

Public Document Pack



#plymcabinet

Democratic Support

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CABINET

Tuesday 12 November 2013
2.00 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.

The Council is a data controller under the Data Protection Act. Data collected during this webcast will be retained in accordance with authority's published policy.

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 - 10)

To sign and confirm as a correct record the minutes of the meeting held on 15 October 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. THE PLAN FOR HOMES (Pages 11 - 24)

The Director for Place will submit a report on proposals to establish a programme of initiatives to help achieve a step change in the delivery of homes within Plymouth. The Plan for Homes will aim to bring forward 1,000 homes per annum over the next five years to address the severe housing needs within the city and to support the growth agenda.

The report also seeks agreement to include within the Capital Programme a significant Affordable Housing Loan Facility and to the release of further city-council-owned sites in support of the Plan for Homes and the delivery of more affordable homes.

7. FEES, CHARGES AND CONCESSIONS POLICY (Pages 25 - 30)

The Assistant Director for Finance, Efficiencies, Technology and Assets will submit a report on an over-arching Fees, Charges and Concessions Policy to provide a clear statement of Plymouth City Council's corporate approach to fees and charges incorporating concessions.

This policy sets out the principles that the Council will use when levying a charge for services that we provide and why we are doing so. It will ensure we adopt a consistent and fair approach to fees and charges, and that they are used to deliver the Council's overall objectives whilst protecting, wherever possible, the most vulnerable citizens of Plymouth. It also sets a direction of travel about principles to be used when waiving charges and the conditions that will be applied in these circumstances.

8. CORPORATE MONITORING REPORT AS AT 30 SEPTEMBER 2013 (INCLUDING CAPITAL SCHEMES AND PROGRAMME APPROVALS) (Pages 31 - 46)

The Corporate Management Team will submit a report outlining the finance monitoring position of the Council as at the end of September 2013 and will provide details on how the Council is delivering against its financial measures using its capital and revenue resources and to approve relevant budget variations, virements and new capital schemes.

The report will also provide details on Human Resources and Organisation Development data including workforce and sickness statistics.

9. CORPORATE PLAN PERFORMANCE FRAMEWORK TO FOLLOW MONITORING REPORT

The Chief Executive will submit a report on the progress of delivery of outcomes identified in the Corporate Plan, highlighting cause for celebration as well as delays and issues requiring corrective action.

10. EXEMPT BUSINESS

To consider passing a resolution under Section 100A(4) of the Local Government Act 1972 to exclude the press and public from the meeting for the following item(s) of business on the grounds that it (they) involve(s) 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 15 October 2013

PRESENT:

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

Also in attendance: Councillors James (Chair of the Co-operative Scrutiny Board) and Tuffin (Chair of the former Customers and Communities Overview and Scrutiny Panel Task and Finish Group), Tracey Lee (Chief Executive), Carole Burgoyne (Director for People), David Trussler (Interim Director for Corporate Services), Fiona Fleming (Strategic Commissioning Manager), Mel Gwynn (Head of ICT), Darin Halifax (Community Cohesion Co-ordinator), Jo Hall (Senior Adviser Early Years and Childcare), Anita Martin (Group Accountant), David Northey (Head of Finance), Chris Randall (Strategic Finance Manager), Andrew Stephens (Assistant Director for Customer Services) and Nicola Kirby (Democratic Support Officer).

Apologies for absence: Councillors Lowry, Penberthy and Vincent and Anthony Payne (Director for Place).

The meeting started at 2.00 pm and finished at 2.45 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.

47. **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.

48. **MINUTES**

Agreed the minutes of the meeting held on 3 September 2013.

49. **QUESTIONS FROM THE PUBLIC**

There were no questions from the public for this meeting.

50. **SCRUTINY UPDATE BY COUNCILLOR JAMES**

With the consent of Cabinet, Councillor James (Chair of the Co-operative Scrutiny Board) attended the meeting and provided an update on scrutiny.

Cabinet were advised -

- (a) of the work of the Co-operative Scrutiny Board to date, which included pre-decision scrutiny of the draft Corporate Plan;
- (b) of the content and outcome of the Annual Scrutiny Conference held on 3 June 2013 which had been arranged to set the scene for the direction of travel for scrutiny for the year and beyond. Chairs and Vice Chairs had been encouraged to meet with Cabinet Members and Directors on a regular basis to discuss areas of high risk, overspend, poor performance, delivery plans and relevant areas within the Corporate Plan;
- (c) that following consideration of the Council's Sustainable Three Year Plan which indicated an estimated shortfall of £65m over the next three years, the Co-operative Scrutiny Board recognised that, in addition to their role of challenging decision making, they also had the role of acting as a critical friend and to provide support. Councillor James assured Cabinet that there would be effective scrutiny in order to add value to this process;
- (d) that there had been one call in and three items for pre-decision scrutiny;
- (e) that the timescales arising from the publication of the forward plan provided little opportunity for pre-decision scrutiny and Councillor James asked that the Board was given more notice of forthcoming items;
- (f) of the future work programme for the Co-operative Scrutiny Board as follows –
 - October 2013: public consultation on the budget;
 - November and December 2013: Member training on the budget; information sessions for scrutiny panel chairs and vice chairs on service area pressures; and a Finance and Transformation Co-operative Review Group;
 - 8, 13 and 15 January 2014: scrutiny of the Council's budget, performance and Corporate Plan prior to recommendations being submitted to Cabinet on 11 February 2014 and the City Council on 24 February 2014;
- (g) of the forthcoming co-operative reviews as follows –
 - park and ride bus services;
 - procedures for dealing with unauthorised encampments;
 - customer services (website and interactive transactions);
 - neighbourhood working;
 - on street parking review: rationalisation of controlled parking zones;
 - health accountability forum;
 - narrowing the gap (school pupils and welfare reform);
 - Plymouth Plan emerging policy development;

- council tax support scheme; attachment of earnings;
- housing benefit spare room subsidy;
- finance and transformation programme (particularly around adult social care).

Councillor Evans asked Councillor James to pass the thanks of Cabinet to all councillors involved in the reviews and he looked forward to seeing the outcomes.

Agreed that, in future, a written report is also presented to Cabinet on the work of scrutiny.

51. **LIBRARY MODERNISATION: SCRUTINY REPORT**

Councillor Tuffin (Chair of the former Customers and Communities Overview and Scrutiny Panel Task and Finish Group), attended the meeting and presented the scrutiny recommendations following their review of library modernisation.

Darin Halifax (Community Cohesion Co-ordinator) and Andrew Stephens (Assistant Director for Customer Services) also attended the meeting for this item.

Councillor Peter Smith (Deputy Leader) responded and indicated that he and officers had started to develop a policy having regard to the recommendations. Free wifi was already being installed in libraries and he would keep scrutiny informed of progress.

Councillor Evans (Chair) joined with Councillor Peter Smith to thank Councillor Tuffin for his work, together with the task and finish group members and all those who supported the review.

The recommendations were noted and members were advised that a draft policy on libraries would be submitted to Cabinet in due course.

52. **CHILDREN'S CENTRE BUSINESS CASE 2014-2020**

Carole Burgoyne (Director for People) submitted a report on options for the delivery of children's centres, to provide an integrated community based service to all families with children from pre-birth to five year's old. The proposed business case grouped the delivery of the service into six new clusters and all provision would be tendered including local authority delivered and schools' delivered services, alongside existing contracted services.

Fiona Fleming (Strategic Commissioning Manager) and Jo Hall (Senior Adviser Early Years and Childcare) attended the meeting for this item.

Councillor Evans (Chair) also drew Members' attention to the separate private report containing commercially sensitive financial details, referred to in minute 56 below.

Councillor Williams (Cabinet Member for Children and Young People) introduced the proposals and indicated that -

- a) a clustering approach was proposed which would group the designated sites whilst maintaining delivery in all communities and making the best use of a range of community settings. This would reduce the back office costs and burden of inspection that came with a single designated site whilst maximising investment in front line delivery;
- (b) the proposal would provide greater opportunities to plan across health, principally midwifery and health visiting, and other Council services already providing information, advice and parenting support for families;
- (c) there was a commitment from health commissioners to work with the Council to create an integrated early childhood service offer, building on existing joint commissioning intentions and outcome requirements. Further joint working with other partners such as Job Centre Plus, would be developed in line with the new model of delivery;
- (d) this model of delivery would achieve a saving of £0.960m from the Early Years budget;
- (e) a wide ranging consultation had taken place with parents, Children Centre Advisory Groups, and other key stakeholders to inform the future configuration and service delivery.
- (f) a Summary Consultation Report, was submitted providing an overview of key themes that had emerged through this consultation, one of which was a proposal by the Advisory Board for Woodford and Plum Tree to combine these two centres, so that they could be managed more effectively;
- (g) it was recommended that contracts would be awarded for three years with the option to extend for three years, to ensure the new service model had time to fully develop.

Jo Hall also reported on the consultation exercise.

Alternative options considered and reasons for the decision –

As set out in the report.

Agreed that –

- (1) the Council undertakes a tender for children's centres provision in six new clusters, as set out on the attached map and in line with Option 1 set out in the report. This option will include all provision in the tender, including local authority delivered and schools' delivered services alongside existing contracted services and contracts will be awarded for three years with the option to extend for three years;

- (2) Woodford and Plum Tree Children's Centres in Plympton are combined, to enable more efficient management whilst keeping the two designated sites for delivery to achieve consistency for families;
- (3) the designated site for Sweet Peas Children's Centre is closed and replaced with an appropriate delivery site, due to significant running costs.

53. **SCHOOLS FUNDING FORMULA: DELEGATION OF AUTHORITY TO ASSISTANT DIRECTOR**

Carole Burgoyne (Director for People) submitted a report on a proposal to delegate the final decision regarding the local schools funding formula, which ensured the equitable distribution of funding across all schools, to the Assistant Director for Education, Learning and Family Support in consultation with the Plymouth Schools Forum and Cabinet Member for Children and Young People.

David Northey (Head of Finance) and Anita Martin (Group Accountant) attended the meeting for this item.

Councillor Williams (Cabinet Member for Children and Young People) introduced the proposals which provided a transparent scheme of delegation.

Anita Martin advised Cabinet Members that the government had reduced the timescales for decision making and the proposal would speed up that process.

Alternative options considered and reasons for the decision –

As set out in the report.

Agreed that the decision making authority regarding the Schools Funding Formula is delegated to the Assistant Director for Education, Learning and Family Support in consultation with the Plymouth Schools Forum and Cabinet Member for Children and Young People.

54. **ICT SHARED SERVICES - DELT**

David Trussler (Interim Director for Corporate Services) submitted a report on the principle of creating a public sector shared services company 'DELT' and the transfer of Plymouth City Council ICT services to this company.

The report indicated that following approval of an outline business case, Cabinet, in February 2013, approved the development of a detailed business case to be worked up between the proposed partners (minute 147 (12/13) referred).

The detailed Business Case was also submitted setting out the basis for establishing a new joint venture company, to share in the first instance ICT, across public sector partners.

Independent reviews of the business case, had broadly supported the approach but made it clear that a large amount of work would be necessary before a successful DELT operation could start and this would be addressed during the due diligence and implementation planning period.

The report identified progress, the current status on risks, and assumptions of the DELT Business Case.

Mel Gwynn (Head of ICT) and Chris Randall (Strategic Finance Manager) attended the meeting for this item.

In the absence of Councillor Lowry (Cabinet Member for Finance), Councillor Peter Smith (Deputy Leader) introduced the report and indicated that -

- (a) these proposals were being submitted to the current five partner organisations joining the shared service, namely –
 - East Devon District Council
 - Exeter City Council
 - N.E.W. Devon Clinical Commissioning Group
 - Plymouth City Council
 - Teignbridge District Council
- (b) due diligence would be undertaken in the period from October 2013 to April 2014;
- (c) subject to a satisfactory outcome, service level agreements would be drawn up and staff and assets would then transfer to the new organisation.

Cabinet Members commented that the partner organisations could be extended to include the police and that the proposals should be progressed as soon as possible in order to generate the maximum savings.

Alternative options considered and reasons for the decision –

As set out in the report.

Agreed that –

- (1) officers undertake due diligence (including confirmation that the DELT operating model attached to the written report provides best value for the authority), and implementation planning;
- (2) Members note and accept the estimated additional costs of implementation and agree that these are built into the current budget setting process;

- (3) the final decision to proceed is delegated to the Deputy Leader, including award of contract between the Council and DELT, in consultation with the Cabinet Member for Finance and the Interim Director for Corporate Services (or successor). This is providing that it does not exceed 15 per cent of total expenditure estimated or forecast savings are 15 per cent less than indicated in this report; and providing that the degree of risk, as advised by officers, of proceeding after the completion of due diligence and implementation planning is acceptable.

55. **EXEMPT BUSINESS**

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

56. **CHILDREN'S CENTRE BUSINESS CASE 2014-2020 (E3)**

Further to minute 52 above, Carole Burgoyne (Director for People) submitted a private report on commercially sensitive financial details relating to the proposal for the delivery of children's centres.

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PLYMOUTH CITY COUNCIL

Subject: The Plan for Homes
Committee: Cabinet
Date: 12 November 2013
Cabinet Member: Councillor Lowry
CMT Member: Anthony Payne (Director for Place)
Author: Paul Barnard, Assistant Director for Planning Services
Contact details: Tel: 01752 304305
email: paul.barnard@plymouth.gov.uk
Ref: PFH/Cab
Key Decision: Yes
Part: I

Purpose of the report:

The report seeks to establish a programme of initiatives to help achieve a step change in the delivery of homes within Plymouth. The Plan for Homes aims to bring forward 1,000 homes per annum over the next 5 years to address the severe housing needs within the city and to support the growth agenda.

The report also seeks agreement to include within the Capital Programme a significant Affordable Housing Loan Facility and to the release of further city-council-owned sites in support of The Plan for Homes and the delivery of more affordable homes.

The report also sets out 16 initiatives around finance, land, infrastructure, community engagement and leadership which are aimed at increasing housing delivery over the next 5 years.

The Brilliant Co-operative Council Corporate Plan 2013/14 -2016/17:

On 22nd July 2013 the Corporate Plan was agreed with a specific commitment to create more decent homes to support the population. This included reference to The Plan for Homes being developed alongside the Plymouth Housing Development Partnership in support of "Growing Plymouth".

The Plan for Homes will also support other aspects of the Corporate Plan, for example supporting the provision of accommodation for older people and specialist accessible and wheelchair housing as part of delivering a range and mix of new, greener homes.

<http://www.plymouth.gov.uk/mgInternet/documents/s48110/Corporate%20Plan%20Full%20Council%2022.07.13.pdf>

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

The establishment of a significant loan facility up to a potential £50 million, subject to due diligence, to support affordable housing delivery over the next 5 years will need to be included within the capital programme and give regard to the overall borrowing cap for the city council's capital resources. The release of council owned sites for housing development will need to give appropriate consideration to obtaining value for money from the sites taking account of the housing outcomes sought.

In addition, the Plan for Homes is consistent with the recently agreed Transformation Programme: in particular the concept of a Plymouth Growth Dividend within the Growth and Municipal Enterprise theme.

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

The provision of greener homes will address issues of child poverty and, alongside better designed homes, support higher educational attainment. The central risk to the Plan for Homes remains the general economic climate which can be addressed through the suite of initiatives the City Council is pursuing to support Plymouth's economy. The continued resistance to new housing also remains one of the highest risks, which can be addressed by the City Council supporting the "Yes to Homes" campaign. There are risks associated with the capacity and capability of the development industry to build at higher levels. There are also risks in connection with the operational details of the Affordable Housing Loan Facility in relation to state aid, the establishment of clear and transparent loan criteria, including the approach to defaults, and the management and administration of the loans. These risks can be mitigated by developing the governance arrangements of the existing Plymouth Housing Development Partnership and having clear loan protocols before any funding is released.

Equality and Diversity:

Has an Equality Impact Assessment been undertaken? No

Recommendations and Reasons for recommended action:

It is recommended Cabinet:

1. Approve the Plan for Homes as set out in the report.

Reason: To meet the Corporate Plan commitment to produce the Plan for Homes.

2. Recommend that the City Council include the Plan for Homes within the Capital Programme from 2014/2015 until 2019/2020 with an allocation of up to £50 million (subject to due diligence) in support of the affordable housing loan facility to the Plymouth Housing Partnership.

Reason: To provide sufficient funding to support the acceleration of affordable housing delivery.

3. Delegate to the Assistant Director for Planning in consultation with the Cabinet Member for Finance, the identification of city council-owned sites in support of the Plan for Homes.

Reason: To ensure that sufficient sites are identified to meet the ambition to deliver 1,000 homes per annum.

4. Welcome the support from the Working Plymouth Panel for the strategy of the Plan for Homes.

Reason: To respond to the recommendations of the Working Plymouth Panel who considered the Plan for Homes on 25th September 2013.

Alternative options considered and rejected:

Option 1: Continue with the Get Plymouth Building Programme – this 2-3 year initiative is aimed at maintaining the momentum of housing delivery in the city through 8 proactive planning and housing initiatives and in and of itself would be insufficient to address the full housing needs of the city as set out in the Corporate Plan.

Option 2: Leave the private sector to deliver more homes – past experience of delivery rates indicates that this would be insufficient to meet the city's needs and so therefore a more transformational approach is required.

Published work / information:

“Review of Housing Supply: Delivering Stability: Securing Our Future Housing Needs”, HMSO, March 2004.

See: <http://image.guardian.co.uk/sys-files/Guardian/documents/2004/03/17/Barker.pdf>

“Culcutt Review: The Culcutt Review of Housebuilding Delivery”, CLG, November 2007. See: http://webarchive.nationalarchives.gov.uk/20070130001032/http://callcuttreview.co.uk/downloads/callcuttreview_221107.pdf

“Increasing Housing Supply”, CLG Housing Markets and Planning Expert Panel, CLG, July 2008. See: http://www.henley.reading.ac.uk/web/FILES/REP/Increasing_housing_supply_land_assembly_final_2.pdf

“Bringing Democracy Home”, The Commission on Cooperative and Mutual Housing, 2009.

See: <http://www.cds.coop/about-us/publications/bringing-democracy-home>

“Mind the Gap – Housing Supply in a Cold Climate”, Town and Country Planning Association, September 2009.

See: <http://www.smith-institute.org.uk/file/MindtheGapHousingSupplyinaColdClimate.pdf>

“Build Now or Pay Later?: Funding New Housing Supply”, IPPR, October 2011.

See: http://www.ippr.org/images/media/files/publication/2011/10/build-now-pay-later_Oct2011_8116.pdf

“Laying the Foundations – A Housing Strategy for England”, HMSO, November 2011.

See: https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/7532/2033676.pdf

“Yes to Homes”, National Housing Federation Campaign, October 2012.

See: <http://www.yestohomes.co.uk/>

“Plan C for Cities”, Centre for Cities, November 2012.

See: http://www.centreforcities.org/assets/files/2012/12-11-22_WEB_Plan_C.pdf

“Housing in Later Life: Planning Ahead for Specialist Housing for Older People”, National Housing Federation, December 2012.

See:

http://www.housinglin.org.uk/_library/Resources/Housing/Support_materials/Toolkit/Housing_in_Late_r_Life_Toolkit.pdf

“International Review of Land Supply and Planning Systems”, Joseph Rowntree Foundation, March 2013. See: <http://www.jrf.org.uk/sites/files/jrf/land-supply-planning-full.pdf>

“Innovative Financing of Affordable Housing: International and UK Perspectives”, Joseph Rowntree Foundation, March 2013. See: <http://www.jrf.org.uk/sites/files/jrf/affordable-housing-finance-full.pdf>

“Delivering Large Scale Housing: Unlocking Schemes and Sites to meet the UK’s Housing Needs”, Royal Town Planning Institute, September 2013.

See: <http://rtpi.org.uk/media/630969/RTPI%20large%20scale%20housing%20report.pdf>

Strategic Housing Market Needs Assessment, GVA, July 2013.

See: http://www.plymouth.gov.uk/strategic_housing_market_needs_assessment.pdf

Background papers:

None

Sign off:

| | | | | | | | | | | | | | |
|---|------------------|-----|--------------------------------|------------|---------------------|----|-----|--------|------------|----|-----|---------------|-----|
| Fin | mc 1314 20 | Leg | JAR/1 8546/ Sept2 013 | Mon Off | DS 18598 /DVS | HR | N/A | Assets | JW0 017 | IT | N/A | Strat Proc | N/A |
| Originating SMT Member: Paul Barnard, Assistant Director for Planning | | | | | | | | | | | | | |
| Has the Cabinet Member(s) agreed the content of the report? Yes | | | | | | | | | | | | | |

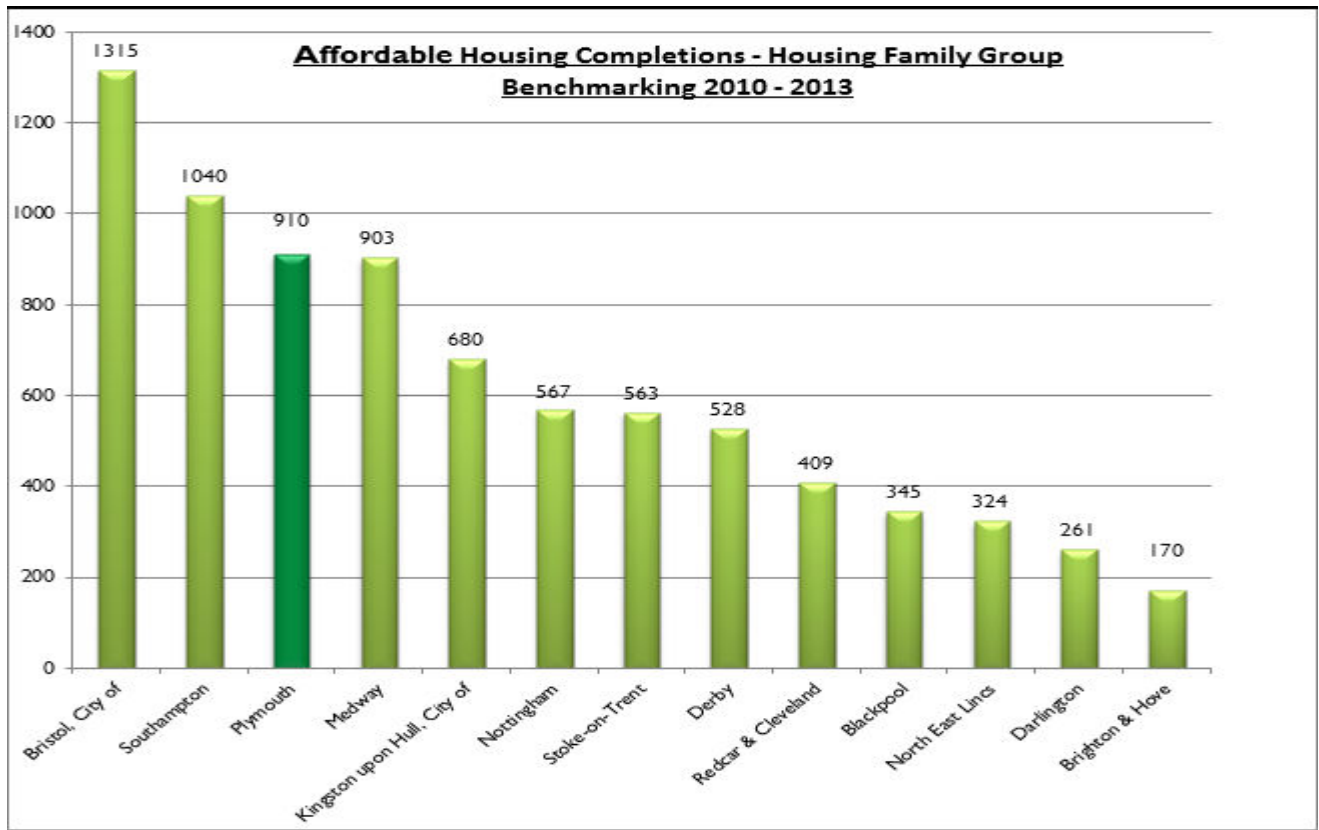
1.0 Background

- 1.1 On 18th July 2013 the Plan for Homes was announced by Councillor Mark Lowry, Cabinet Member for Finance with responsibility for housing delivery. The Plan for Homes is one of the key initiatives agreed as part of the new Corporate Plan on 22nd July 2013. It seeks to facilitate a transformational step change in housing delivery in Plymouth.
- 1.2 Detailed research has been undertaken into how housing supply can be accelerated. This has involved considering national and international research. In addition there have been numerous meetings with partners to explore ideas for improving housing supply in Plymouth. The Plan for Homes draws upon this research and these discussions to bring forward a radical set of initiatives that will deliver more homes.
- 1.3 The Plan for Homes is a 5 year initiative to transform the acceleration of homes in Plymouth. The lessons learnt from its implementation will be fed into the preparation of the Plymouth Plan. In particular issues such as the future role of cooperative housing, the development of new delivery mechanisms, such as those being developed under Community Land Trust models, the role of the private rented sector, and future models for affordable rent to meet vulnerable and other groups in most need will be explored. In addition, the on-going challenges of equity release to allow coordinated downsizing so homes are released to better meet defined needs and enabling people to stay in their own homes for longer need to be considered by the Plymouth Plan. The Action Plans from the previous Housing Plan will address some of these issues in the short term whilst new policy approaches are being formulated in the Plymouth Plan.

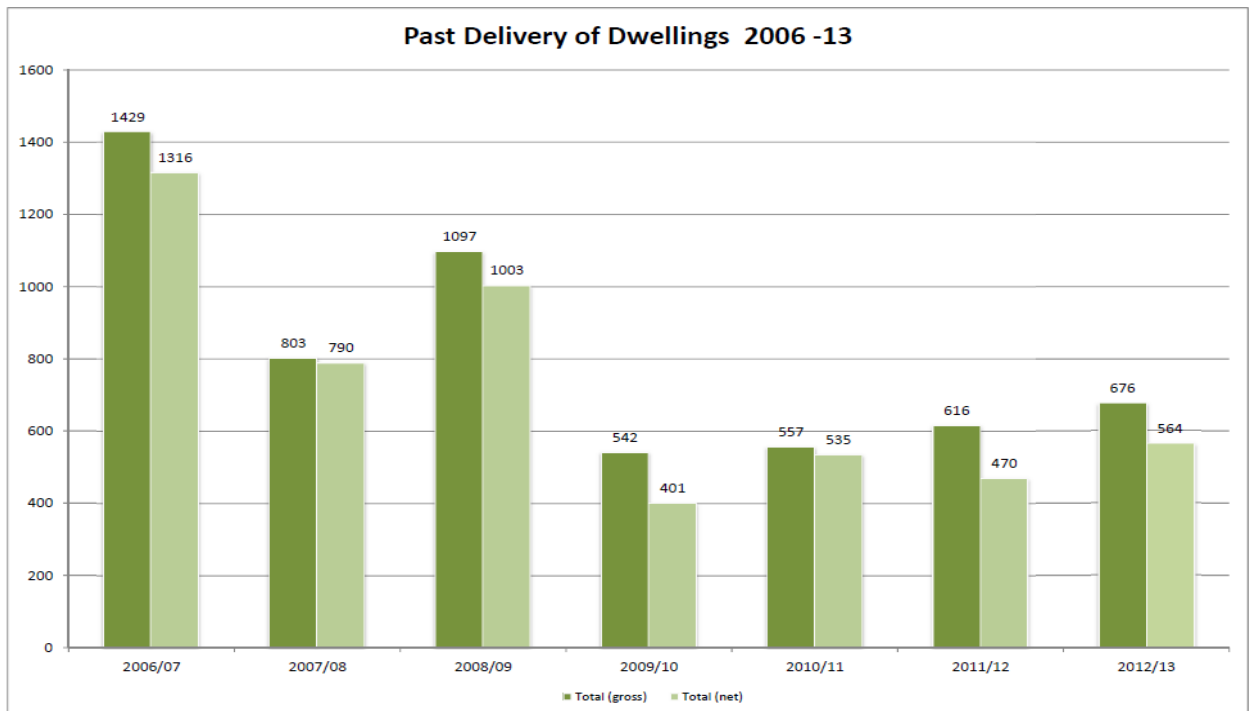
2.0 Why do we need the Plan for Homes?

- 2.1 Despite some creative planning and development initiatives undertaken by the City Council over the last decade since the David Mackay Vision for Plymouth was launched in November 2003, housing supply still lags behind the need, especially for those in the most acute housing circumstances. The shortage of new homes keeps house prices artificially high and pushes up mortgage and deposit costs. Plymouth therefore needs more housing for sale or rent at prices people can afford. In Plymouth, the lowest available affordable homes still require 6.3 times the average salary.
- 2.2 Plymouth is relatively distinct regionally and nationally in housing terms. It has a low wage economy with 20% of working people earning less than £15,000 per annum and 50% less than £23,000 per annum – resulting in housing affordability issues. Plymouth also has higher than national and regional incidence of homelessness as a percentage of population and very significant demand from people in housing need with more complex needs.

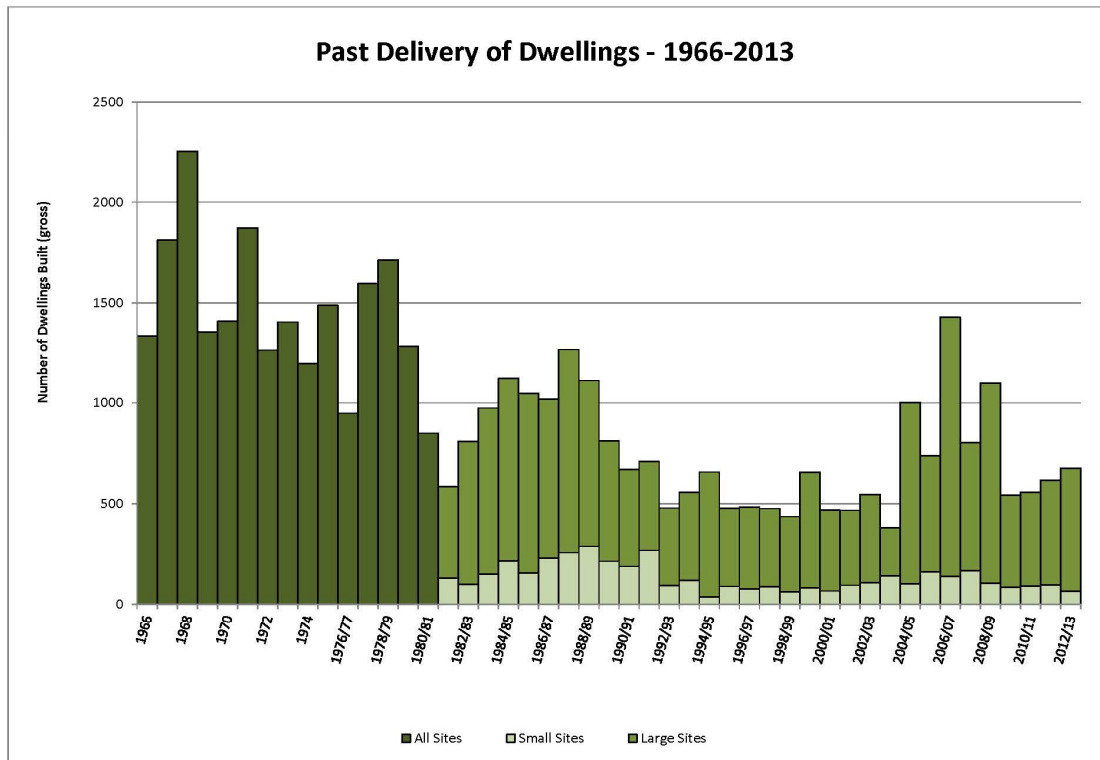
- 2.3 Customers seeking housing advice have increased 52% over the past 12 months. Currently there are over 10,000 applicants on the waiting list with 30% less lettings becoming available to meet general housing needs. Over 2,500 of these are in priority housing need (bands A-C).
- 2.4 Compared to the national and regional context, there are higher levels of social rented homes (20%), higher levels of private rented housing (20%) with huge variations in quality, standards and affordability together with lower levels of owner-occupation. There are increasing demands for a greater range of elderly accommodation. Many elderly people, who may be asset rich and cash poor, are increasingly living in the worst conditions resulting in higher health and social care costs.
- 2.5 Plymouth has 14,000 households living in fuel poverty, many living in older homes that are hard to heat. Innovative programmes under the Energy Company Obligation and the creation of a cooperative Plymouth Energy Community will help address these issues alongside a review of planning policies under the Core Strategy review (the Plymouth Plan).
- 2.6 There are substantial regeneration programmes underway (North Prospect is the largest in the south west) with no clear investment strategy from Government after 2015, the funding model having changed with over 65% reductions in the national Affordable Housing Programme. Decanting of local people from these regeneration projects results in higher demands on limited social housing, increasing competition for available lets.
- 2.7 As a result of the spare room subsidy there is a further growth in demand, especially for one-bed accommodation, and this is having severe impacts on the well-being of people affected by this national policy change.
- 2.8 There is also a need to support additional family homes and executive homes to meet the long-term future housing needs of the city. Moreover, there will be a continuing need to support purpose-built student homes in response to expected student numbers at Plymouth further and higher education establishments. With the ageing population, the need to provide additional extra care facilities will also increase.



2.9 So, whilst Plymouth has had a good track record of delivery of affordable homes, and housing in general, this is set against huge reductions in capital funding for new homes and private sector housing renewal. The Plymouth Core Strategy established a target of 3,300 affordable homes by 2021. The city is on target to achieve this target with 2,003 affordable homes having been delivered between 2006 and 2013.



2.10 The average number of dwellings delivered in the last 3 years is 572. Progress has been made in 2012/2013 with this rising to nearly 700 dwellings, with housing starts up by 23% since 2011/2012. However in the last 25 years delivery of over 1,000 homes per annum has only been achieved on 3 occasions: and so the scale of the ambition to achieve this number of homes, pursuant to growing Plymouth’s population to over 300,000 by 2031, requires radical delivery solutions.



3.0 The Plan for Homes

3.1 Whilst increased housing momentum is being achieved through the Get Plymouth Building programme, that seeks to bring forward over 2,000 homes in the next 2-3 years, nevertheless there needs to be a step change in future housing delivery if Plymouth is to achieve its ambitious growth agenda and address known housing needs. Work has therefore started on a very ambitious programme of housing development which will involve more homes coming forward in the next 5 years. This will see further City Council-owned sites being released and also new innovative models of funding being developed. .

3.2 The Plan for Homes will bring together landowners, developers, registered providers, local communities, ward councillors and planners in a cooperative approach to deliver the affordable and other homes Plymouth people need. An important component of the Plan for Homes will be a significant expansion of the programme of city council land releases with the intention being the release of over 100 acres of city council-owned land immediately and for the next 5 years. It is intended that there will be a phased release of sites starting in

December 2013 in the same way as the Get Plymouth Building programme which allowed for a streamlined planning and disposal process to enable housing developments to commence faster than would have normally been possible.

3.3 On 5th August 2013 a workshop was held with all the Registered Providers in the city through the Plymouth Housing Development Partnership, to explore what could be done to create a step change in housing delivery. Many ideas were generated and some of these have been incorporated in the final plan.

3.4 The Plan draws upon the latest research and analysis as to how housing supply could be accelerated. It draws heavily on the cooperative values and objectives of the Corporate Plan as to how it has been designed and how it will be implemented. The Plan for Homes has been structured around 5 main areas of activity:

- **Finance** – creatively using local authority resources to support housing projects in Plymouth. As the implementation of the plan proceeds new models for cooperative housing could potentially be supported through these provisions.
- **Land** – making substantial amounts of City Council land available in the most streamlined and targeted way possible to achieve more affordable and greener homes together with other policy objectives. The Plan for Homes will need to manage the phased release of land in support of the Core Strategy and future Plymouth Plan policy objectives.
- **Infrastructure** – proactively working with institutional investors to support housing projects in Plymouth and aligning our own strategic planning processes through a Plymouth Infrastructure Prospectus. The Plan for Homes will align with the new approach to the management of the capital programme.
- **Community Engagement** – continuing the proactive dialogue (started under the Plymouth Plan) with local ward councillors and local communities on identifying appropriate sites for housing. Through Neighbourhood Plans, but also existing and emerging neighbourhood engagement approaches, it will be important that communities are engaged in debates about what type of housing is needed.
- **Leadership** – the City Council continuing to show proactive and positive strategic leadership the housing agenda in advocating the need for more homes to meet the needs of future generations.

- 3.5 The overall ambition of the Plan for Homes is to increase housing supply by 1,000 homes per annum through 16 initiatives:

The Plan for Homes

Finance

1. We will create an **Affordable Housing Loan Facility of up to £50 million** to the Plymouth Housing Development Partnership.
2. We will **waive planning pre-application fees** for all self-build projects, Code Level 4, 5 and 6 schemes and for affordable housing developments that meet our policy requirements.
3. Where appropriate, we will consider **more flexible land and Section 106 payments** to improve development cash flows to support a start on site by an agreed date.
4. Where the objective of sustainable linked communities is not prejudiced within a particular neighbourhood, we will consider **off-site affordable housing contributions** to unlock stalled sites, provided developers commit to starting on site by an agreed date.

Land

5. We will work with the development industry to complete a **Strategic Housing Land Availability Assessment** to identify sites to substantially increase the supply of housing with planning permission.
6. We will release over **100 acres of land for housing** by completing a Strategic Land Review by March 2014 to identify every possible city council-owned site suitable for housing development. We commit to release these sites in phases and as quickly as possible.
7. We will develop a **“flagship” scheme** on a city council-owned site to encourage innovation and greater input from Registered Providers.
8. We will create a dedicated Sherford Delivery Team to enable **a start on site at Sherford** in 2014.

9. We will incentivise the delivery of city centre housing by creating a **'city centre density bonus'** in order to provide more homes, as well as encouraging a broader mix of house types including one-bed properties.
10. We will make more city council-owned **land available for self-build** and establish a streamlined planning process to deal with subsequent planning applications.

Infrastructure

11. We will work with institutional investors to **attract new investment** into infrastructure for housing within Plymouth and consider how a "build now pay later" scheme could support housing delivery.
12. We will develop a **Local Infrastructure Prospectus** to support future infrastructure provision to support housing and regeneration projects.

Community Engagement

13. We will use the **Neighbourhood Plans** process in conjunction with local communities to identify sites for homes to meet local needs.
14. We will appoint a **Relationship Manager** for each Registered Provider and large developers to encourage further investments in Plymouth and work more closely with local communities.

Leadership

15. We will support the **"Yes to Homes" campaign** and proactively make the case for additional accelerated housing to meet Plymouth's needs.
 16. We will seek a step change in housing investment by developing partnership, joint venture and new funding models with the **Plymouth Housing Development Partnership**.
-

- 3.6 The concept of the Affordable Housing Loan Facility draws upon experiences from other local authorities who have used their own borrowing powers to support accelerated affordable housing delivery. This would work by the City Council borrowing at low rates through the Public Works Loan Board and then, subject to due diligence, clear loan criteria and individual loan scrutiny, making loans available to the 10 registered providers who make the Plymouth Housing Development Partnership, at rates that are preferential compared to what can be sourced through traditional development finance routes. This will make more development finance available to partners who will then be able to build more homes more quickly. The approach will also help with the overall viability of development proposals as the costs of finance will be reduced.
- 3.7 Having undertaken soundings of the registered providers in the Plymouth Housing Development Partnership, and taking account of the overall ambition of the Plan for Homes, a loan facility of up to £50 million over 5 years should enable a step change in delivery to be achieved, when considered alongside the other initiatives.
- 3.8 The other finance measures are aimed at stimulating the completion of many projects that already have planning permission.
- 3.9 The land measures are a continuation of the innovative approach to land releases that the City Council has already started under the Get Plymouth Building programme – but on a larger scale. This has already stimulated development activity in the city and has been well received by the development community.
- 3.10 The infrastructure measures seek to continue the exploration of innovative funding models, especially in relation to the delivery of affordable housing, in order to attract higher levels of investment into the city. The intention is to also better align this with wider infrastructure planning through the development of a Local Investment Prospectus which will bring together all the key strategic projects in the city.
- 3.11 The community engagement measures are designed to engage ward councillors and local communities in a continuing discussion regarding where new housing may be located to meet local needs and the wider needs of the city. This will feed into the development of future housing policies in the Plymouth Plan. In addition, and responding to the specific recommendations of the Working Plymouth Scrutiny Panel, the role of neighbourhood plans in generating new housing opportunities can be explored. It is also proposed to identify a “relationship” manager for all the Registered Providers developing in Plymouth as well as active major developers so that an “account management” approach can be taken forward to ensure that transport, land and other delivery issues are addressed in a joined up way to help facilitate accelerated delivery of homes.

- 3.12 Finally, the leadership measures are aimed at raising awareness through the “Yes to Homes” Campaign and ensuring that having put the partners in the Plymouth Housing Development Partnership at the centre of this Plan for Homes programme that individually and collectively they now help achieve the step change in delivery now required to meet Plymouth’s future housing needs.

4.0 Working Plymouth Panel

- 4.1 The Plan for Homes was presented to the Working Plymouth Panel on 25th September 2013. The Panel welcomed the strategy behind the Plan for Homes and asked for further consideration to be given to the role of neighbourhood planning in delivering more homes.
- 4.2 In response it is suggested that Cabinet welcome the support of the Working Plymouth Panel and include within the Plan for Homes a specific initiative around the use of the neighbourhood plans process, in conjunction with local communities, to identify sites for homes to meet local needs.

5.0 Conclusion

- 5.1 The Plan for Homes represents a radical response to the housing challenges facing the city and provides a comprehensive delivery framework to respond to the second biggest (after job creation) and long term issue facing Plymouth: namely the quality and supply of new housing. The Plan for Homes will deliver more homes that are greener and, alongside the development of new strategic housing policies in the emerging Plymouth Plan, transform housing within the city.

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PLYMOUTH CITY COUNCIL

| | |
|------------------------|---|
| Subject: | Fees, Charges and Concessions Policy |
| Committee: | Cabinet |
| Date: | 12 November 2013 |
| Cabinet Member: | Councillor Lowry |
| CMT Member: | Malcolm Coe, Assistant Director, Finance, Efficiencies, Technology and Assets |
| Authors: | David Northey, Head of Finance |
| Contact details | Tel: 01752 305428 email: david.northey@plymouth.gov.uk |
| Ref: | |
| Key Decision: | Yes |
| Part: | I |

Purpose of the report:

We are introducing an over-arching Fees, Charges and Concessions policy. The objective is for this to be an over-arching framework which details our principles and approach to charging against which each individual proposal to amend, or introduce, charges should be challenged.

The purpose of this policy is to provide a clear statement of Plymouth City Council's corporate approach to fees and charges incorporating concessions.

This policy sets out the principles that the Council will use when levying a charge for services that we provide and why we are doing so. It will ensure we adopt a consistent and fair approach to fees and charges, and that they are used to deliver the Council's overall objectives whilst protecting, wherever possible, the most vulnerable citizens of Plymouth. It also sets a direction of travel about principles to be used when waiving charges and the conditions that will be applied in these circumstances.

The Brilliant Co-operative Council Corporate Plan 2013/14 – 2016/17:

Plymouth City Council, as a Co-operative Council, is committed to the highest possible standards of openness and accountability. This policy is driven by our co-operative values. By adopting a Corporate Fees & Charges and Concessions Policy, Plymouth City Council is committing to ensuring a consistent approach to how we charge individual customers and community groups for discretionary services and goods that are provided.

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

This policy will act as the control document for all future changes to fees and charges levied by the Council, or changes to its concessions policy. Financial implications will become apparent as each charge is reviewed and changed.

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

This policy will ensure we adopt a consistent and fair approach to fees and charges, and that they are used to deliver the Council’s overall objectives whilst protecting, wherever possible, the most vulnerable citizens of Plymouth.

Equality and Diversity

An effective and consistent approach to our fees and charges, and concessions will ensure we treat all members of our society as equals.

Recommendations and Reasons for recommended action:

1. That Cabinet approve the revised Fees, Charges and Concessions Policy.

To enable all departments to undertake a consistent review of the fees, charges, and concessions within their department.

2. That the Leader’s Scheme of Delegation is amended to reflect the delegations.

To ensure that the scheme reflects current delegations.

Alternative options considered and rejected:

Remain unchanged and continue to have a lack of clarity around our charging policy.

Published work / information:

Background papers:

n/a

Sign off:

| | | | | | | | | | | | | | |
|---|---------------|-----|--------|------------|------------|----|--|--------|--|----|--|---------------|--|
| Fin | mc1314.2 I | Leg | TH0131 | Mon Off | TH01 30 | HR | | Assets | | IT | | Strat Proc | |
| Originating SMT Member: Malcolm Coe | | | | | | | | | | | | | |
| Have the Cabinet Members agreed the contents of the report? Yes | | | | | | | | | | | | | |

FEES, CHARGES AND CONCESSIONS POLICY

(October 2013)



Policy

The purpose of this policy is to provide a clear statement of Plymouth City Council's corporate approach to fees and charges incorporating concessions.

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This policy sets out the principles that the Council will use when levying a charge for services that we provide and why we are doing so. It will ensure we adopt a consistent and fair approach to fees and charges, and that they are used to deliver the Council's overall objectives whilst protecting, wherever possible, the most vulnerable citizens of Plymouth. It also sets a direction of travel about principles to be used when waiving charges and the conditions that will be applied in these circumstances.

In Scope

All statutory and discretionary fees and charges levied by Plymouth City Council, and all associated concessions.

Key Principles

The Council's fees and charges, (and concessions against these charges), will be driven by our core values and set in accordance with the following general principles:

Democratic

- We will fully engage and inform service users in relation to any introduction of, or changes to, charging arrangements wherever practical and feasible to do so;
- Elected members of the Council will approve the over-arching fees, charges and concessions arrangements, with changes to specific charges overseen by the relevant portfolio holder;
- Where an organisation has any fee or charge waived, a Service Level Agreement should be drawn up detailing how the organisation will contribute towards our corporate vision and values and/or objectives and outcomes

Responsible

- On-going fees and charges will, in general, be up-lifted in line with the Consumer Price Index, (CPI);
- The Council will seek to recover relevant full costs in setting charges from those who are deemed able to pay;
- The level of Fees and Charges is the responsibility of each Assistant Director, (supported by Finance), and will be reviewed, as and when appropriate, in conjunction with the Portfolio Holder;

Fair

- We will be open and honest with who we charge, what we charge, and why we charge and, at all times, champion fairness;
- We will consider an individual's ability to pay, accounting for income and access to means tested benefits (Disability Living Allowance, Attendance Allowance and Personal Independence Payments not to be counted as means tested benefits for concessions purpose);
- Wherever possible, we will give consideration to, and protect, the most vulnerable sections of the community;
- Concessions will be applied consistently and fairly and applied to agreed criteria;
- Charging must give due consideration, and be proportionate, to the costs associated with administering and collecting income.

Partners

- We will provide strong community leadership and work together to deliver our common ambition;
- When setting Fees and Charges, we will take into account market forces, the cost of service provision, including direct and indirect cost, and how we compare with peer and local neighbour authorities.

FEES and CHARGES

Statutory Charges

These are regulated by primary and secondary legislation and include very broad service areas such as adult social care, children's services, licensing, planning and many more. The level of charge is regulated in terms of how much can be charged. The statute will also, more often than not, specify with whom needs to be consulted, and for how long, before any decision is taken to increase the fees.

Discretionary Charges

The provisions of the Local Government and Finance Act 2003, (Section 93), state that fees can only be levied on a cost recovery basis. Such costs should include indirect costs and overheads along with any investment required to retain, or improve, assets or infrastructure associated with providing services. Accounting for future financial liabilities can also be considered where relevant.

Setting Fees and Charges

Fees and charges can be reviewed and updated at any reasonable point in time within prescribed levels of delegated authority. The following limits apply to estimated **additional income** that will be levied as a result of implementing a proposed change to a specific service charge:

- Assistant Directors can take decisions that will raise additional income up to £100k (any individual variance to charges of +/- 5% must be agreed with Portfolio Holder)
- Portfolio holder can take decisions to raise additional income from £100k to £500k.
- Cabinet can take decisions to raise additional income over £500k (A key decision)

Subsidised Services

Plymouth City Council will sometimes choose not to seek full recovery of its costs if the resultant charges would go against our core values as a Brilliant Co-operative Council. For example, the Council might not set charges for the use of its leisure facilities at a level which would discourage active participation in swimming.

DISCRETIONARY CONCESSIONS

A discretionary concession may be applied to fees and charges to certain individuals, or groups, based on criteria that supports our corporate priorities and complies with the key principles in this document. Concessions can be applied to the following Customer categories:

Customer categories for which concessions can be granted:

1. Junior (16 and under) or students in full time education within the City;
2. People on means tested benefits (together with their spouses and partners). Any income from spouses/partners is taken into consideration when determining means tested benefits. Means tested benefits counted for concession purposes are:
 - a. Income support
 - b. Job Seekers Allowance (income based)
 - c. Working Tax Credit
 - d. Child Tax Credit
 - e. Pension Credit
 - f. Housing Benefit
 - g. Council Tax Support
 - h. Employment Support Allowance (income based)

Note: Disability Living Allowance, (DLA), Attendance Allowance, (AA), and Personal Independence Payments (PIP) are not counted as means tested benefits for concession purposes.

3. Pensioners. Defined as those in receipt of a state pension. Income from occupational pensions needs to be considered in terms of an individual's ability to pay.
4. Group concessions maybe available in exceptional circumstances where they significantly contribute towards the Council's values and corporate priorities.

As a general principle, when applying a concession, every service user should make a minimum contribution towards the total cost of their service provision, (including overheads), in line with the principles used within the Council's Council Tax Support Scheme and Discretionary Rates Relief Policy.

October 2013(revised)

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Subject: Corporate Monitoring Report as at 30 September 2013
(including capital schemes / programme approvals)

Committee: Cabinet

Date: 12 November 2013

Cabinet Member: Councillor Lowry

CMT Member: CMT

Author: John Bougeard, Group Accountant

Contact details Tel: 01752 30 4421
email: John.Bougeard@plymouth.gov.uk

Ref: fin/JB002

Key Decision: No

Part: 1

Purpose of the report:

This report is the second quarterly monitoring report for 2013/14 and outlines the finance monitoring position of the Council as at the end of September 2013.

The primary purpose of this report is to detail how the Council is delivering against its financial measures using its capital and revenue resources, and to approve relevant budget variations and virements, and the approval of new schemes to the capital programme.

The forecasted revenue overspend is £1.522m which is an improvement of £0.370m compared to the June 2013 report. The current estimated position shows an overspend of £1.114m in the People Directorate, an overspend of £0.464m in the Place Directorate, and an underspend of £(0.056)m in Corporate Items. This equates to a forecast net spend of £214.082m against a budget of £212.560m, which is a variance of 0.7%, although officers and members are working on actions to deliver a balanced outturn. As we have now reached the mid point in the year, red delivery plans have been incorporated in the revenue monitoring position.

The capital programme approved by Council in February 2013 covering 2013/14 to 2015/16 stood at £122.670m. Following approval of new schemes, re-profiling and variations, the capital programme increased to £159.903m as at the end of June 2013 (as reported in the quarter one monitoring report). The latest forecast at the end of September 2013, is £162.484m, which includes increases approved at Council in September, other delegated officer approvals, and assumes the approval of the recommendations for new schemes/scheme increases contained in this report.

The Brilliant Co-operative Council Corporate Plan 2013/14 -2016/17:

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**

Robust and accurate financial monitoring underpins the Council's Medium Term Financial Plan. The Council's Medium Term Financial Forecast is updated regularly based on on-going monitoring information, both on a local and national context.

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

The reducing revenue and capital resources across the public sector has been identified as a key risk within our Strategic Risk register. The ability to deliver spending plans is paramount to ensuring the Council can achieve its objectives to be a Pioneering, Growing, Caring and Confident City.

Equality and Diversity:

Has an Equality Impact Assessment been undertaken: No

Recommendations & Reasons for recommended action:

That Cabinet:-

1. Note the revenue monitoring position and actions being taken
 2. Approve the revenue budget virements as set out on page 10
 3. Note the increase in the medium term capital programme forecast to £162.484m
 4. Approve the new capital schemes indicated in table A totaling £0.881m and recommend to Council the increase to existing schemes totaling £0.627m
 5. Note the Human Resources & Organisational Development Data
-

Alternative options considered and reasons for recommended action:

Actions are recommended in response to specific variances in finances identified throughout the report.

Published work / information:

2013/14 Budget Book [Plymouth City Council – Budget Book](#)
2013/14 Budget Scrutiny [Plymouth City Council – Budget Scrutiny](#)

Background papers:

None

Sign off:

| | | | | | | | | | | | | | |
|--|--|-----|-------------|------------|-----------------|----|-----|--------|-----|----|-----|---------------|-----|
| Fin | CDR / CorpsF FC1314 002 / 31.10.13 | Leg | LT 18801 | Mon Off | TH – 0129 | HR | n/a | Assets | n/a | IT | n/a | Strat Proc | n/a |
| Originating SMT Member: M Coe | | | | | | | | | | | | | |
| Has the Cabinet Member agreed the content of the report? Yes | | | | | | | | | | | | | |

QUARTER 2 FINANCE MONITORING

Cabinet 12 November 2013

Revenue Monitoring Position

| Directorate | 2013/14 Council Approved Budget | 2013/14 Budget Virements | 2013/14 Latest Budget | Forecast Outturn | Forecast Year End Overspend / (Underspend) | Movement in Month | Movement in Quarter |
|--------------------------|---------------------------------|--------------------------|-----------------------|------------------|--|-------------------|---------------------|
| | £m | £m | £m | £m | £m | £m | £m |
| People | 129.749 | 1.427 | 131.176 | 132.290 | 1.114 | (0.471) | (0.205) |
| Place | 41.908 | 0.870 | 42.778 | 43.242 | 0.464 | (0.045) | (0.109) |
| Corporate Services | 29.883 | (0.350) | 29.533 | 29.533 | 0.000 | 0.000 | 0.000 |
| Chief Executive's Office | 1.991 | 0.242 | 2.233 | 2.233 | 0.000 | 0.000 | 0.000 |
| Corporate Items | 9.029 | (2.189) | 6.840 | 6.784 | (0.056) | (0.056) | (0.056) |
| TOTAL | 212.560 | 0.000 | 212.560 | 214.082 | 1.522 | (0.572) | (0.370) |

Key Issues and Corrective Actions (if required)

| Issue | Variation £m | Direction of Travel | Management Corrective Action |
|---|-----------------|------------------------|--|
| <p>PEOPLE – Joint Commissioning & Adult Social Care. Unexpected pressures, including, winter pressure spike, delay in the recruitment of staff and the current review of care home fees. Continued pressure on health acute services has led to an increase of 20 new clients into residential care.</p> | <p>1.298</p> | <p>Improving</p> | <ul style="list-style-type: none"> • A 10 point balanced budget action plan has been introduced. • Star Chamber has been carried out in September which has resulted in one off reduction in forecast expenditure of £0.196m. • A Project Review Team has been assembled (3 Social workers / 3 Support Planners). Approximately 900 reviews to do. • Complete Operational Reviews of cases commencing since 1st August 2013 (131 in total) by operational teams and progress tracked on a fortnightly basis. • Integrated Rapid Response Reablement (ICE) is now underpinned by detailed plans for the service to go live in September 2013. This will ensure that health and social care resources are deployed to avoid inappropriate admissions to Hospital and to return people to Community based support rather than Residential and Nursing Care. Unfortunately there has been an increase in Care Home admissions in the month a result of a summer spike in Hospital discharges. A joint project is underway between CCG and PCC to map the Hospital pathway from both organisations perspectives and track the baseline volumes and budgets to measure the financial success of reablement. Client numbers reduced in September. • Recovery of Direct Payments over 6 weeks. 546 prepaid cards – £0.204m has been recovered in this financial year. If money on cards is not being used this will also trigger a conversation about right sizing the package at that point onwards. • Increased income of 0.120m from client contributions for residential and Community based services. |

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|--|---------|-----------|--|
| <p>PEOPLE – Children’s Social Care. The current overspend can be attributed to pressures on children in care placements and risks around Delivery Plans. Given that the variation mainly relates to the non-achievement of delivery plans, the forecast hasn’t been reflected in this report until now.</p> | 0.298 | Worsening | <ul style="list-style-type: none"> • Developing an alternative delivery plan to reduce risk and deliver a balanced budget. • Weekly looked after children resource panel scrutiny is taking place in order to manage looked after children numbers and care costs. • Quarterly Star Chambers have been arranged to cease all non-essential expenditure. |
| <p>PEOPLE – Programmes Director Projects. The current overspend is as a direct result of unachievement of delivery plans.</p> | 0.053 | Worsening | <ul style="list-style-type: none"> • Officers are reviewing opportunities within the Leisure Management Contract to deliver savings. |
| <p>PEOPLE – Homes & Communities. Underspend as result of management actions.</p> | (0.433) | Improving | <ul style="list-style-type: none"> • Department is projecting a underspend as a result of sustained budget management actions through prevention and holding vacant post. |
| <p>PEOPLE – Education, Learning and Family Support. Maximisation of grant and saving on pooled budget requirements.</p> | (0.103) | Improving | <ul style="list-style-type: none"> • Sustained management action to reduce non-essential expenditure and maximise grant income. |
| <p>PLACE – Economic Development. 260k - Downward pressure on commercial rents on lease renewals and rent reviews together with rent free incentives required in order to attract tenants and increased void periods. City Centre ground lease income is reducing due to increase in vacant city centre retail units and falling rents on the geared head leases at rent reviews and lease renewals.</p> <p>(20k) – Review of income opportunities</p> | 0.240 | Same | <ul style="list-style-type: none"> • Management are aware of pressures and looking at ways of maximising income and reducing costs. • Continue to maximise income across all of the Commercial Estate. |

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|--|---------|-----------|---|
| <p>from tourist information centres.</p> <p>PLACE – Transport & Infrastructure. Concessionary Fares reduced costs in line with usage trends (50K) Eastern Corridor/Major Projects (150K) reduced expenditure on scheme planning Street lighting energy costs 450K pressure. Revised forecast for income projections from bus lane enforcement (200K) Highway expenditure is also very high and if maintained will lead to significant pressures, currently being reviewed along with the capital programme for Transport.</p> | | | <ul style="list-style-type: none"> • Current pressures are being offset by savings achieved elsewhere in the Division and continue to be monitored closely for further savings. • Overall inflation on street lighting energy costs at this stage has been calculated at £0.450m. There is a corporate contingency of £0.300m for energy increases, which needs to be used following verification of energy increases across the whole Council. |
| <p>PLACE Environmental Services. Mercury Abatement 70k cost Recyclable Commodity Income pressure. Efficiency savings from 12/13 delivery plans not achieved. Staff rationalisation in addition to delivery plan target Reduced maintenance costs of plant & equipment Increased income from Cemeteries and Crematoriums.</p> | 0.287 | Improving | <ul style="list-style-type: none"> • Recyclate Commodity Prices are hitting a low period due to market conditions, officers will continue to seek alternative markets where possible, markets will fluctuate during the year, therefore changing variance reported. • Management action underway as shown by savings identified to reduce the pressures identified to date. |
| <p>PLACE – Planning & Directorate Business Support. Savings realised from improved income projections as well as from identified vacancy savings.</p> | (0.113) | Improving | <ul style="list-style-type: none"> • Budget managers to continue to review budgets for potential savings. There has been an improvement in income from building control and pre application planning advice |

| | | | |
|---|---------|-----------|---|
| <p>CORP SERVICES – FETA. Pressure due to HB subsidy 150K</p> | 0.000 | Same | <ul style="list-style-type: none"> • HB Subsidy full year targets of 0.300m, management continue to review and remodel but currently forecasting 50% achievement. Remedial action will put in place to generate savings elsewhere. • To achieve a forecasted nil variance at year end, 1.050m of management action savings have been enacted including staff rationalisation across all services; reduction in spend on assets through Corporate Landlord and improvements in both procurement and contract management. |
| <p>CORP ITEMS - Other Corporate Items & Capital Financing. Reduction in borrowing costs (66K) Review of Borrowing Portfolio (400K) Pressures due to unachieved delivery plans; Procurement 490K Senior Management restructure 403K ICT Shared Services 500K Customer Services Transformation 250K Offset by Management Actions; Carbon Reduction Commitment (33K) Corporate Review of Contingency (1200K) – one-off allocation</p> | (0.056) | Improving | <ul style="list-style-type: none"> • Treasury Management will continue to review Portfolio where possible to minimise borrowing costs. • 14/15 Management Action to reduce cost of borrowing by £1.000m has been bought forward to current year to provide part year saving of £0.400m • Procurement: full year target of £2.100m leaves £0.490m unachieved. Management continue to review to reduce the shortfall. • Senior Management Restructure: In year residual against full year target of £0.960 (full year base achieved for future years). • ICT: Timing around DELT implementation. • Customer Services Transformation: Delays with implementation of Customer Services Transformation Programme, management continue to develop an alternative delivery plan to reduce and deliver target. • Corporate review of contingency – Council Tax collection rates have been retained above estimate following introduction of Council Tax Support scheme; Business rates pooling has generated revenue surplus in 2013/14. |
| Total Major Variances | 1.521 | | |

Delivery Plans

For month 6 monitoring – all red delivery plans have been reflected in the overall monitoring forecast.

| Directorate | Service | Red | Amber | Green | Total |
|-------------------------------------|--|--------------|--------------|---------------|---------------|
| | | £m | £m | £m | £m |
| People | Adult Health & Social Care | | 1.353 | 4.452 | 5.805 |
| | Children's Social Care | 0.267 | 0.100 | 0.816 | 1.183 |
| | Education, Learning & Social Care | 0.030 | 0.344 | 1.100 | 1.474 |
| | Homes & Communities – Safer Communities | | | 0.336 | 0.336 |
| | People Management & Support | | | 0.040 | 0.040 |
| | Programme Director | 0.059 | | | 0.059 |
| Place | Transport & Infrastructure | | 0.250 | 0.200 | 0.450 |
| | Planning | | | 0.103 | 0.103 |
| | Environmental Services | | 0.100 | 0.610 | 0.710 |
| | Economic Development | | | 0.174 | 0.174 |
| | Place Directorate | | | 0.280 | 0.280 |
| Corporate Services | Customer Services | 0.050 | | 0.390 | 0.440 |
| | Finance, Efficiencies, Technology & Assets | 0.370 | 0.350 | 0.340 | 1.060 |
| | Human Resources & Organisational Development | | | 0.185 | 0.185 |
| | Democracy & Governance | | 0.070 | | 0.070 |
| Executive Office | | | | 0.295 | 0.295 |
| Corporate Items | | 1.720 | 1.050 | 2.150 | 4.920 |
| Total 2013/14 Delivery Plans | | 2.496 | 3.617 | 11.471 | 17.584 |

Virements over £100,000 for Cabinet to approve

| Directorate | Pay Award £m | Corporate Permits £m | School Transport Funding £m | Grants CFWD's Distribution £m | Total Virements £m |
|--------------------------|-----------------|----------------------------|-----------------------------------|-------------------------------------|-----------------------|
| People | 0.481 | (0.123) | 0.140 | 0.680 | 1.178 |
| Place | 0.237 | 0.123 | | 0.004 | 0.364 |
| Corporate Services | 0.275 | | | 0.089 | 0.364 |
| Chief Executives' Office | 0.022 | | | 0.042 | 0.064 |
| Corporate Items | (1.015) | | (0.140) | (0.815) | (1.970) |
| TOTAL | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |

Virements shown in the revenue monitoring position, although still netting to zero, include all virements and are the cumulative impact of both adjustments which individually are less than £0.100m and therefore do not require cabinet approval, and those over £0.100m that require approval. The virements shown in the table above are those relevant to quarter 2 only, as those reported in quarter 1 have been reported previously to cabinet and approved.

Virements over £0.100m requiring approval are as follows;

- Pay Award – Distribution of Pay Award contingency from corporate items to appropriate Directorates.
- Corporate Parking Permits – Centralisation of Car Parking Permit savings from Departments into Transport.
- School Transport Funding – Transfer of LSSG budget to service in respect of rights to free home to School transport funding.
- Grant Carry Forwards – Distribution of performance reward grant carry forward approved by Council during 2012/13 outturn to fund on-going projects/schemes.

Revenues & Benefits

Collection Rates

Council Tax

| | | | |
|---------------|---------------------|---------------|-----------------|
| Target | September 13 | 54.10% | £55.023m |
| Actual | September 13 | 53.23% | £54.144m |
| 2012/13 | September 12 | 54.07% | £50.644m |

Council Tax Collection is currently 53.23%, slightly lower than the 54.10% target. Debt profiles indicate that there is an increase in debt due to be collected in February and March as a result of customers extending their instalments over 12 months rather than 10 months. Resources are being put to proactive recovery which we will anticipate will show improvements in the coming months.

Collection rates for CTS and Technical Reforms continue to show improvement with both areas remaining ahead of target. Council Tax Support cases are showing 43.83% against 28% target and Technical reforms are showing 46.47% against target of 39%.

National Non Domestic Rates

| | | | |
|---------------|---------------------|---------------|-----------------|
| Target | September 13 | 60.07% | £54.202m |
| Actual | September 13 | 61.30% | £55.316m |
| 2012/13 | September 12 | 59.66% | £52.518m |

Business Rates is showing continued improvement with the percentage collected being 61.30% against the target of 60.07%, above target by 1.23 % and an increase in collection rates for this time last year by 1.64 %.

We continue to remain confident that our recovery processes will improve collection in year.

Capital Position

Spend to date

| People | Place | Corporate Services | Total |
|---------------|--------------|---------------------------|--------------|
| £m | £m | £m | £m |
| 15.175 | 4.698 | 0.998 | 20.871 |

Revised medium term programme 2013/14 – 2016/17 is £162.484, and is forecast to be financed as follows

| Capital Receipts | Unsupported Borrowing | Tamar Bridge & Torpoint Ferry Borrowing | Grants | Contributions | SI06/ Tariff / RIF | Revenue / Funds | Total Funding |
|------------------|-----------------------|---|--------|---------------|--------------------|-----------------|---------------|
| £m | £m | £m | £m | £m | £m | £m | £m |
| 24.774 | 31.174 | 7.445 | 88.858 | 2.220 | 2.815 | 5.198 | 162.484 |

The capital position has been updated to reflect a number of items which either have delegated officer approval totalling £0.064m, or require Cabinet approval totalling £0.881m, or require Council approval totalling £0.627m. These are shown in the following table:

Table A

| Scheme | Approval Value | Totals |
|---|----------------|--------------|
| | £m | £m |
| New Schemes - Already Approved as Delegated Officer Decision | | |
| Red Brick Estuary Way Pitch Improvements – SI06 funded | 0.017 | |
| Kinterbury Creek Improvements – SI06 funded | 0.047 | |
| Total | | 0.064 |
| New Schemes - Requiring Cabinet Approval | | |
| Credit Union (Frankfort Gate) | 0.025 | |
| Ham Visual Mitigation Works – SI06 funded | 0.056 | |
| St Budeaux Visual Mitigation Works – SI06 funded | 0.085 | |

| Scheme | Approval Value | Totals |
|---|----------------|--------------|
| Devonport Visual Mitigation Works – S106 funded | 0.050 | |
| Cornwall Visual Mitigation Works – S106 funded | 0.040 | |
| Weston Mill Biodiversity Improvements – S106 funded | 0.030 | |
| Barne Barton General Amenity Improvement – S106 funded | 0.071 | |
| Flood Defence Longbridge Road – funded by Environment Agency Grant | 0.251 | |
| Electric Car Charge Points – funded by DfT grant, Local Transport Plan, and Contributions | 0.226 | |
| Total | | 0.881 |
| Increase to Existing Schemes – Requiring Council Approval | | |
| Increase in allocation to enable Civic Centre decant | 0.627 | |
| Total | | 0.627 |
| Overall Total | | 1.572 |

Additional Information

Human Resources & Organisation Development Data;

- FTE numbers
- FTE head count
- Sickness

| WORK FORCE: FULL TIME EQUIVALENTS | | | | | | | | | | | | | | | | | |
|--|---------|---------|-----------|----------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|-----------------------------|
| | Sep-13 | | | | | | | | | | | | | | | | |
| | 2010/11 | 2011/12 | 2012 / 13 | Change 2012/13 | Oct 12 | Nov 12 | Dec 12 | Jan 13 | Feb 13 | Mar 13 | Apr 13 | May 13 | June 2013 | July 2013 | Aug 2013 | Sept 2013 | Change in rolling 12 months |
| Council Wide | 3671.60 | 3248.50 | 3063.00 | -185.50 | 3239.60 | 3235.10 | 3212.40 | 3193.90 | 3163.70 | 3063.00 | 3111.00 | 3077.21 | 3028.70 | 3013.40 | 2995.40 | 3002.60 | (237.00) |
| 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 | 0.00 |
| Management & Support (Chief Executive) | | | | | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| Policy, Performance and Partnerships | | | | | 23.90 | 23.90 | 23.90 | 23.90 | 22.90 | 21.90 | 21.90 | 21.04 | 22.00 | 23.00 | 24.00 | 25.00 | 1.10 |
| Total | | | | | 35.90 | 35.90 | 35.90 | 35.90 | 34.90 | 33.90 | 33.90 | 33.04 | 34.00 | 35.00 | 36.00 | 37.00 | 1.10 |
| Corporate Services | | | | | | | | | | | | | | | | | |
| Customer Services | | | | | 142.20 | 144.10 | 170.10 | 169.10 | 169.60 | 161.20 | 166.10 | 162.26 | 157.60 | 159.70 | 158.50 | 150.70 | 8.50 |
| Democracy and Governance | | | | | 87.90 | 89.50 | 87.60 | 89.20 | 87.20 | 86.50 | 87.50 | 89.74 | 90.30 | 88.30 | 87.30 | 87.20 | (0.70) |
| Finance, Efficiencies, Technology & Asst | | | | | 510.80 | 510.00 | 481.90 | 482.70 | 478.50 | 467.50 | 463.20 | 462.53 | 446.40 | 443.20 | 436.90 | 450.80 | (60.00) |
| Human Resources and Organisational Dev | | | | | 86.90 | 86.90 | 86.90 | 84.70 | 84.70 | 83.30 | 83.30 | 79.76 | 79.90 | 80.00 | 79.60 | 79.80 | (7.10) |
| Management and Support | | | | | 2.00 | 2.00 | 2.00 | 2.00 | 2.00 | 2.00 | 2.00 | 2.00 | 2.00 | 2.00 | 1.00 | 0.00 | (2.00) |
| Total | | | | | 829.80 | 832.50 | 828.50 | 828.80 | 819.30 | 800.50 | 802.10 | 796.30 | 776.20 | 773.20 | 763.30 | 768.50 | (61.30) |
| People | | | | | | | | | | | | | | | | | |
| Childrens Social Care | | | | | 339.40 | 339.80 | 338.10 | 329.10 | 310.40 | 310.20 | 305.20 | 288.89 | 279.20 | 279.60 | 284.00 | 285.10 | (54.30) |
| Education, Learning & Families | | | | | 563.60 | 564.70 | 553.70 | 544.20 | 539.30 | 539.60 | 542.00 | 513.40 | 506.90 | 504.70 | 499.00 | 492.90 | (70.70) |
| Homes & Communities | | | | | 226.60 | 225.50 | 224.50 | 225.00 | 240.50 | 239.40 | 244.40 | 250.61 | 247.70 | 248.50 | 248.20 | 251.90 | 25.30 |
| Joint Commissioning & Adult Social Care | | | | | 446.00 | 443.80 | 439.20 | 433.90 | 416.40 | 344.00 | 386.10 | 376.88 | 373.90 | 370.10 | 365.50 | 371.00 | (75.00) |
| Lifelong Learning | | | | | 3.00 | 3.00 | 3.00 | 3.00 | 3.00 | 3.00 | 3.00 | 6.00 | 6.00 | 6.00 | 5.00 | 4.00 | 0.00 |
| Programmes Director | | | | | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 11.93 | 11.90 | 11.90 | 12.90 | 12.70 | 12.70 |
| Public Health | | | | | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 0.00 |
| Management and Support | | | | | 1579.60 | 1577.80 | 1559.60 | 1536.20 | 1510.70 | 1437.20 | 1481.70 | 1448.71 | 1426.60 | 1421.70 | 1415.60 | 1418.60 | (161.00) |
| Place | | | | | | | | | | | | | | | | | |
| Business Team (Dev & Reg) | | | | | 7.70 | 7.70 | 7.70 | 7.70 | 7.70 | 7.70 | 7.70 | 6.71 | 6.80 | 6.80 | 6.80 | 6.40 | (1.30) |
| Economic Development | | | | | 106.00 | 105.80 | 104.80 | 102.30 | 105.30 | 105.30 | 105.30 | 105.88 | 106.00 | 105.00 | 105.00 | 105.00 | (1.00) |
| Environmental Services | | | | | 484.80 | 479.20 | 478.40 | 475.20 | 470.70 | 467.10 | 464.10 | 471.89 | 467.90 | 463.50 | 460.50 | 457.00 | (27.80) |
| Planning Services | | | | | 71.00 | 71.80 | 72.00 | 72.50 | 77.50 | 77.50 | 79.50 | 79.40 | 78.40 | 77.40 | 77.40 | 78.10 | 7.10 |
| Strategic Housing | | | | | | | | | | | | | | | | | |
| Transport & Infrastructure | | | | | 120.70 | 120.50 | 121.70 | 131.30 | 133.60 | 129.70 | 133.60 | 133.28 | 130.80 | 128.80 | 128.90 | 130.10 | 9.40 |
| Waste PFI | | | | | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | (1.00) |
| Management and Support | | | | | 2.00 | 2.00 | 2.00 | 2.00 | 2.00 | 2.00 | 2.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | (1.00) |
| Total | | | | | 793.20 | 788.00 | 787.50 | 792.00 | 797.80 | 790.30 | 792.20 | 798.16 | 790.90 | 782.50 | 779.60 | 777.60 | (15.60) |

Moved to Trans & Inf

| WORKFORCE: HEADCOUNT (NUMBER OF EMPLOYEES) | | | | | | | | | | | | | | | | | | | |
|---|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|-----------------------------|-------|-------|-------|-------|-------|-------|-------|-------|
| Establishment Report (Headcount) | Change | | | | | | | | | | | | | | | | | | |
| | Mar-10 | Mar-11 | Mar-12 | Mar-13 | Apr-13 | May-13 | Jun-13 | Jul-13 | Aug-13 | Sep-13 | Change in rolling 12 months | | | | | | | | |
| Council Wide | 4,751 | 4,713 | 4,155 | 3,838 | (249) | 4,093 | 4,083 | 4,040 | 4,025 | 3,993 | 3,838 | 3,909 | 3,924 | 3,862 | 3,837 | 3,816 | 3,781 | (312) | |
| Executive Office | | | | | | | | | | | | | | | | | | | |
| Corporate Communications | | | | | | 12 | 12 | 12 | 12 | 12 | 12 | 12 | 12 | 12 | 12 | 12 | 12 | 12 | 0 |
| Management & Support (Chief Executive) | | | | | (3) | - | - | - | - | - | - | - | - | - | - | - | - | - | 0 |
| Policy, Performance and Partnerships | | | | | 0 | 26 | 26 | 26 | 26 | 25 | 24 | 24 | 23 | 24 | 25 | 26 | 27 | 27 | 1 |
| Total | | | | | (3) | 38 | 38 | 38 | 38 | 37 | 36 | 36 | 35 | 36 | 37 | 38 | 39 | 39 | 1 |
| Corporate Services | | | | | | | | | | | | | | | | | | | |
| Customer Services | | | | | 15 | 198 | 199 | 229 | 228 | 229 | 216 | 222 | 217 | 213 | 215 | 213 | 202 | 202 | 4 |
| Democracy and Governance | | | | | 0 | 102 | 104 | 102 | 103 | 101 | 100 | 101 | 103 | 101 | 102 | 101 | 102 | 102 | 0 |
| Finance, Efficiencies, Technology & Asst | | | | | (66) | 688 | 684 | 645 | 651 | 642 | 632 | 623 | 629 | 611 | 604 | 597 | 604 | 604 | (84) |
| Human Resources and Organisational Dev | | | | | (30) | 96 | 96 | 96 | 95 | 93 | 91 | 91 | 89 | 89 | 89 | 89 | 88 | 88 | (8) |
| Management and Support | | | | | (1) | 2 | 2 | 2 | 2 | 2 | 2 | 2 | 2 | 2 | 2 | 2 | 1 | 1 | (2) |
| Total | | | | | (82) | 1,086 | 1,085 | 1,074 | 1,079 | 1,067 | 1,041 | 1,039 | 1,040 | 1,019 | 1,012 | 1,001 | 996 | 996 | (90) |
| People | | | | | | | | | | | | | | | | | | | |
| Childrens Social Care | | | | | (21) | 370 | 370 | 368 | 359 | 339 | 338 | 333 | 330 | 320 | 320 | 324 | 311 | 311 | (59) |
| Education, Learning & Families | | | | | 178 | 884 | 883 | 863 | 853 | 852 | 841 | 856 | 852 | 832 | 828 | 819 | 803 | 803 | (81) |
| Homes & Communities | | | | | 105 | 271 | 270 | 268 | 268 | 285 | 283 | 288 | 294 | 291 | 292 | 293 | 295 | 295 | 24 |
| Joint Commissioning & Adult Social Care | | | | | (123) | 581 | 578 | 572 | 566 | 542 | 437 | 494 | 483 | 481 | 476 | 471 | 473 | 473 | (108) |
| Lifelong Learning | | | | | (253) | | | | | | | | | | | | | | 0 |
| Programmes Director | | | | | (2) | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 6 | 6 | 6 | 5 | 4 | 4 | 1 |
| Public Health | | | | | | | | | | | | | 13 | 13 | 13 | 14 | 14 | 14 | 14 |
| Management and Support | | | | | 0 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 0 |
| Total | | | | | (115) | 2,110 | 2,105 | 2,075 | 2,050 | 2,022 | 1,903 | 1,975 | 1,979 | 1,944 | 1,936 | 1,927 | 1,901 | 1,901 | (209) |
| Place | | | | | | | | | | | | | | | | | | | |
| Business Team (Dev & Reg) | | | | | 0 | 9 | 9 | 9 | 9 | 9 | 9 | 9 | 8 | 8 | 8 | 8 | 8 | 8 | (1) |
| Economic Development | | | | | 1 | 118 | 119 | 118 | 116 | 119 | 119 | 119 | 119 | 119 | 118 | 118 | 118 | 118 | 0 |
| Environmental Services | | | | | (29) | 495 | 489 | 488 | 483 | 478 | 474 | 471 | 481 | 476 | 471 | 468 | 465 | 465 | (30) |
| Planning Services | | | | | 5 | 77 | 79 | 79 | 80 | 86 | 86 | 88 | 90 | 89 | 88 | 89 | 88 | 88 | 11 |
| Strategic Housing | | | | | (71) | | | | | | | | | | | | | | |
| Transport & Infrastructure | | | | | 46 | 156 | 155 | 155 | 166 | 171 | 166 | 169 | 170 | 169 | 165 | 165 | 164 | 164 | 8 |
| Waste PFI | | | | | (2) | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 |
| Management and Support | | | | | 1 | 2 | 2 | 2 | 2 | 2 | 2 | 2 | 1 | 1 | 1 | 1 | 1 | 1 | (1) |
| Total | | | | | (49) | 858 | 854 | 852 | 857 | 866 | 857 | 858 | 869 | 862 | 851 | 849 | 844 | 844 | (14) |

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

| Directorate | Department | Sep-13 | Oct-12 | Nov-12 | Dec-12 | Jan-13 | Feb-13 | Mar-13 | Apr-13 | May-13 | Jun-13 | Jul-13 | Aug-13 | Sep-13 | Target | Threshold | |
|--------------------|--|-------------------------------|--------------|--------------|--------------|--------------|--------------|--------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|--------------|--|
| Corporate Services | Democracy and Governance | 11.82 | 10.95 | 10.95 | 10.81 | 8.93 | 9.35 | 9.04 | 8.42 | 7.14 | 6.60 | 7.01 | 7.41 | 0.00 | 9.00 | 10.50 | |
| | Finance, Efficiencies, Technology & Asst | 9.87 | 9.99 | 9.99 | 9.92 | 10.23 | 9.63 | 9.26 | 9.47 | 9.05 | 8.94 | 8.95 | 8.18 | 7.22 | 9.00 | 10.50 | |
| | Human Resources and Organisational Dev | 6.56 | 7.77 | 7.77 | 8.76 | 9.59 | 9.09 | 9.11 | 9.10 | 8.90 | 8.84 | 8.84 | 8.54 | 8.02 | 6.97 | 7.00 | |
| | Customer Services | 6.97 | 6.99 | 6.99 | 7.11 | 6.90 | 6.47 | 6.40 | 6.84 | 6.56 | 6.71 | 7.22 | 6.91 | 6.91 | 7.15 | 7.00 | |
| | Management & Support (Corp Services) | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 3.00 | 0.00 | 5.00 | |
| | DIRECTORATE TOTAL | 9.17 | 9.32 | 9.31 | 9.33 | 8.88 | 8.63 | 8.77 | 8.29 | 8.18 | 8.30 | 7.80 | 7.11 | 8.50 | | | |
| Executive Office | Policy, Performance and Partnerships | 5.22 | 6.73 | 6.73 | 10.82 | 12.95 | 9.98 | 8.11 | 7.98 | 8.22 | 7.17 | 6.25 | 7.26 | 6.38 | 7.00 | 8.00 | |
| | Corporate Communications | 5.33 | 5.25 | 5.25 | 5.33 | 5.42 | 5.17 | 5.58 | 5.58 | 5.00 | 3.42 | 1.58 | 0.50 | 0.50 | 7.00 | 8.00 | |
| | Management & Support (Chief Executives) | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 6.00 | 7.00 | |
| | | EXECUTIVE OFFICE TOTAL | 5.12 | 6.06 | 8.72 | 10.13 | 7.99 | 7.01 | 6.93 | 6.84 | 5.68 | 4.52 | 4.87 | 4.46 | 7.00 | | |
| | | | | | | | | | | | | | | | | | |
| People | Joint Commissioning & Adult Social Care | 14.44 | 15.11 | 15.11 | 15.11 | 14.74 | 13.69 | 13.23 | 13.14 | 12.38 | 11.75 | 12.01 | 11.72 | 11.06 | 11.00 | 12.00 | |
| | Homes & Communities | 8.03 | 7.63 | 7.63 | 7.85 | 8.02 | 8.16 | 8.42 | 7.45 | 7.18 | 6.68 | 6.82 | 6.78 | 6.50 | 7.00 | 8.00 | |
| | Childrens Social Care | 11.54 | 11.89 | 11.89 | 11.67 | 11.70 | 10.86 | 10.23 | 10.39 | 10.32 | 10.46 | 10.74 | 11.16 | 11.07 | 9.00 | 10.50 | |
| | Education, Learning & Families | 7.91 | 8.21 | 8.21 | 8.86 | 9.15 | 9.06 | 8.68 | 8.88 | 7.91 | 7.98 | 7.98 | 8.13 | 7.86 | 7.76 | 9.00 | |
| | Programmes Director | 3.67 | 3.67 | 3.67 | 2.33 | 2.33 | 3.33 | 3.33 | 3.33 | 1.67 | 1.67 | 1.50 | 5.20 | 7.00 | 6.00 | 7.00 | |
| | DIRECTORATE TOTAL (excluding Schools) | 10.53 | 10.83 | 11.07 | 11.07 | 10.55 | 10.18 | 10.06 | 9.43 | 9.14 | 9.33 | 9.25 | 9.02 | 9.45 | | | |
| Place | Planning Services | 4.18 | 3.35 | 3.35 | 4.96 | 3.86 | 4.79 | 3.45 | 4.26 | 4.73 | 4.74 | 5.09 | 4.58 | 5.13 | 7.00 | 9.00 | |
| | Business Team (Dev & Reg) | 1.42 | 1.03 | 1.03 | 3.49 | 6.33 | 8.91 | 13.54 | 16.02 | 22.30 | 22.30 | 22.30 | 22.13 | 18.98 | 7.00 | 7.00 | |
| | Environmental Services | 10.31 | 10.32 | 10.32 | 10.15 | 10.24 | 9.84 | 9.58 | 9.80 | 9.77 | 8.96 | 8.78 | 7.28 | 7.50 | 9.00 | 10.00 | |
| | Economic Development | 4.41 | 4.45 | 4.45 | 4.80 | 5.10 | 5.45 | 5.78 | 6.12 | 6.49 | 4.58 | 4.33 | 4.37 | 4.20 | 7.00 | 9.00 | |
| | Strategic Housing | | | | | | | | | | | | | | | | |
| | Transport & Infrastructure | 9.45 | 10.47 | 9.46 | 9.12 | 7.84 | 8.33 | 8.18 | 8.32 | 8.39 | 7.80 | 7.78 | 6.91 | 6.89 | 8.50 | 10.50 | |
| | DIRECTORATE TOTAL | 8.72 | 8.81 | 8.59 | 8.69 | 8.69 | 8.33 | 8.32 | 8.39 | 7.80 | 7.80 | 7.78 | 6.91 | 6.89 | 8.50 | | |
| | COUNCIL TOTAL (excluding Schools) | 9.65 | 9.88 | 9.96 | 10.01 | 9.52 | 9.23 | 9.24 | 8.83 | 8.50 | 8.61 | 8.22 | 7.90 | 8.49 | | | |