:

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

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

The Medium Term Financial Forecast will now be updated to take account of the outturn position as detailed in this report.

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

In considering the budget variations for the year, Directors will identify any potential risks to delivering the budget in future years. These will be monitored as part of the corporate reporting process.

Recommendations & Reasons for recommended action:

That Cabinet:-

1. note the provisional outturn position as at 31 March 2013
2. approve the additional transfers to reserves reflected in the outturn figures:
 - Transfer to Plymouth Life Centre Dowry for 2012/13 £ 0.150m
 - Transfer to Pensions Reserve £ 0.150m
 - Transfer to general reserve for CEDT development £ 0.050m
3. note the adjusted revenue deficit for the year of £0.504m and approve that this be met by a transfer from the General Fund Working Balance
4. approve the following net nil transfers between reserves and provisions:
 - Creation of a Transformational Change Reserve £ 0.250m
 - Transfer to the Plymouth Life Centre Dowry (2013/14) £ 0.150m
 - Transfer to the Pension Reserve £ 0.600m
 - Net reduction in Insurance Provision & Reserves £ (0.394)m
 - Reduce VAT repayment reserve £(0.185)m
 - Reduce Icelandic Bank legal reserve £(0.164)m
 - Reduce Housing Rents provision £(0.171)m
 - Reduce general commuted maintenance reserve £(0.086)m
5. note the capital financing requirement of £46.504m and approve the borrowing requirement of £4.806m for 2012/13.
6. Cabinet approve the additional use of capital receipts totaling £0.840m and increasing the revenue Investment Fund Reserve by the same amount.
7. note the re-profiling changes to the capital programme identified during the outturn process subsequent to Council approval in February, and approve the latest revised forecasts totalling £122.670m for 2013/14 – 2015/16 which also include new approvals since February.

Alternative options considered and reasons for recommended action:

None

Published work / information:

None

Background papers:

None

Title	Part I	Part II	Exemption Paragraph Number							
			1	2	3	4	5	6	7	

Sign off:

Fin	mc13 14.01	Leg	1747 8/DV S.	Mon Off	TH01 10	HR	MGI 213/0 05- 002	Assets	n/a	IT	n/a	Strat Proc	n/a
Originating SMT Member (s). Malcolm Coe													
Has the Cabinet Member(s) agreed the content of the report? Yes / No													

**Plymouth City Council
Finance Monitoring – 2012/13
Quarter 4 Outturn at 31 March 2013**

I. Introduction

- I.1 This report reviews the Council's financial performance for the year ended 31 March 2013 and is written in the context of the Medium Term Financial Strategy (MTFS).
- I.2 The Budget report 2012/13 (Appendix A budget robustness) outlined a number of financial risks that the Council potentially faces over the short to medium term. It is therefore appropriate that as part of reporting the final position for 2012/13 further consideration is now given to future levels of the Working Balance and reserves and, as is normal practice at this time of year, the Director for Corporate Services is recommending a number of adjustments to provisions and reserves within the report.
- I.3 The outturn figures will now feed into the Council's formal Statement of Accounts, which will include the balance sheet position. Under the Accounts and Audit Regulations 2011 the Director for Corporate Services, as the Council's Section 151 Officer, is required to formally approve the accounts by 30 June 2013. The external auditor is required to audit the accounts by 30 September – the statutory deadline for their publication; the Audit Committee will be formally asked to approve the final accounts for the year following completion of the audit.
- I.4 This report contains the following sections and Appendices:-

Section A Finance

- Revenue
- Capital

Section B Human Resources

Appendices

Appendix A	Outturn Variances (Net spend) against budget by Department
Appendix B	Trading Accounts Outturn 2012/13
Appendix C	Movement in Reserves 2012/13
Appendix D	Movement in Provisions 2012/13
Appendix E	Human Resources and Organisational Development data

SECTION A FINANCE

2. General Fund Revenue Budget

2.1 Council approved a net revenue budget of £203.766m for 2012/13 at its meeting on 27 February 2012. Table I below provides a summary of the Council's overall revenue expenditure and compares the draft outturn with the latest approved budget.

2.2 The trading accounts are all within the Place Directorates and a summary is provided at Appendix B.

2.3 Table I End of year revenue outturn by Directorate

Department	Latest Approved Budget £000	Actual 2012/13 £000	Variance prior to adjustments £000	Corporate Health and other adjustments proposed £000	Adjusted Outturn for year £000	Variation to budget post proposed adj. £000
Executive Office	2,449	2,311	(138)	0	2,311	(138)
Corporate Items	2,789	(292)	(3,081)	150	(142)	(2,931)
Corporate Services	31,499	31,205	(294)	0	31,205	(294)
People	123,639	126,671	3,032	150	126,821	3,182
Place	43,390	44,025	635	50	44,075	685
Total	203,766	203,920	154	350	204,270	504

2.4 The monitoring report received by Cabinet on 12 February 2013 forecast a revenue outturn position of £1.4m overspend, however officers were tasked with continuing to take actions to reduce the overspend. Revenue spend has reduced by £1.350m over the last three months of the financial year which reduced the end of year overspend to £0.154m and enabled transfers to reserves of £0.350m to meet specific spending demands.

2.5 The main overspend was Joint Commissioning and Adult Social Care, with a final outturn position of £4.6m overspend. Management action to contain the overspend included measures around sign off of spend at the front door and a review of high cost packages.

2.6 The People Directorate's overall overspending has reduced in the quarter by £0.4m, mostly due to increased grant and other income in the Education, Learning and Family Support Department.

- 2.7 Other management actions to reduce the overspend included the introduction of a time-limited Voluntary Release Scheme (VRS) which produced savings of £0.250m; Carbon Reduction Cost savings £0.2m; all departments undertook a full review of their discretionary spend and delayed expenditure wherever possible.
- 2.8 Corporate contingencies that were being held against the achievement of savings plans have been released monthly as figures have become certain, and has resulted in an increased underspend on Corporate Items of over £1.0m.

3 2012/13 Financial Health Review

- 3.1 As part of consideration of the outturn position, and before officially 'closing the accounts', it is necessary to review the Council's overall financial health position, looking not only at the outturn position for the year, but reviewing the adequacy of reserves and provisions in the light of pressures identified over the short to medium term. Decisions made feed into the Council's statutory Statement of Accounts which is subject to external audit.
- 3.2 As an integral part of the financial health review the Director for Corporate Services and Corporate Management Team (CMT) are recommending the following transfers to reserves, which amount to £0.350m:

- a. Transfer to Plymouth Life Centre Dowry £0.150m

The approved budget for 2012/13 does not include any allocated resource towards the cost of future repairs to the new Plymouth Life Centre. We need to ensure we put aside monies each year to avoid facing the requirement to fund large sums of money in the future, as the building matures and repairs are needed (this is also a funding condition of Sport England).

- b. Transfer to Pensions Reserve £0.150m

The Council's contribution rate has been maintained at the rate in place before the last triennial review. Any annual shortfalls are required to be met by the Council and this totalled £0.735m in 12/13. It is proposed to top-up the balance from this outturn adjustment and a review of reserves and provisions to allow for potential payments in 13/14 ahead of the next actuarial review.

- c. Transfer to general reserves to fund CEDT development work £0.050m

The Council has made a commitment to looking at developing a new Community Economic Development Trust in the north of the city led by the Place Directorate. This initial expenditure is now planned during 2013/14.

Reserves and Provisions at 31 March 2013**3.3 Working Balance**

Approval of the actions outlined above would leave a Working Balance at 31 March 2013 of £10.797m. Transfers to and from the Working Balance during the year were as follows:

	£000
Working Balance at 1 April 2012	11,301
Less : revised outturn position 2012/13	504
Working Balance at 31 March 13	10,797

A working balance of £10.797m equates to approximately 5.1% of the net revenue budget for 2013/14 and remains in line with the approved Medium Term Financial Strategy (MTFS) which is to maintain a Working Balance of at least 5%.

3.4 Earmarked Reserves and Provisions

3.4.1 In addition to the Working Balance, the Council maintains a number of reserves which may be required for statutory purposes or set up voluntarily to earmark resources for future spending plans. Assuming the corporate health adjustments outlined above are approved, the Council's earmarked reserves will stand at £24.271m at 31 March 2013. This includes schools balances and reserves of £6.428m. At this point the details of the Tamar Bridge and Torpoint Ferry accounts have not been received from Cornwall Council who prepare the accounts and so any balances relating to this activity cannot be updated.

3.4.2 These figures are subject to change as the final statement of accounts is produced over the next month but any changes should be minimal. Appendix C shows the provisional movement in the reserves over the year, together with the main purpose of the reserve.

3.4.3 Schools Balances

At the end of the year there was a total of £6.428m (£4.449m March 2012) unspent monies against schools' delegated budgets and other reserves. The main reasons why schools hold balances are: anticipation of future budget pressures usually arising from pupil number variations; to fund specific projects such as building works and IT; and to provide for the balance of Government grants paid during the financial year (April–March) which cover expenditure occurring across the academic year (September – August).

3.4.4 The Council has a number of budget provisions set up to meet known liabilities. Provisions are compulsory and required to comply with accounting standards. The balance on the provisions at year end together with movement in the year is outlined in Appendix D.

3.4.5 Officers have undertaken a review of provisions and reserves to assess their adequacy to meet known or estimated commitments. As a result of this the following net nil transfers between reserves and provisions are suggested:

- £0.250m is transferred to a transformational change reserve
- A further £0.150m, covering the 2013/14 year, is transferred to the Life Centre Dowry for future maintenance
- £0.600m is transferred to the Pension Reserve
- Reduction in VAT repayment reserve of £0.185m leaving £0.060m to meet potential VAT assessments
- Reduction in Icelandic Bank legal reserve of £0.164m leaving £0.400m to meet potential joint legal costs
- Net reduction in Insurance Provisions and Reserves of £0.394m following year end outstanding claims analysis
- Housing rents provision is reduced by £0.171m
- General commuted maintenance reserve is reduced by £0.086m

Recommendations:

1. Cabinet note the provisional Outturn Position for the year.
2. Cabinet note the additional transfers to and from provisions and reserves reflected in the outturn figures as required in accordance with statutory provisions:
 - Transfer to Plymouth Life Centre Dowry £ 0.150m
 - Transfer to Redundancy Reserve £ 0.150m
 - Transfer to General Reserve for CEDT work £ 0.050m
3. Cabinet note the adjusted deficit for the year of £0.504m and approve that that this be met by a transfer from the General Fund Working Balance.
4. Cabinet approve the following net nil transfers between reserves and provisions:
 - Creation of a transformational change reserve £ 0.250m
 - A further transfer to the Plymouth Life Centre Dowry £ 0.150m
 - Transfer to the Pension Reserve £ 0.600m
 - Net reduction in Insurance Provision & Reserves £ (0.394)m
 - Reduce VAT repayment reserve £ (0.185)m
 - Reduce Icelandic Bank legal reserve £ (0.164)m
 - Reduce Housing Rents provision £ (0.171)m
 - Reduce general commuted maintenance reserve £ (0.086)m

4. Capital Programme

- 4.1 The final outturn position for 2012/13 is £46.504m which is shown by Directorate in the table below

Table 3 – Capital Outturn 2012/13

Directorates	Movement in Period			2011/12 Outturn £000
	Budget Report Feb 13 £000	Reprofiling £000	Variations £000	
	People	33,628	(2,406)	
Place	10,980	(1,932)	(104)	8,944
Corporate Services	7,738	(1,785)	271	6,223
Total	52,346	563	281	46,504

Capital Financing

- 4.2 Table 4 below shows the final financing position:

Table 4 – Financing of 2012/13 Capital Programme

Method of Financing	£'000
Supported Borrowing	107
Unsupported Borrowing	4,699
Total Borrowing	4,806
Capital Receipts	6,874
Grants	31,975
Contributions	1,171
Section 106 / RIF	705
Direct Revenue Financing	973
Sub-Total Other Financing	41,698
Total Capital Financing	46,504

- 4.3 The Council has created an investment fund of £20.0m funded from a mixture of capital and revenue resources. As part of reviewing the financing of the overall 2012/13 capital programme officers have identified an opportunity to increase the funding from capital receipts in 2012/13 (which were originally due to fund the Investment Fund in future years) rather than planned revenue reserves. This if approved will increase the revenue financing portion available within the £20m Investment Fund, thereby increasing the flexibility of the Fund to support more revenue initiatives if required.

Recommendations:

5. Cabinet note the capital financing requirement of £46.504m and approve the borrowing requirement of £4.806m for 2012/13.
6. Cabinet approve the additional use of capital receipts totalling £0.840m and increasing the revenue investment fund reserve by the same amount.

Capital Medium Term Forecast

- 4.4 The capital programme approved at February Council was £115.909m for the period 2013/14 – 2015/16. The closure of accounts process has identified further changes due to re-profiling and other variations, and there are also a number of new schemes for approval.

Table 5 – Changes to Capital Medium Term Forecast & New Approvals

	Feb'13 Budget £000	New Schemes £000	Re-profiling £000	Variations £000	Revised Medium Term forecast £000
2013/14	64,016	762	6,379	(55)	71,102
2014/15	35,159	202	(185)	(292)	34,884
2015/16	16,734	0	(50)	0	16,684
Total	115,909	964	6,144	(347)	122,670

New Schemes for approval	2013/14 £000	2014/15 £000	Total £000
Additional DfT grant for carriageway resurfacing	383	202	585
Flood defence works at Arnold Point funded by Environment Agency flood defence grant	337	0	337
Explorers Park at Lancaster Gardens funded by S106 and ringfenced contribution	42	0	42
Total	762	202	964

Recommendations:

7. Cabinet approve the new schemes and the revised capital programme for 2013/14 – 2015/16 totalling £122.670m.

SECTION B HUMAN RESOURCES**5. Human Resources Key Messages**

- 5.1 At the end of March 2013, there were 3838 employees (3063.0 FTE) compared to 4155 employees (3248.5 FTE) in March 2012. This is a reduction of 317 employees (185.5 FTE).
- 5.2 Corporately, a threshold of 5% of the total wage bill has been set, to monitor the use of agency staff. The % fluctuates during the year, but based on the total actual salary spend for 2012/13, 6% was spent on agency staff.
- 5.3 Sickness absence continues with a downward trend and departmental targets have been introduced during 2012/13. The sickness outturn for 2012/13 is 9.23 days per FTE (excluding schools) compared to 9.78 days per FTE for 2011/12 and 12.92 days per FTE in 2010/2011.
- 5.4 During 2012/13 (April 2012-March 2013), 48 people have been made redundant and left the Authority.
- 5.5 A total of 97 joined the redeployment register between 1 April 2012 and 31 March 2013 for the following reasons:-

End of apprenticeship	1
Capability	1
Ill Health	12
Redundancy	78
Other (e.g. disciplinary outcome, end of particular temp contracts)	5
Total	97

- 5.6 26 people were redeployed during 2012/2013.
- 5.7 An additional 11 people are classed as 'no longer at risk', but were provided alternative employment by some other means i.e. funding extended / slotted in to other roles.
- 5.8 A 'time limited' voluntary release scheme operated during part of 2012/13, and 101 choose to leave the authority.
- 5.9 Detailed information on staff numbers and sickness absence by Directorate and Department is contained in Appendix E.

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OUTTURN VARIANCES BY DEPARTMENT

APPENDIX A

DEPARTMENTS	Latest				Outturn Variation £'000
	Approved Final	Actual Outturn £'000	Health Adj £'000	Outturn £'000	
	Budget £'000				
Executive Office					
Chief Executives Office	1,785	1,697	0	1,697	(88)
Departmental Management	664	614	0	614	(50)
Total Executive Office	2,449	2,311	0	2,311	(138)
Corporate Items					
Capital Financing	9,086	9,160	0	9,160	74
Major Projects	0	10	0	10	10
Other Corporate Items	(6,297)	(9,462)	150	(9,312)	(3,015)
Total Corporate Items	2,789	(292)	150	(142)	(2,931)
Corporate Services					
Finance, Effic, Tech & Assets	17,511	17,567	0	17,567	56
Democracy & Governance	5,133	5,163	0	5,163	30
Customer Services	5,366	5,179	0	5,179	(187)
Human Resources & OD	3,199	3,012	0	3,012	(187)
Departmental Management	290	284	0	284	(6)
Total Corporate Services	31,499	31,205	0	31,205	(294)
People Directorate					
Childrens Social Care	26,928	27,112	0	27,112	184
Jt Comm & Adult Social Care	67,750	72,311	0	72,311	4,561
Education, Learning & Family Support	15,736	14,684	0	14,684	(1,052)
Homes & Communities	9,455	8,388	0	8,388	(1,067)
Programmes Director projects	3,428	3,839	150	3,989	561
Management and Support	342	337	0	337	(5)
Total People Directorate	123,639	126,671	150	126,821	3,182
Place Directorate					
Economic Development	1,722	1,739	50	1,789	67
Transport & Infrastructure	14,438	14,672	0	14,672	234
Planning	1,777	1,657	0	1,657	(120)
Environmental Services	25,313	25,850	0	25,850	537
Strategic Waste Programme	299	180	0	180	(119)
Business Support	(589)	(615)	0	(615)	(26)
Management and Support	430	542	0	542	112
Total Place Directorate	43,390	44,025	50	44,075	685
Total General Fund budget	203,766	203,920	350	204,270	504

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TRADING ACCOUNT OUTTURN 2012/13

Activity	Trading Estimates (Adjusted)	Outturn	Variation	Comments
	£'000	£'000	£'000	
City Market	91	0	(91)	Borrowing charges less than original budget due to expenditure funded direct from reserve in 2012/13. Other savings on in year operational costs.
Off/On Street Parking	(1,908)	(2,022)	(114)	Increased net income from bus lane enforcement and reduced staffing costs
Street Trading	(6)	0	6	This includes a transfer of £38k to the City Centre Company and Waterfront Partnerhip
Taxi Trade	(98)	(98)	0	
Total Trading	(1,921)	(2,120)	(199)	

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High Level Summary group	Balance as at 31/3/2012 £000	Transfers to Reserves 12/13 £000	Transfers from Reserves 12/13 £000	Balance as at 31/03/2013 £000	
Trading Account & other statutory reserves	(432)	(2,724)	2,888	(268)	
Education/schools Earmarked reserves	(5,722)	(5,221)	4,515	(6,428)	
Commuted maintenance	(975)	(98)	723	(350)	
Earmarked General Reserves	(17,476)	(6,257)	8,135	(15,598)	
Other Ring fenced Reserves	(1,308)	(367)	667	(1,008)	
Other Reserves	(525)	(181)	87	(619)	
Working balance	(11,301)	0	504	(10,797)	
Total	(37,739)	(14,848)	17,519	(35,068)	

Summary group	Balance as at 31/3/2012 £000	Transfers to Reserves 12/13 £000	Transfers from Reserves 12/13 £000	Balance as at 31/03/2013 £000	Purpose of Reserve
Trading Account & other statutory reserves					
Off Street Parking	(100)	(404)	504	0	Represents Accumulated trading position
On Street Parking	0	(2,222)	2,222	0	Represents Accumulated trading position
City Market	(32)	0	32	0	Represents Accumulated trading position
Taxis	(132)	(98)	0	(230)	Represents Accumulated trading position
Street Trading	(89)	0	80	(9)	Represents Accumulated trading position
Land Charges Development Fund	(79)	0	50	(29)	To fund improvements in the LLC service
Education/schools Earmarked reserves					
Education Carry Forwards	(65)	0	51	(14)	Schools ringfenced resources mainly from grants Previously shown as a separate reserve. Represents schools balances under delgated budgets
School Budget Share	(4,449)	(5,010)	4,449	(5,010)	
PFI reserves	(1,185)	(207)	15	(1,377)	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
Beechwood Campus Drs Surgery Reserve	(23)	(4)	0	(27)	

Summary group	Balance as at 31/3/2012 £000	Transfers to Reserves 12/13 £000	Transfers from Reserves 12/13 £000	Balance as at 31/03/2013 £000	Purpose of Reserve
Commutated Maintenance	(975)	(98)	723	(350)	Revenue contribution from developers /section 106 agreements to provide for future maintenance over a period of years
Earmarked General Reserves					
Vat Repayment	(340)	0	279	(61)	
Accommodation Reserve	(1,374)	0	824	(550)	To meet costs of repairs to Office Accommodatio and the wider accommodation strategy.
Planning LDF Reserve	(62)	0	62	0	The reserve relates to the reprofiling of the LDF timetable and specifically to the costs of the Derriford & Seaton Area Action Plan Public Examination
Insurance and Risk Management Reserves	(1,184)	(502)	69	(1,617)	To meet any unforeseen/increased costs of insurance claims or works to minimise insurance risk.
Budget Carry Forwards	(1,221)	0	525	(696)	
JE contingency	(52)	0	0	(52)	to fund costs around appeals
Pensions Fund	(1,088)	(750)	735	(1,103)	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 need to be met either annually or at the end of the three year period
Redundancies	(2,625)	0	903	(1,722)	To meet potential costs of redundancies, including strain payments to the pension fund
Urban Enterprise Fund	(357)	(460)	115	(702)	Match funding to ensure that Plymouth gains access to the European funding available to the region to support Urban Enterprise
CIP	(48)	0	48	0	
Capital Reserve	(975)	(665)	975	(665)	To be used to support the capital programme and potential shortfall in capital receipts
Job Evaluation/Equal Pay	(700)	0	0	(700)	
Invest to Save Reserve	(1,300)	(135)	1,300	(135)	To be used to support/pump prime invest to save initiatives to deliver budget savings over the meduim term.
Recovery costs - Icelandic Banks	(564)	0	164	(400)	Reserve curently meeting the ongoing legal costs and borrowing costs
Grants carryforward	(1,192)	(1,226)	1,192	(1,226)	This reserve reflects unspent balances on ringfenced grant income at the year end
Waste Reserve	(1,600)	0	800	(800)	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.
Stock transfer residual liabilities	(1,005)	0	0	(1,005)	
Life Centre Dowry	(150)	(300)	0	(450)	Reserve for future maintenance in line with grant funding conditions
Mortgage Rescue Scheme Reserve	(144)	(79)	144	(79)	Part of the wider homelessness prevention strategies, this reserve holds government funding received in relation to the Preventing Repossessions Fund and the balance of funding for the Mortgage Rescue Fund

Summary group	Balance as at 31/3/2012 £000	Transfers to Reserves 12/13 £000	Transfers from Reserves 12/13 £000	Balance as at 31/03/2013 £000	Purpose of Reserve
Tamar Bridge & torpoint Ferry	(1,495)	0	0	(1,495)	Plymouth's 50% share of the operations ringfenced reserves
Plan for Jobs	0	(500)	0	(500)	Revenue support to Plan for Jobs scheme
Investment Fund	0	(1,340)	0	(1,340)	Revenue reserve relating to Investment Fund
CEDT reserve	0	(50)	0	(50)	Reserve to support developing a new Community Economic Development Trust in the City
Transformational Change Reserve	0	(250)	0	(250)	
Other Ringfenced Reserves					
DRCP	(241)	(217)	305	(153)	
Tamar house - Commercial rents sinking fund	(287)	(130)	141	(276)	
Plymouth CDC Legacy Reserve	(246)	(20)	177	(89)	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.
A386 Park & Ride Leased Spaces	(534)	0	44	(490)	Upfront payment from PCT for leased spaces at George Park & Ride site. Released to revenue annually in lieu of rental income.
Other Reserves	(525)	(181)	87	(619)	Various
Sub Total Earmarked Reserves	(26,438)	(14,848)	17,015	(24,271)	
Working Balance	(11,301)	0	504	(10,797)	General Balance available to meet unforeseen expenditure
Total Reserves	(37,739)	(14,848)	17,519	(35,068)	

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Movement in Provisions 2012/13

Provision	Balance at 31/3/12	Provisions made in year	Provisions used in year	Balance at 31/3/13
Insurance Fund	(6,386)	(968)	951	(6,403)
Redundancy Provision	(107)	0	107	0
CiTc Information Fine Provision	(60)	0	60	0
Liability for Utilities	0	(270)	0	(270)
Other provisions	0	(155)	0	(155)
Backdated Equal pay claims	(3,322)	0	607	(2,715)
Rents Collection Account	(171)	0	171	0
Liability for BMW Landfill Usage	(640)	(274)	640	(274)
Total General Provisions	(10,686)	(1,667)	2,536	(9,817)
Total Provisions For Bad Debts	(11,365)	(663)	823	(11,205)

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WORKFORCE: HEADCOUNT (NUMBER OF EMPLOYEES)

	Mar-10	Mar-11	Mar-12	Apr-12	May-12	Jun-12	July-12	Aug-12	Sept-12	Oct-12	Nov-12	Dec-12	Jan-13	Feb-13	Mar-13	Change 12/13
Council Wide	4751	4713	4155	4158	4156	4157	4155	4160	4130	4093	4083	4040	4025	3993	3838	317
Executive Office																
Corporate Communications			12	12	12	12	12	12	12	12	12	12	12	12	12	0
Management & Support (Chief Executive)			3	3	3	2	2	0	0	0	0	0	0	0	0	(3)
Policy, Performance and Partnerships			23	24	25	25	26	26	26	26	26	26	26	25	24	0
Total			38	39	40	39	40	38	38	38	38	38	38	37	36	(3)
Corporate Services																
Customer Services			210	207	206	205	197	195	200	198	199	229	228	229	216	9
Democracy and Governance			101	101	103	103	104	103	103	102	104	102	103	101	100	(1)
Finance, Efficiencies, Technology & Asst			690	689	691	686	688	696	702	688	684	645	651	642	632	(57)
Human Resources and Organisational Dev			122	121	115	112	112	113	111	96	96	96	95	93	91	(30)
Management and Support			3	3	3	2	2	2	2	2	2	2	2	2	2	(1)
Total			1126	1121	1118	1108	1103	1109	1118	1086	1085	1074	1079	1067	1041	(80)
People																
Childrens Social Care			354	354	368	374	362	364	364	370	370	368	359	339	338	(16)
Education, Learning & Families			670	678	931	898	938	926	897	884	883	863	853	852	841	163
Homes & Communities			183	183	256	272	269	274	271	271	270	268	268	285	283	100
Joint Commissioning & Adult Social Care			627	617	604	595	582	583	578	581	578	572	566	542	437	(180)
Lifelong Learning			253	253	Moved to Education, Learning and Families & CSC											(253)
Programmes Director			5	5	5	4	3	3	3	3	3	3	3	3	3	(2)
Management and Support			1	1	1	1	1	1	1	1	1	1	1	1	1	0
Total			2092	2090	2165	2144	2155	2151	2114	2110	2105	2075	2050	2022	1903	(187)
Place																
Business Team (Dev & Reg)			10	9	9	9	9	9	9	9	9	9	9	9	9	0
Economic Development			118	118	117	116	112	118	116	118	119	118	116	119	119	1
Environmental Services			485	500	496	498	496	495	497	495	489	488	483	478	474	(26)
Planning Services			87	83	82	81	81	80	79	77	79	79	80	86	86	3
Strategic Housing			72	71	Moved to Homes and Communities											(71)
Transport & Infrastructure			123	123	126	159	156	156	156	156	155	155	166	171	166	43
Waste PFI			2	2	2	2	2	2	1	1	1	1	1	1	1	(1)
Management and Support			1	1	1	1	1	2	2	2	2	2	2	2	2	1
Total			898	907	833	866	857	862	860	858	854	852	857	866	857	(50)

WORK FORCE: FULL TIME EQUIVALENTS

	Mar-10	Mar-11	Mar-12	Apr-12	May-12	Jun-12	July-12	Aug-12	Sept-12	Oct-12	Nov-12	Dec-12	Jan-13	Feb-13	Mar-13	Change 12/13
Council Wide	3718.70	3671.60	3248.50	3250.10	3246.60	3251.40	3252.60	3270.60	3249.50	3239.60	3235.10	3212.40	3193.90	3163.70	3063.00	-187.10
Executive Office																
Corporate Communications			12.00	12.00	12.00	12.00	12.00	12.00	12.00	12.00	12.00	12.00	12.00	12.00	12.00	0.00
Management & Support (Chief Executive)			3.00	3.00	3.00	2.00	2.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	(3.00)
Policy, Performance and Partnerships			21.80	22.80	23.50	23.50	23.90	23.90	23.90	23.90	23.90	23.90	23.90	22.90	21.90	(0.90)
Total			36.80	37.80	38.50	37.50	37.90	35.90	35.90	35.90	35.90	35.90	35.90	34.90	33.90	(3.90)
Corporate Services																
Customer Services			147.60	145.80	146.80	145.40	140.70	139.60	144.10	142.20	144.10	170.10	169.10	169.60	161.20	15.40
Democracy and Governance			86.40	86.10	87.10	87.30	88.10	88.10	88.50	87.90	89.50	87.60	89.20	87.20	86.50	0.40
Finance, Efficiencies, Technology & Asst			512.90	512.60	513.90	508.20	511.30	514.70	513.10	510.80	510.00	481.90	482.70	478.50	467.50	(45.10)
Human Resources and Organisational Dev			109.40	108.50	104.30	101.80	101.80	102.80	100.40	86.90	86.90	86.90	85.90	84.70	83.30	(25.20)
Management and Support			3.00	3.00	3.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	(1.00)
Total			859.30	856.00	855.10	844.70	843.90	847.20	848.10	829.80	832.50	828.50	828.80	819.30	800.50	(55.50)
People																
Childrens Social Care			321.60	321.60	332.50	338.10	330.60	333.60	333.50	339.40	339.80	338.10	329.10	310.40	310.20	(11.40)
Education, Learning & Families			361.10	365.00	548.40	547.00	575.30	584.30	567.60	563.60	564.70	553.70	544.20	539.30	539.60	174.60
Homes & Communities			146.70	147.50	213.30	225.60	224.10	228.10	226.30	226.60	225.50	224.50	225.00	240.50	239.40	91.90
Joint Commissioning & Adult Social Care			479.30	470.80	461.00	453.30	441.20	440.50	439.00	446.00	443.80	439.20	433.90	416.40	344.00	(126.80)
Lifelong Learning			185.30	184.60	Moved to ELF and CSC											(185.30)
Programmes Director			4.00	4.00	4.00	3.50	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	(1.00)
Management and Support			0.00	0.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Total			1498.00	1493.50	1560.20	1568.50	1575.20	1590.50	1570.40	1579.60	1577.80	1559.60	1536.20	1510.70	1437.20	(56.30)
Place																
Business Team (Dev & Reg)			9.10	8.10	7.70	7.70	7.70	7.70	7.70	7.70	7.70	7.70	7.70	7.70	7.70	(0.40)
Economic Development			105.20	105.00	104.40	103.40	99.90	105.80	103.80	106.00	105.80	104.80	102.30	105.30	105.30	0.30
Environmental Services			475.40	489.60	485.30	487.70	486.80	485.80	487.80	484.80	479.20	478.40	475.20	470.70	467.10	(22.50)
Planning Services			79.40	75.90	75.60	74.60	74.40	73.90	72.90	71.00	71.80	72.00	72.50	77.50	77.50	1.60
Strategic Housing			66.60	65.60	Moved to Homes and Communities											65.60
Transport & Infrastructure			114.70	114.70	116.80	124.20	123.80	119.90	119.90	120.70	120.50	121.70	131.30	133.60	129.70	15.00
Waste PFI			2.00	2.00	2.00	2.00	2.00	2.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	(1.00)
Management and Support			1.00	1.00	1.00	1.00	1.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	1.00
Total			853.40	861.90	792.80	800.60	795.60	797.10	795.10	793.20	788.00	787.50	792.00	797.80	790.30	(71.60)

AVERAGE NUMBER OF DAYS SICK PER FULL TIME EQUIVALENT (FTE)

					Apr-12	May-12	Jun-12	July-12	Aug-12	Sept-12	Oct-12	Nov-12	Dec-12	Jan-13	Feb-13	Mar-13
Corporate Services																
Democracy and Governance					11.43	11.67	12.44	12.62	12.25	12.36	11.82	10.95	10.81	8.93	9.35	9.04
Finance, Efficiencies, Technology & Asst					8.65	8.86	8.52	8.86	9.13	9.43	9.87	9.99	9.92	10.23	9.63	9.26
Human Resources and Organisational Dev					7.43	7.59	5.41	5.34	5.54	5.99	6.56	7.77	8.76	9.59	9.09	9.11
Customer Services					7.42	7.34	5.89	6.16	6.69	6.82	6.97	6.99	7.11	6.90	6.47	6.40
Management & Support (Corp Services)					10.00	10.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
DIRECTORATE TOTAL					8.57	8.70	8.06	8.35	8.59	8.87	9.17	9.32	9.31	9.33	8.88	8.63
Executive Office																
Policy, Performance and Partnerships					5.96	5.78	5.59	4.89	5.51	5.60	5.22	6.73	10.82	12.95	9.98	8.11
Corporate Communications					3.83	3.79	6.04	7.71	8.38	5.33	5.33	5.25	5.25	5.33	5.17	5.58
Management & Support (Chief Executives)					1.17	1.00	1.00	1.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
EXECUTIVE OFFICE TOTAL					4.88	4.79	5.49	5.58	6.47	5.51	5.12	6.06	8.72	10.13	7.99	7.01
People																
Joint Commissioning & Adult Social Care					13.96	14.10	14.17	13.76	14.04	14.23	14.44	15.11	15.11	14.74	13.69	13.23
Homes & Communities					9.76	9.51	9.05	8.90	8.44	8.35	8.03	7.63	7.85	8.02	8.16	8.42
Childrens Social Care					10.32	10.27	10.45	10.85	10.93	11.33	11.54	11.89	11.67	11.70	10.86	10.23
Education, Learning & Families					8.54	7.58	7.22	7.38	7.40	7.50	7.91	8.21	8.86	9.15	9.06	8.68
Programmes Director					2.00	2.00	2.29	1.33	3.67	3.67	3.67	3.67	2.33	2.33	3.33	3.33
DIRECTORATE TOTAL (excluding Schools)					10.31	10.37	10.19	10.13	10.15	10.32	10.53	10.83	11.07	11.07	10.55	10.18
Place																
Planning Services					3.23	3.38	3.44	3.01	3.29	3.50	4.18	3.35	4.96	3.86	4.79	3.45
Business Team (Dev & Reg)					1.11	1.16	1.16	1.16	1.16	1.16	1.42	1.03	3.49	6.33	8.91	13.54
Environmental Services					11.77	11.51	11.39	11.26	11.31	10.97	10.31	10.32	10.15	10.24	9.84	9.58
Economic Development					7.09	7.46	7.65	7.15	7.38	6.97	4.41	4.45	4.80	5.10	5.45	5.78
Strategic Housing					11.68	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Transport & Infrastructure					9.61	10.29	9.78	8.08	7.58	7.77	9.45	10.47	9.46	9.12	7.84	7.15
DIRECTORATE TOTAL					9.99	9.87	9.77	9.34	9.34	9.16	8.72	8.81	8.59	8.69	8.33	8.18
COUNCIL TOTAL (excluding Schools)					9.70	9.73	9.46	9.40	9.49	9.59	9.65	9.88	9.96	10.01	9.52	9.23

DISCIPLINARY BY DEPARTMENT & CATEGORY

				Apr-12	May-12	Jun-12	July-12	Aug-12	Sept-12	Oct-12	Nov-12	Dec-12	Jan-13	Feb-13	Mar-13	Total
Childrens Social Care					1	1	1		4				1	1	1	10
Attendance/Absence									1							1
Capability Sickness and Disability					1	1	1		2				1	1	1	8
Misuse of council resources									1							1
Customer Services				2	1	1					1			1		6
Attendance/Absence Other				2	1	1					1					5
Unprofessional Conduct														1		1
Democracy and Governance				1		1				1				1		4
Attendance/Absence Other						1				1				1		3
Confidentiality				1												1
Economic Development									1							1
Unprofessional Conduct									1							1
Education, Learning & Families					2		3			3	4		1	3	2	18
Attendance/Absence							2			1	2				2	7
Capability Sickness and Disability													1	1		2
Capability/Qualification							1									1
Conduct Relating to Children														1		1
Fraud/Theft/Financial										1						1
Misuse of council resources														1		1
Unprofessional Conduct					2					1	2					5
Environmental Services				1	1	3	1	3	6	7	5	1	7	11	6	52
Attendance/Absence								2	3	7	2	1	4	10		29
Capability Sickness and Disability				1									1			2
Fraud/Theft/Financial									2				1		6	9
Health and Safety							1		1		1					3
SOSR														1		1
Unprofessional Conduct					1	3		1			2		1			8
Finance, Efficiencies, Technology & Asst					2	2		1		2	2	2	7	3	3	24
Attendance/Absence					1										2	3
Capability Sickness and Disability										1	2	2	7	1	1	14
Capability/Qualification														1		1
Conduct Relating to Children						1										1

DISCIPLINARY BY DEPARTMENT & CATEGORY (CONTINUED)

				Apr-12	May-12	Jun-12	July-12	Aug-12	Sept-12	Oct-12	Nov-12	Dec-12	Jan-13	Feb-13	Mar-13	Total
Health and Safety					1											1
Performance Management								1								1
Performance Management Other														1		1
Unprofessional Conduct						1				1						2
Homes & Communities				1			1						1	2		5
Capability Sickness and Disability													1			1
Fraud/Theft/Financial				1												1
Unprofessional Conduct							1							2		3
Human Resources and Organisational Dev					1	1								2		4
Attendance/Absence														1		1
Attendance/Absence Other						1								1		2
Capability Sickness and Disability					1											1
Joint Commissioning & Adult Social Care				2		2	4	1	2	5	10	5	13	2	1	47
Attendance/Absence				1		1	1	1	2	5	10	5	11	1		38
Capability Sickness and Disability													2	1	1	4
Conduct Relating to Vulnerable Adults						1	3									4
Unprofessional Conduct				1												1
Lifelong Learning														1		1
Unprofessional Conduct														1		1
Planning Services											1					1
Misuse of council resources Other											1					1
Transport & Infrastructure					1		1	2			1					5
Attendance/Absence								1								1
Attendance/Absence Other					1		1	1			1					4
Grand Total				7	9	11	11	7	13	18	24	8	30	27	13	178

GRIEVANCE BY DEPARTMENT & CATEGORY

				Apr-12	May-12	Jun-12	July-12	Aug-12	Sept-12	Oct-12	Nov-12	Dec-12	Jan-13	Feb-13	Mar-13	Total
Childrens Social Care					2		1		1			1	2			7
Bullying and Harassment									1							1
Bullying and Harassment Other													1			1
Duty of Care													1			1
Pay and Conditions					1											1
Policy and Procedure					1		1									2
Working Relationships												1				1
Customer Services					1						1					2
Pay and Conditions											1					1
Working Relationships					1											1
Education, Learning & Families						1										1
Bullying and Harassment Other						1										1
Environmental Services											1		1	5		7
Bullying and Harassment														1		1
Bullying and Harassment Disability											1					1
Duty of Care Other													1			1
Working Relationships														4		4
Finance, Efficiencies, Technology & Asst				1		1	1									3
Bullying and Harassment Disability				1												1
Bullying and Harassment Race						1										1
Policy and Procedure							1									1
Human Resources and Organisational Dev												1				1
Bullying and Harassment												1				1
Joint Commissioning & Adult Social Care				2						1	1	2				6
Bullying and Harassment										1						1
Bullying and Harassment Other												1				1
Bullying and Harassment Trade Union											1	1				2
Unprofessional Conduct				2												2
Learner & Family Support													1			1
Working Relationships													1			1
Grand Total				3	3	2	2	0	1	1	3	4	4	5	0	28