

Public Document Pack



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10/06/2013

CABINET

Tuesday 18 June 2013
2 pm
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.

This meeting will be broadcast live to the internet and will be capable of subsequent repeated viewing. By entering the Warspite Room and during the course of the meeting, councillors are consenting to being filmed and to the use of those recordings for webcasting.

By entering the meeting room and using the public seating area, the public are consenting to being filmed and to the use of those recordings for webcasting.

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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 (Pages 1 - 2)

Cabinet Members will be asked to make any declarations of interest in respect of items on this agenda. A flowchart providing guidance on interests is attached to assist councillors.

3. MINUTES (Pages 3 - 8)

To sign and confirm as a correct record the minutes of the meeting held on 21 May 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. CORPORATE PLAN 2013/14 - 2016/17 (Pages 9 - 18)

The Chief Executive will submit the Corporate Plan 2013/14 – 2016/17 which will be the first Co-operative Council Corporate Plan for Plymouth and clearly communicates the values of a Brilliant Co-operative Council.

6. 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 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)

AGENDA

MEMBERS OF THE PUBLIC TO NOTE

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

Nil

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DECLARING INTERESTS – QUESTIONS TO ASK YOURSELF

What matters are being discussed?

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Does the business relate to or is it likely to affect a disclosable pecuniary interest (DPI)? This will include the interests of a spouse or civil partner (and co-habitees):

- any employment, office, trade, profession or vocation that they carry on for profit or gain
- any sponsorship that they receive including contributions to their expenses as a councillor or the councillor’s election expenses from a Trade Union
- any land licence or tenancy they have in Plymouth
- any current contracts leases or tenancies between the Council and them
- any current contracts leases or tenancies between the Council and any organisation with land in Plymouth in they are a partner, a paid Director, or have a relevant interest in its shares and securities
- any organisation which has land or a place of business in Plymouth and in which they have a relevant interest in its shares or its securities

No

Yes

Declare interest and leave (or obtain a dispensation)

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Does the business affect the well-being or financial position of (or relate to the approval, consent, licence or permission) for:

- a member of your family or
- any person with whom you have a close association; or
- any organisation of which you are a member or are involved in its management (whether or not appointed to that body by the council). This would include membership of a secret society and other similar organisations.

Yes No You can speak and vote

Will it confer an advantage or disadvantage on your family, close associate or an organisation where you have a private interest more than it affects other people living or working in the ward?

Yes No Declare the interest and speak and vote

Speak to Monitoring Officer in advance of the meeting to avoid risk of allegations of corruption or bias

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Cabinet members must declare and give brief details about any conflict of interest* relating to the matter to be decided and leave the room when the matter is being considered. Cabinet members may apply to the Monitoring Officer for a dispensation in respect of any conflict of interest.

*A conflict of interest is a situation in which a councillor’s responsibility to act and take decisions impartially, fairly and on merit without bias may conflict with his/her personal interest in the situation or where s/he may profit personally from the decisions that s/he is about to take.

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Cabinet

Tuesday 21 May 2013

PRESENT:

Councillor Evans, in the Chair.

Councillors Coker, Lowry, McDonald, Penberthy and Williams.

Also in attendance: Tracey Lee (Chief Executive), Adam Broome (Director for Corporate Services), Carole Burgoyne (Director for People), Anthony Payne (Director for Place), David Draffan (Assistant Director for Economic Development), David Northey (Head of Finance), Paul Palmer (Principal Surveyor (Corporate Estates)), Candice Sainsbury (Senior Policy, Performance and Partnerships Advisor), James Watt (Head of Land and Property) and Nicola Kirby (Senior Democratic Support Officer (Cabinet)).

Apologies for absence: Councillors Peter Smith (Vice Chair) and Vincent.

The meeting started at 2.00 pm and finished at 2.40 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.

1. **WEBCASTING**

The Chair welcomed Cabinet Members to the meeting of Cabinet which would be webcast today and for all future meetings.

2. **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.

3. **MINUTES**

Agreed the minutes of the meeting held on 9 April 2013.

4. **QUESTIONS FROM THE PUBLIC**

There were no questions from the public for this meeting.

5. **CHAIR'S URGENT BUSINESS**

There were no items of Chair's urgent business.

6. **COMMUNITY ASSET TRANSFER POLICY: Recommendation to the City Council**

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

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

Councillor Penberthy (Cabinet Member for Cooperatives and Community Development) presented the proposals and thanked David Draffan (Assistant Director for Economic Development), James Watt (Head of Land and Property) and Paul Palmer (Principal Surveyor (Corporate Estates)) for their work.

Alternative options considered and reasons for the decision –

As set out in the report.

The City Council is Recommended to adopt the newly drafted Community Asset Transfer Policy.

7. **LANGAGE EMPLOYMENT UNITS**

The Director for Place submitted a report on a proposed scheme to provide 2,787 square metres of industrial workspace at Langage at an estimated cost of £2.5m.

The direct development commercial employment scheme would comprise high quality, sustainable accommodation for small and medium sized businesses on council owned land at Langage Science Park, Plympton, and up to 80 full time jobs would be created or supported.

A detailed demand and supply report had concluded that there was a shortage of high quality, modern employment space facilities, which the private sector had been unable to provide.

David Draffan (Assistant Director for Economic Development), James Watt (Head of Land and Property) and Paul Palmer (Principal Surveyor (Corporate Estates)) attended the meeting for this item and Councillor Lowry (Cabinet Member for Finance) presented the proposals.

Alternative options considered and reasons for the decision –

As set out in the report.

Agreed, subject to approval of minute 7a below, to –

- (1) 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;
- (2) delegate to the Cabinet Member for Finance the authority to make the key decision to award the building contract following the tender exercise.

7a Langage Employment Units - Recommendation to the City Council

Further to minute 7 above, the City Council is Recommended to amend the capital programme to include £2.5m for a scheme to provide 2,787 square feet of industrial workspace at Langage.

8. CHILD POVERTY STRATEGY 2013 - 2016 AND ACTION PLAN

The Director for People submitted a report, following extensive consultation, on a draft three year strategy and accompanying action plan which outlined a proposed city wide approach to tackling the causes and impact of child poverty under four major schemes –

- financial support and independence;
- family life and children's life chances;
- communities and neighbourhoods;
- child poverty is everyone's business.

The report indicated that the child poverty action plan was a living plan and that more detail would emerge as work progressed and as more partners and services engaged.

Candice Sainsbury (Senior Policy, Performance and Partnerships Advisor) attended the meeting for this item.

Councillor Penberthy (Cabinet Member for Cooperatives and Community Development) presented the draft strategy and action plan and indicated that there had been extensive consultation and scrutiny. He reported that the Child Poverty Working Group would remain in place with an increased membership of one place to be filled by Father Sam Philpotts, who had also agreed to chair an Annual Standing Conference on Child Poverty.

Cabinet Members thanked Candice Sainsbury, her team and everybody involved in the development of the strategy for their work.

Alternative options considered and reasons for the decision –

As set out in the report.

Agreed the Child Poverty Strategy 2013-2016 and the accompanying action plan.

9. **FINANCIAL OUTTURN 2012/13 (INCLUDING CAPITAL PROGRAMME UPDATE)**

The Corporate Management Team submitted the final financial monitoring, or outturn, report for 2012/13 as at 31 March 2013.

The report indicated that, subject to approval of the recommendations, -

- (a) the revenue position for the year was a net spend of £204.270m;
- (b) the decisions would feed into the council's Annual Statement of Accounts which was subject to external audit;
- (c) the net working balance was £10,797m as at 31 March 2013;
- (d) the capital outturn position was £46.504m.

David Northey (Head of Finance) attended the meeting for this item.

Councillor Lowry (Cabinet Member for Finance) presented the report and indicated that councillors would need to focus their attention on the Joint Commissioning and Adult Social Care area in the coming year. He also reported that he had instructed officers to present monthly financial monitoring reports to replace the current quarterly reporting arrangements.

Cabinet Members thanked Adam Broome (Director for Corporate Services) and the Finance Team for their work during the year.

Alternative options considered and reasons for the decision –

As set out in the report.

The City Council is Recommended to agree –

- (1) that the provisional outturn position as at 31 March 2013 is noted;
- (2) the additional transfers to reserves reflected in the outturn figures -
 - transfer to Plymouth Life Centre Dowry for £0.150m 2012/13;
 - transfer to Pensions Reserve; £0.150m
 - transfer to General Reserve for community £0.050m economic development trust development;
- (3) that the adjusted revenue deficit for the year of £0.504m is noted and approval is given to the deficit being met by a transfer from the General Fund Working Balance;

- (4) the following net nil transfers between reserves and provisions:
- creation of a Transformational Change Reserve £0.250m
 - transfer to Plymouth Life Centre Dowry (2013/14) £0.150m
 - transfer to Pension Reserve; £0.600m
 - net reduction to Insurance Provision and 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) that the capital financing requirement of £46.504m is noted and approval is given to the borrowing requirement of £4.806m for 2012/13;
- (6) the additional use of capital receipts totalling £0.840m and increasing the revenue Investment Fund Reserve by the same amount;
- (7) that the re-profiling changes to the capital programme identified during the outturn process subsequent to council approval in February 2013 are noted and approval is given to the latest revised forecasts totalling £122.670m for 2013/14 – 2015/16 which also include new approvals since February 2013 as set out in Table 5 in the report.

10. **CABINET APPOINTMENTS**

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

Agreed the appointments as submitted.

11. **EXEMPT BUSINESS**

There was no exempt business.

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PLYMOUTH CITY COUNCIL

Subject:	Corporate Plan 2013/14 – 2016/17
Committee:	Cabinet
Date:	18 June 2013
Cabinet Member:	Councillor Evans
CMT Member:	Tracey Lee, Chief Executive
Author:	Giles Perritt, Head of Policy, Performance and Partnerships
Contact details	Tel: 01752 304388 email: giles.perritt@plymouth.gov.uk
Ref:	
Key Decision:	Yes
Part:	I

Purpose of the report:

The Council and its partners have set out a clear vision to be 'One of Europe's most vibrant waterfront cities where an outstanding quality of life is enjoyed by everyone'. This Corporate Plan 2013/14 -16/17 clearly articulates the next phase of Plymouth's development towards this goal. The Plan has been informed by a strong evidence base including needs analysis data and resident feedback. It spells out Co-operative Council objectives that will drive the city forward in terms of its regional and national profile as well as tackle the disadvantages felt in some of our most vulnerable communities.

This will be the first Co-operative Council Corporate Plan for Plymouth and clearly communicates the values of a Brilliant Co-operative Council. The Corporate Plan 2013/14 - 2016/17 aims to:-

- Set out a clear vision to become a 'Brilliant Co-operative Council' that is understood by staff and stakeholders;
- Reaffirm the Council's commitment to the city vision and four priorities with growth being the number one priority;
- Reflect Plymouth's ambition to become a regional and national leader;
- Clearly set out priority areas based on evidence including citizen engagement and outline how these will be delivered;
- Have a strong focus on delivery;
- Provide clear strategic direction to inform and hold service plans to account;
- Link to the Council's transformational change programme to ensure the Council is able to meet the challenges it will face over the coming years e.g. reduced public sector budgets, increasing demographic pressures, meeting rising customer expectations and providing value for money.

The Council's overriding commitment to become a Brilliant Co-operative Council has shaped the development of this Plan; at its heart is a co-operative approach to engagement, co-production and delivery of services that puts people in control of their own communities and the services they receive. This Plan describes a new vision for the Council – 'Creating a fairer Plymouth where everyone does their bit' and introduces shared co-operative values that will cement relationships between members, officers and the communities we serve.

Our values are central to the next phase of the Council's future and this plan clearly articulates what it means to work in a co-operative council. This represents a shift toward becoming a value led organisation and these values will be embedded within how we work and the type of environment we want to work in. The values are for everyone.

In preparing this Corporate Plan we have been mindful of prospective budget cuts but are not diluting our ambition for the Council, especially in relation to how we serve citizens. This Corporate Plan is being submitted for adoption far earlier in the financial and corporate planning cycle to drive strategic decision making and resource allocation. The developing Medium Term Financial Plan will demonstrate alignment to the Council's strategic direction taking into account the significant budget cuts that will come into force over the next three years, against a backdrop of increasing demand on our services. There will be difficult decisions to make around resource allocation; nevertheless the Corporate Plan commits us to an ambitious transformation programme that will make the Council a more commercial, flexible and innovative organisation.

The council has identified a number of Transformation Programmes that will enable us to continue to deliver services to the citizens of Plymouth with significantly reduced resources.

With strong support, leadership – and high expectations – from members and senior officers the Council's transformation programme is in a strong position to succeed. The programmes agreed to date are:

- Customer
- ICT including ICT Shared Services
- Accommodation
- Adult Social Care
- Procurement and Efficiency

The Transformation Programme will radically alter how services are delivered and will be reflected in the organisation's Operating Model, currently in development.

This Corporate Plan has been developed using the principles of a Co-operative Council. It is a shorter, more focused document than in previous years, but does not compromise on its evidence base. The needs of the city and the voice of Plymouth citizens are at the heart of the plan's development. Over the last year we have;

- Drawn on best practice from other Co-operative Councils in the country and co-operative businesses;
 - Actively listened to public feedback e.g. Listening Plymouth results, initial feedback from Plymouth Plan consultation;
 - Engaged our staff including managers on what it means to be a Brilliant Co-operative Council;
 - Redesigned the Corporate Planning framework to translate strategy and priorities into everyday action;
 - Built on previous scrutiny recommendations from the budget scrutiny sessions held in January 2013;
 - Undertaken pre-decision scrutiny by the Co-operative Scrutiny Board in May 2013.
-

Corporate Plan 2012-2015:

The previous Corporate Plan covered 2012-15 with a recent update published December 2012. This new Corporate Plan revises the Council direction in light of major budget challenges and the need to dramatically improve and transform our services. It connects the Council to the city priorities and the emerging Plymouth Plan; and will be cascaded into service plans and ultimately individual appraisal objectives.

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

The Council continues to face the impact of the on-going economic downturn and needs to address a series of very challenging issues into the medium term. The tightening financial constraints are having a drastic impact on its ability to provide the same level of services to local people and to support the city's economic growth. To achieve a three year balanced budget the Council must reconcile increasing spending pressures **and** increasing budget pressures with reducing income and reduced central Government funding. This means the Council must make some difficult decisions over the next three years and radically change shape.

The Corporate Plan sets out the strategic direction and necessary focus for the Council. This will become the driver for future resource allocation. A supporting Medium Term Financial Plan will set out resource allocation in more detail. To support decisions the financial framework has been overhauled to achieve a more long term focus to our strategic and financial planning:

- No longer looking at one budget year in isolation.
- Unprecedented levels of financial planning.
- Commitment to produce a three year balanced budget to be signed off by Full Council February 2014, with a plan for the following two years.
- Better alignment between Medium Term Financial Plan (which includes both revenue and capital) and the Corporate Plan.
- Full visibility of the Council's budget, now showing the full "Gross Budget" rather than the traditional "Net Budget".

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

One of the objectives, Caring Plymouth, commits the Council to promote a fairer, more equal city by investing in communities, putting decisions at the heart of decision making, promoting independence and reducing health and social inequality. By embedding this commitment within the Corporate Plan the Council is acknowledging the importance of ensuring all communities have an opportunity to thrive. The plans and resources that support the delivery of this include the Child Poverty Action Plan, Community Safety Plan, and other plans that support diverse communities.

Equality and Diversity

Has an Equality Impact Assessment been undertaken? Yes. An EIA has been undertaken on the vision, values and objectives. The plans to support the delivery of the objectives will be subject to EIAs in the future.

Recommendations and Reasons for recommended action:

It is recommended that the Cabinet agree the Corporate Plan 2013/14 - 2016/17 and recommend it to Full Council for adoption.

The core strategic elements have been developed through a series of co-operative workshops and are founded on a strong evidence base and set a clear ambition for the city. The Corporate Plan sets the strategic direction which allows resources to be allocated to support its delivery and inform service planning; early sign-off in the financial year enables these decisions to be better aligned to support the delivery of the Council's priorities.

Previous staff survey results show that the vision and priorities for the Council are not sufficiently well known and understood by staff. Agreement of the Corporate Plan will allow extensive engagement with staff on the Council's vision, values and objectives in preparation for service planning. Everyone who works for the Council will need to understand what it is we are doing and why – as well as how everyone has a part to play in making this real. Over the next few months a series of road shows for staff will be undertaken so that everyone can be involved in planning for the future and really set out our stall to become a 'Brilliant Co-operative Council'.

Alternative options considered and rejected:

The Corporate Plan is a key decision within the Policy Framework. Members of the Cabinet, with support from CMT, have developed key components of the plan; notably the vision, values and objectives for 2013-17. Following pre-decision scrutiny with the Co-operative Scrutiny Board on 29 May 2013 and approval by Cabinet on the 18 June 2013 the Corporate Plan 2013/14 - 2016/17 is expected to be adopted at Full Council on 22 July 2013. This will allow us to engage with staff and stakeholders across the city prior to planning and budget setting.

If the Corporate Plan is adopted in February 2014 by Full Council it will not allow time to carry out meaningful engagement with staff and other stakeholders prior to undertaking planning and budget setting.

Published work / information:

- [Plymouth Report](#)
- [Listening Plymouth](#)
- [The View From You, Staff Survey 2012](#)

Background papers:

None

Sign off:

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Originating SMT Member Tracey Lee, Chief Executive													
Has the Cabinet Member(s) agreed the contents of the report? Yes													



PLYMOUTH
CITY COUNCIL

THE BRILLIANT CO-OPERATIVE COUNCIL

Creating a fairer Plymouth where
everyone does their bit

THE BRILLIANT
CO-OPERATIVE COUNCIL

CITY VISION

Britain's
Ocean City

One of Europe's most vibrant, waterfront cities where an outstanding quality of life is enjoyed by everyone.

CO-OPERATIVE VALUES

ONE TEAM
serving our city.

We are
DEMOCRATIC

Plymouth is a place where people can have a say about what is important to them and where they can change what happens in their area.

We are
RESPONSIBLE

We take responsibility for our actions, care about their impact on others and expect others will do the same.

We are
FAIR

We will be honest and open in how we act; treat everyone with respect; we will champion fairness and create opportunities.

We are
PARTNERS

We will provide strong community leadership and work together to deliver our common ambition.

OBJECTIVES

Creating a fairer Plymouth where everyone does their bit.

PIONEERING
Plymouth

We will be pioneering by designing and delivering better services that are more accountable, flexible and efficient in spite of reducing resources.

GROWING
Plymouth

We will make our city a great place to live by creating opportunities for better learning and greater investment, with more jobs and homes.

CONFIDENT
Plymouth

We will work towards creating a more confident city, being proud of what we can offer and growing our reputation nationally and internationally.

CARING
Plymouth

We will promote a fairer, more equal city by investing in communities, putting citizens at the heart of decision-making, promoting independence and reducing health and social inequality.

OUTCOMES

What we will achieve by this plan.

PIONEERING PLYMOUTH

- The Council provides and enables brilliant services that strive to exceed customer expectations.
- Plymouth's cultural offer provides value to the city.
- A Council that uses resources wisely.
- Pioneering in reducing the city's carbon footprint and leading in environmental and social responsibility.

GROWING PLYMOUTH

- More decent homes to support the population.
- A strong economy creating a range of job opportunities.
- A top performing education system from early years to continuous learning opportunities.
- Plymouth is an attractive place for investment.

CARING PLYMOUTH

- We will prioritise prevention.
- We will help people take control of their lives and communities.
- Children, young people and adults are safe and confident in their communities.
- People are treated with dignity and respect.

CONFIDENT PLYMOUTH

- Citizens enjoy living and working in Plymouth.
- Plymouth's brand is clear, well-known and understood globally.
- Government and other agencies have confidence in the Council and partners: Plymouth's voice matters.
- Our employees are ambassadors for the city and the Council and they are proud of the difference we make.

Pioneering Plymouth

We will be pioneering by designing and delivering better services that are more accountable, flexible and efficient in spite of reducing resources.

Outcome	Measures	Key Actions
The Council provides and enables brilliant services that strive to exceed customer expectations.	80% of customer contacts with the Council will be managed through the single point of contact, with 80% of enquiries dealt with at first point of contact.	<ul style="list-style-type: none"> Implement the Customer Transformation Programme. Focus performance improvement on top priorities identified by Plymouth residents.
Plymouth's cultural offer provides value to the city.	<p>Increase in visitor numbers coming into the city.</p> <p>Increase the city's national and international standing.</p>	<ul style="list-style-type: none"> Support the Culture Board in delivery of the Vital Spark's vision. Support the development of Mayflower 2020. Maximise the city's unique heritage offer to drive visitor numbers.
A Council that uses resources wisely.	<p>Percentage of residents satisfied that the Council provides value for money.</p> <p>Increase the value of income levied to the Local Authority.</p>	<ul style="list-style-type: none"> Align the five year Medium Term Financial Plan to the Corporate Plan and deliver the Council's Transformation Programme. Maximise Plymouth's opportunities to secure external funding.
Pioneering in reducing the city's carbon footprint and leading in environmental and social responsibility	<p>Reduction in city wide carbon emission.</p> <p>Carbon emissions reduction from Corporate estate & schools.</p>	<ul style="list-style-type: none"> Create a low carbon city by working with residents, the public and private sector to establish Plymouth Energy Community. Deliver the Council's Carbon Management Plan.

Growing Plymouth

We will make our city a great place to live by creating opportunities for better learning and greater investment, with more jobs and homes.

Outcome	Measures	Key Actions
More decent homes to support the population.	Increase the number of homes completed (net).	<ul style="list-style-type: none"> Accelerate housing supply and deliver a range and mix of well-designed greener homes that will meet the housing needs of the city through the Plymouth Plan. Work with the Plymouth Housing Development Partnership to undertake a Strategic Land Review and develop a new Plan for Homes.
A strong economy creating a range of job opportunities.	Increase the number of jobs created.	<ul style="list-style-type: none"> Maximise economic resources available to the city working with the LEP and Growth Board through a refresh of the Local Economic Strategy. Deliver the 2000 new jobs identified in the Plan for Jobs and to consider additional projects. Deliver the 4000 new jobs identified in the visitor plan through improving the city's events and marketing.
A top performing education system from early years to continuous learning opportunities.	<p>Maintain the number of schools and settings judged by Ofsted as good or better (top quartile nationally).</p> <p>Raise the achievements of our most disadvantaged children.</p>	<ul style="list-style-type: none"> Deliver the Children and Young People's Plan with particular emphasis on early intervention and child poverty (refresh due 2014). Develop and deliver a skills plan for the city, in line with the future growth agenda.
Plymouth is an attractive place for investment.	Increase in the quality and availability of employment land and premises.	<p>Increase levels of investment into Plymouth through:</p> <ul style="list-style-type: none"> Creation of the Plymouth Plan A City Deal for Plymouth targeting investment in the Marine Sector The creative use of assets through a new strategic property and assets strategy.

Caring Plymouth

We will promote a fairer, more equal city by investing in communities, putting citizens at the heart of decision-making, promoting independence and reducing health and social inequality.

Outcome	Measures	Key Actions
We will prioritise prevention.	<p>Increase access to early help and support.</p> <p>Increase the number of adults and families able to stay in their own home and communities.</p>	<ul style="list-style-type: none"> • Deliver the Early Intervention and Prevention Plan. • Deliver the Child Poverty Plan. • Deliver the Health and Wellbeing Plan. • Deliver the Housing Plan.
We will help people take control of their lives and communities.	<p>Improve life expectancy particularly in those areas where it is the lowest / lower than the average.</p> <p>Percentage of residents who believe they can influence decisions affecting their local area.</p>	<ul style="list-style-type: none"> • Deliver the Health and Wellbeing Plan and embed transformation of commissioning, choice and control in Adult Social Care. • Deliver the Civil Society Policy. • Review and develop arrangements for neighbourhood working.
Children, young people and adults are safe and confident in their communities.	<p>Reduce the gap between the worst 10 neighbourhoods and city average rate per 1000 population for overall crime.</p> <p>Children's Safeguarding timing of Core Assessments.</p>	<ul style="list-style-type: none"> • Deliver the Community Safety Plan. • Ensure there is a relentless focus on safeguarding through the implementation of the Corporate Safeguarding Improvement Plan, Plymouth Safeguarding Children Board and Plymouth Safeguarding Adults Board plans.
People are treated with dignity and respect.	<p>Percentage of residents who believe Plymouth is a place where people from different backgrounds get on well together.</p> <p>Increase the number of service providers who are awarded a quality mark.</p>	<ul style="list-style-type: none"> • Deliver the Civil Society Policy. • Become a welcoming city that is diverse, inclusive and that combats hate crime. • Implement the findings of the Fairness Commission. • Deliver the Quality Improvement Plan with service providers.

Confident Plymouth

We will work towards creating a more confident city, being proud of what we can offer and building on growing our reputation nationally and internationally.

Outcome	Measures	Key Actions
Citizens enjoy living and working in Plymouth.	Percentage of residents who are satisfied with Plymouth as a place to live.	<ul style="list-style-type: none"> • Deliver residents' priorities: <ul style="list-style-type: none"> • A Plan for Jobs, to get our young people back to work • Encourage more homes to be available to rent or buy • Continue to deliver the new deal for older people's care • Bring down crime and keep Plymouth safe • Reduce problems with potholes through increased investment in capital repair works.
Plymouth's brand is clear, well-known and understood globally.	Attract more people to live, work and visit the city from both the UK and overseas.	<ul style="list-style-type: none"> • Britain's Ocean City branding will be rolled out. • Support the development of Mayflower 2020.
Government and other agencies have confidence in the Council and partners: Plymouth's voice matters.	An increase in the amount of external funding and support from Government and other agencies.	<ul style="list-style-type: none"> • Negotiate and deliver the City Deal for Plymouth. • Develop a proactive approach to lobbying Government, working with the LEP and neighbouring authorities.
Our employees are ambassadors for the city and the Council and proud of the difference we make.	Staff Survey – would you talk positively about the Council outside work.	<ul style="list-style-type: none"> • Implement the Organisational Effectiveness Framework. • Implement the Corporate Plan Communication strategy.