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Published 19 November 2013

#coopscrutiny

COOPERATIVE SCRUTINY BOARD

Wednesday 27 November 2013
4.00 pm
Council House (Next to the Civic Centre)

Members:

Councillor James, Chair

Councillor Mrs Aspinall, Vice Chair

Councillors Mrs Beer, Bowie, Casey, Darcy, Philippa Davey, Sam Leaves, Murphy and Tuffin.

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

Tracey Lee

Chief Executive

COOPERATIVE SCRUTINY BOARD

AGENDA

PART I – PUBLIC MEETING

1. APOLOGIES

To receive apologies for non-attendance submitted by Cooperative Scrutiny Board Members.

2. DECLARATION OF INTEREST

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

3. MINUTES (Pages 1 - 12)

The Cooperative Scrutiny Board will be asked to agree the minutes of the meeting held on 16 October 2013.

4. CHAIR'S URGENT BUSINESS

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

5. WORK PROGRAMMES (Pages 13 - 26)

The Cooperative Scrutiny Board will be asked to consider and approve the work programmes for each panel and receive a progress update from each Chair.

6. TRACKING DECISIONS (Pages 27 - 30)

The Cooperative Scrutiny Board will monitor the progress of its previous decisions.

7. FORWARD PLAN OF KEY DECISIONS AND PRIVATE BUSINESS (Pages 31 - 32)

To receive new items from the Forward Plan of Key Decisions and Private Business with a view to identifying items for scrutiny.

8. CABINET MEMBER

The Cabinet Member for Finance (Councillor Lowry) will provide an overview of his portfolio.

9. CORPORATE MONITORING REPORT (Pages 33 - 44)

The Cooperative Scrutiny Board will receive the corporate monitoring report.

10. CORPORATE PLAN PERFORMANCE FRAMEWORK MONITORING REPORT (Pages 45 - 60)

The Cooperative Scrutiny Board will receive a report on the corporate plan performance framework monitoring report.

11. OVERVIEW OF THE WORKFORCE (Pages 61 - 72)

The Cooperative Scrutiny Board will receive an overview of the workforce.

12. URGENT EXECUTIVE DECISIONS

The Cooperative Scrutiny Board will be advised of executive decisions that have been deemed urgent with the agreement of the Chair (if any).

13. CALL-INS

The Cooperative Scrutiny Board will be advised of any executive decisions that have been called in.

14. RECOMMENDATIONS (Pages 73 - 74)

To receive and consider recommendations from Panels, Cabinet and Council.

15. COOPERATIVE REVIEW(S) (Pages 75 - 76)

The Cooperative Scrutiny Board will be asked to consider cooperative review submitted by the Your Plymouth Panel relating to Public Funerals.

16. EXEMPT BUSINESS

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

PART II (PRIVATE MEETING)

AGENDA

MEMBERS OF THE PUBLIC TO NOTE

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

NIL.

Cooperative Scrutiny Board

Wednesday 16 October 2013

PRESENT:

Councillor James, in the Chair.

Councillor Mrs Aspinall, Vice Chair.

Councillors Bowie, Bowyer, Casey, Philippa Davey, Murphy and Tuffin.

Apology for absence: Councillor Monahan.

Also in attendance: Paul Barnard (Assistant Director for Planning Services), David Draffan (Assistant Director for Economic Development), Councillor Evans (Council Leader), Richard Grant (Local Planning Team Leader), Tim Howes (Assistant Director for Law, Democracy and Governance), David Northey (Head of Finance), Alison Mills (Head of HR (Corporate Functions)), Giles Perritt (Head of Policy, Performance and Partnerships), Councillor Smith (Deputy Leader), Andrew Stevens (Assistant Director for Customer Services), David Trussler (Interim Director for Customer Services) and Helen Wright (Democratic Support Officer).

The meeting started at 4pm and finished at 6.35pm.

Note: At a future meeting, the committee 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.

68. **DECLARATION OF INTEREST**

There were no declarations of interest made by councillors in accordance with the code of conduct.

69. **MINUTES**

The Board agreed that the minutes of the meeting held on 4 September 2013 are confirmed as a correct record.

70. **CHAIR'S URGENT BUSINESS**

The Chair advised that he had attended the Cabinet meeting held on 15 October 2013, at which, he had provided an overview of the work scrutiny had undertaken to date and outlined future work programme items. The Chair further advised that the Leader (Councillor Evans) wished to convey his gratitude for the hard work that had been undertaken by scrutiny and the value that this had added to the council's business.

Agreed to circulate the Chair's report to Cabinet to all Board Members.

(In accordance with Section 100(B)(4)(b) of the Local Government Act, 1972, the Chair brought forward the above item for urgent consideration because of the need to inform councillors.

71. **THE BRILLIANT COOPERATIVE COUNCIL SUSTAINABLE THREE YEAR PLAN**

Councillor Evans (Council Leader) and David Trussler (Interim Director for Corporate Services) provided a briefing on delivering the Brilliant Cooperative Council, which highlighted the following key points –

- (a) the impact of reduced funding from Central Government was being compounded by the rising demand for services such as adult social care for older people, falling income from commercial rents and the rising costs of contracted services and utilities;
- (b) the council was already delivering £17 million savings in this year's budget and following an assessment of its financial position for the next three years, without large scale action, there would be a £65 million shortfall (out of a total revenue budget of just over £200 million);
- (c) the transformation programme was an integral part of delivering the council's cooperative values and objectives;
- (d) plans had been developed which would achieve savings totalling £30 million over three years by finding new ways of working and delivering services;
- (e) due to the unprecedented levels of change that the transformation programme would require, all Members and staff would need to be open to and involved in the change;
- (f) the role of scrutiny would be vital to the success of transformation and it was hoped that the work programmes would be prioritised to ensure that the right level and type of engagement would be provided;
- (g) a presentation was provided to Members, which highlighted the following key issues –
 - context – the strategic and financial challenge and the council's response;
 - developing the 'blueprint' for a brilliant cooperative council;
 - transformation programmes delivering the 'blueprint';
 - member and officer governance arrangements for transformation;
 - work underway.

In response to questions raised by Members, it was reported that –

- (h) staff engagement in this process was a priority; to date 74 face to face meetings had been held with staff across the authority; the aim of the meeting was to help staff to start to understand the big picture;
- (i) there was currently 100 members of staff engaged on the initial stages of the development of the 'blueprint';
- (j) although this was at the start of the council's transformation, savings had already been identified through the invest to save scheme (such as the commissioning of street lighting where existing bulbs would be replaced by LED ones);
- (k) the outline business case for each transformation programme would be available by December 2013;
- (l) an undertaking was given to circulate the membership of the Member Transformation Board.

The Chair thanked Councillor Evans and the Interim Director for Corporate Services for attending.

Order of Business

With the permission of the Chair, the order of business on the agenda was amended, as set out below in the minutes.

72. **CORPORATE MONITORING REPORT**

The Head of Finance and the Head of HR (Corporate Functions) presented the corporate monitoring report, which highlighted the following main areas –

- (a) revenue monitoring position;
- (b) key issues and corrective actions, which included –
 - joint commissioning and adult social care which had showed a worsening variation of £1.599m; in order to address this situation the following actions had been undertaken –
 - ▶ the introduction of a 10 point balanced budget action plan;
 - ▶ the assembly of a project review team which would focus on the high cost of legacy cases;
 - ▶ complete operational review of cases which had commenced since 1 August 2013;
 - ▶ the integration of the Rapid Response Reablement which would ensure that health and social care resources were

deployed to avoid inappropriate admissions to hospital and return people to community based support rather than residential and nursing care;

- ▶ the recovery of direct payments over six weeks;

- (c) delivery plans;
- (d) revenues and benefits;
- (e) capital position;
- (f) workforce full time equivalent;
- (g) workforce head count (number of employees);
- (h) average number of days sick per full time equivalent.

Both the Chair and Vice Chair registered their disappointment at the worsening position of the budget and the lack of information relating to the joint commissioning and adult social care 10 point balanced budget action plan.

The Head of Finance undertook to provide a copy of the action plan to Board members.

The Chair thanked the officers for attending the meeting.

73. **CABINET MEMBER**

The Chair welcomed the Councillor Peter Smith (Deputy Leader) together with Paul Barnard (Assistant Director for Planning Services), David Draffan (Assistant Director for Economic Development), Tim Howes (Assistant Director for Law, Democracy and Governance), Alison Mills (Head of HR (Corporate Functions)), Andrew Stevens (Assistant Director for Customer Services) who provided a brief overview of the current areas of work being undertaken, which included –

- (a) over the last 12 months Heritage and Arts had focussed on a step change in the delivery of the highest quality events and cultural programme for the city, which included –
 - bidding for the United Kingdom City of Culture;
 - sixteen major events including the Route des Princes;
 - the city's most successful marketing and PR campaign reaching 120m people and generating £2.2m of advertising value; this included advertising the national fireworks competition on the 'One Show';
- (b) the focus over the next 12 months for Heritage and Arts, would include -
 - the development of the History Centre (bidding for £12m of Heritage Lottery Funding) and a cultural road map to Mayflower 2020 (working with the Culture Board);
 - 60th anniversary of D-Day; 100th Anniversary World War I and the 350th anniversary of the Royal Marines;

(c) the Sports Development Unit had played a significant role in developing and promoting sport opportunities across the city and currently delivered a number of national initiatives which included Sportivate, summer arts college, breeze cycling and Mars just play football; key achievements of the past 12 months included –

- Quest and Customer Service Excellence accreditation;
- twenty per cent of sports development attendances were from people from deprived neighbourhoods;
- £200k of external funding brought into the city through the Unit's support;

(d) work being undertaken within the library service which included –

- the Plan for Libraries (the service's strategic plan) would outline the foundations of the service's development over the next three years and would include an action plan;
- discussions had commenced relating to how the History Centre would relate to the collections of rare books and historical materials;
- over 4000 children and young people had taken part in this year's national summer reading challenge (Creepy House);
- a sum of £15,000 had been given to the service to increase the amount of information it provided to businesses in the city;

(e) work currently being undertaken with Customer Services, which included –

Call Centre

- 25,000 calls and 2,500 emails per month;
- 95 per cent answer rate;
- 80 per cent of calls answered in 20 seconds;

First Stop

- 3,000 visitors per month;
- 98 per cent customer satisfaction level;

Transaction Centre

- 88.6 per cent of invoices paid within 30 days;
- 69.8 per cent of invoices to small and medium enterprises were paid within 15 days;

(f) key achievements in Customer Services included -

- fourth year in achieving Customer Service Excellence;

- two shortlisted finalists in South West Contact Centre Forum Awards and PCC Star Awards;
- (g) work currently being undertaken in HR which included the -
- recruitment of 74 apprentices;
 - reduction in sickness to 8.22 days per full time equivalent post (target set at 8.49 days);
- (h) work currently being undertaken in Risk and Insurance/Legal Services, which included -
- the introduction of the claims portal;
 - the successful response by Emergency Operations to the Short Sermon Exercise;
- (i) work currently being undertaken in Electoral Services, which included -
- a corporate campaign to promote electoral registration;
 - the annual preparation of Register of Electors;
 - a review of polling districts, places and stations;
- (j) work currently being undertaken in Registration Services, which included -
- improvement of the environment at the Register Office to celebrate life events;
 - celebratory ceremonies in a number of locations around the city;
 - provision of an online certificate application;
- (k) work currently being undertaken in ICT, included -
- the roll out of Lync, Win 7, hot desking, smart meeting rooms and video conferencing to over 70 sites;
 - the delivery of public health integration at Windsor House which involved 184 staff.

In response to questions raised by the Board, it was reported that –

- (l) the Deputy Leader undertook to look into the provision of a telephone in the scrutiny resource room;
- (m) in September 2013 there had been 2.5 per cent of abandoned calls relating to adult social care issues; (the total percentage of abandoned calls was 3 per cent, which was low in terms of industry standards);

- (n) with regard to the paperless office initiative, which had been trialled by the Overview and Scrutiny Management Board, the Windows 8 tablet was currently being reviewed;
- (o) there were currently 30 vacancies for apprentices and it was anticipated that additional apprentices would be recruited to assist with the transformation programme;
- (p) Board members would be advised whether the call centre could return abandoned calls relating to Adult Social Care.

The Chair thanked the Deputy Leader and officers for attending the meeting.

74. **WORK PROGRAMMES**

The Chair advised the Chairs of the panels of the need for flexibility within the work programmes, in order to be able to scrutinise the transformation programme.

Following a recommendation from the Working Plymouth Panel to include in its work programme the North Plymouth Area Action Plan Inspector's report, the Assistant Director for Planning Services (Paul Barnard) advised the Board that –

- (a) the Inspector's report relating to the Derriford and Seaton Area Action Plan 2006 – 2021 had been published in August 2013;
- (b) the Inspector's report concluded that, with regard to the cumulative consideration of all the factors, the Action Plan did not provide an appropriate basis for the planning of the area over the submitted Plan period and was consequently not sound and cited five specific points;
- (c) the Inspector's findings had created some uncertainty for the whole of the north of the city (together with the North West Quadrant development), as well as creating various complex planning issues that would need careful consideration by the Planning Authority;
- (d) the various landowners that were affected by the Plan were also considering their next actions.

In response to a question raised by the Board, the Assistant Director for Planning Services advised that he would not recommend that this issue was included on the work programme for the Working Plymouth Panel, due to the complexities involved but would be more than happy to brief members outside of this forum.

The Board agreed –

- (l) the work programmes for the Ambitious Plymouth Panel, Caring Plymouth Panel and Your Plymouth Panel;

- (2) its own work programme subject to the inclusion of the fees, charges and concessions policy;
- (3) the work programme of the Working Plymouth Panel subject to the removal of the North Plymouth Area Action Plan Inspector's report.

75. **TRACKING DECISIONS**

The Board considered its schedule of decisions and noted the latest position.

76. **PLYMOUTH PLAN**

The Assistant Director for Planning Services (Paul Barnard) and Local Planning Team Leader (Richard Grant) provided an overview of the Plymouth Plan, which highlighted the following –

- (a) the adopted Core Strategy and the supporting Area Action Plans would be reviewed whilst taking the city's statutory Development Plan forward within the context of the government's new Local Plan system; this would provide the foundations for preparing the new Plymouth Plan and explain how it would provide an integrated and holistic long term plan as to how the city would change between 2013 – 2031;
- (b) the Plymouth Plan needed to provide a focused, strategic path forward, based on a clear understanding of the city's current conditions and trends, challenges and strengths;
- (c) the report submitted to Cabinet in September 2012, set out a broad timetable, as follows –
 - stage 1: conversations (summer 2012 – spring 2013);
 - stage 2: your plan, your city (summer 2013);
 - stage 3: the final plan (summer 2014);
 - stage 4: the legal stages (winter 2014 – autumn 2015);
- (d) during the second stage of the process, 2000 comments had been gathered which were currently being evaluated; the aim was to provide the initial draft results by December 2013 with the final results being available in early 2014;
- (e) it was hoped to be able to engage scrutiny in this process in order to provide a 'sound board'.

Agreed that the Plymouth Plan is considered by the Board and not the Scrutiny Panels.

77. **BUDGET SCRUTINY 2013/14**

The Board considered the draft plan and timetable for budget scrutiny 2013/14.

The Board agreed that –

- (1) the invitation letters to partners are sent out on behalf of the Chair and Vice Chair of the Board;
- (2) representatives from the Plymouth Community Healthcare CIC would not be required to attend.

78. **CALL-INS**

There were no call-ins to consider.

79. **FORWARD PLAN OF KEY DECISIONS AND PRIVATE BUSINESS**

The Board considered the following executive key decisions in the Forward Plan which were scheduled to be discussed at the Cabinet meeting on 12 November 2013 –

- acquisition and disposal of land at Seaton Neighbourhood;
- Plan for Homes;
- fees, charges and concessions policy;
- contract awards for Domiciliary Care Services; carers emergency respite service and framework agreement.

The Board agreed to undertake post decision scrutiny relating to the fees, charges and concessions policy (and to include this matter on its work programme).

80. **URGENT EXECUTIVE DECISIONS**

There were no urgent executive decisions to consider.

81. **RECOMMENDATIONS**

The Board endorsed and agreed the recommendations of the panels, as follows –

- (1) Ambitious Plymouth Panel -
 - the 'School Transport Provision Review' team is removed from the work programme scheduled for the meeting on 11 November 2013;
 - a 'Dyslexia progress report' item is added to the work programme for the meeting on 3 February 2014;
 - a 'review of the progress of the Culture Board' is added to the work programme for the meeting on 3 March 2014.
- (2) Caring Plymouth Panel –

- pre-decision scrutiny of the Joint Health and Wellbeing Strategy is essential prior to the draft going to the Health and Wellbeing Board in January 2014;
 - explore options and was to review the draft Joint Health and Wellbeing Strategy before January 2014, be it at the November meeting or an ad hoc meeting (meeting to be open to other councillors);
- (3) Working Plymouth Panel –
- as per minute 74;
- (4) Your Plymouth Panel –
- that membership of the cooperative review into unauthorised encampments is reduced from nine to five with a political ratio of 3:2. Chair and Vice chair to confirm their respective group nominations to the Democratic Support Officer;
 - that separate briefing reports in respect of roadside memorials, tree management and public funerals are submitted to the next meeting of the panel in order that members can consider more detailed information and review facts prior to deciding whether to take any of these issues further;
 - that a further update on emergency welfare scheme is submitted to the panel in six months' time when the scheme will have been in place for a year;
 - the cooperative review into customer services is deferred pending submission of a situation update report to, and attendance by the Assistant Director for Customers Services, at the panel's next meeting;
 - that a situation report in respect of the level of personal debt in the City and how this is being managed (to include rent arrears) is submitted to the next panel meeting

82. **COOPERATIVE REVIEW(S)**

The Board considered the cooperative review request relating to the finance and transformation programme. Following concerns raised relating to the lack of sufficient time to effectively scrutinise these issues, the Board agreed to hold a briefing session focusing on adult social care and children's services on 13 November 2013.

The Board agreed the membership of the cooperative review relating to the Council Tax (Attachment of Earnings), as follows –

- Councillor James (Chair);
- Councillor Mrs Aspinall (Vice Chair);
- Councillors Casey, Darcy and Tuffin.

The Board further agreed that the review would take place on Friday 15 November 2013 at 10am, in the Council House.

83. **EXEMPT BUSINESS**

There were no items of exempt business.

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AMBITIOUS PLYMOUTH

Work Programme 2013 - 2014



PLYMOUTH
CITY COUNCIL

Please note that the work programme is a 'live' document and subject to change at short notice. The information in this work programme is intended to be of strategic relevance and is subject to approval at the Cooperative Scrutiny Board.

For general enquiries relating to the Council's Scrutiny function, including this committee's work programme, please contact Lynn Young, Democratic Support Officer, on 01752 304163.

Date of meeting	Agenda item	Purpose of the agenda item	Reason for consideration	Responsible Officer
01.07.2013	Youth Services Restructure Review	To review the Youth Service following the service restructure and identify any areas that may require a co-operative review.	Post-decision scrutiny and service review.	John Miller - Head of Youth Services and Stuart Palmer - Assistant Director for Homes and Communities
12.08.2013	Missing Persons' Team	To receive a presentation from this new service to understand the remit and work of the team and to establish whether any further scrutiny work is required, with a particular focus on the partnership arrangements between the Youth Service, Police and Social Care Services.	New Service Review and Partnership arrangements	John Miller - Head of Youth Services and Stuart Palmer - Assistant Director for Homes and Communities
	Dyslexia	To review service provision and support for children and young people with dyslexia.	Performance and provision	Linda Dawes - Leadership Adviser (SEN & VG)
	Children's Social Care Review	To undertake a thorough review of the Children's Social Care Service to establish the adequacy of service arrangements.	Performance and Provision – Service review	Alison Botham - Assistant Director for Children's Social Care.
	Narrowing the Gap in schools	To establish the challenges facing schools in tackling child poverty – the potential cooperative review would seek to encompass issues such as free school meals, the effects of welfare reforms on school children, child poverty and the ever increasing financial burden placed on parents from school proms.	Cooperative Review preparation	John Searson - Principal Leadership Adviser (Schools & Settings)/Heather Ogburn -Senior Leadership Adviser (RA & NTG)
23.09.2013	City of Culture Bid	To review the reasons why Plymouth was not selected as one of the final four cities in the City of Culture bid and learn where the city can improve for future bid submissions.	Future Learning and improving Plymouth's cultural offer	David Draffan, Assistant Director for Economic Development and Nicola Moyle, Head of Arts and Heritage
	Library and Museum provision	To review the provision of and use of the city's libraries and museums, particularly with a focus on future City of Culture bids.	Performance and Provision	Nicola Moyle, Head of Arts and Heritage
	School Transport Provision Review	To review changes proposed by Citybus on school transport provision across the city.	Provision	Julie Roantree - Principal Transport & Allowances Officer

Date of meeting	Agenda item	Purpose of the agenda item	Reason for consideration	Responsible Officer
11.11.2013	Early Years Development Review and school admissions	To review the issues involved in nursery places and the allocation of school places.	Performance and Provision	Jo Hall Senior Adviser – Early Years & Childcare and Daryl Wallace, School Admissions Team Leader
	Adult Education Service Review	To review the Plymouth Adult and Community Learning Service (PACLS).	Performance and Provision	Carol Henwood Principal Leadership Adviser (Neighbourhoods & IL)
03.02.2014	Adult Education Service Review	To receive an update following the OFSTED visit to Plymouth Adult and Community Learning Service (PACLS) in November.	Performance and Provision	Carol Henwood Principal Leadership Adviser (Neighbourhoods & IL)
	Adult Education Service Review	To receive an update on the proposed establishment of the Plymouth and Adult Community Learning Service (PACLS) as a Public Service Mutual (PSM).	Performance and Provision	Carol Henwood Principal Leadership Adviser (Neighbourhoods & IL)
	Children and Young People's Plan	To review the current Plan prior to the Plan being updated in 2014; this review would see a holistic approach taken to reviewing the plan but the panel's main focus would be on early intervention and prevention and adoption and fostering.	Cooperative Review Preparation (Pre decision scrutiny)	Judith Harwood Assistant Director – Education, Learning and Family Support
	Missing, Intervention and Support Team	To review the service and delivery of the 'Be-Wise to Child Sexual Exploitation' training programme six months after the Missing Young Person's Team presentation on 12.08.2013.	Service Review	John Miller - Head of Youth Services and Stuart Palmer - Assistant Director for Homes and Communities
	Dyslexia Progress report	Councillor Jordan to provide an update to the panel on the work he has undertaken on reviewing the services for dyslexia.	Performance and Provision	Councillor Glenn Jordan
03.03.2014	Youth Services Restructure Review	To review the Youth Services in early 2014 following the implementation of services and new work initiatives after the completion of the Youth Service Restructure and results of the Youth Service's Review Survey.	Post-decision scrutiny and service review.	John Miller - Head of Youth Services and Stuart Palmer - Assistant Director for Homes and Communities
	Plymouth Culture Board	To review the progress of the Plymouth Culture Board following the panel's update on 23.9.13 and receive an update on the work of the transatlantic celebrations in 2020	Review of the development of Plymouth's cultural offer	David Draffan, Assistant Director for Economic Development
	Skills and Apprenticeships Review	To review the city's opportunities with regard to skills and apprenticeships, with a particular focus on children with special educational needs; this review could develop into a co-operative review.	Performance and provision – potential cooperative review.	Judith Harwood Assistant Director – Education, Learning and Family Support

Date of meeting	Agenda item	Purpose of the agenda item	Reason for consideration	Responsible Officer
	Barnardos presentation (minute 10 of the Corporate Parenting Group on 9 October 2013 refers)	To receive a presentation from Barnardos as recommended by the Corporate Parenting Group.	As recommended.	Jeanie Lynch Children's Services Development Manager Devon, Cornwall, Torbay, Plymouth & Channel Islands Barnardo's South West.

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WORKING PLYMOUTH

Work Programme 2013 - 2014

**PLYMOUTH**
CITY COUNCIL

Please note that the work programme is a 'live' document and subject to change at short notice. The information in this work programme is intended to be of strategic relevance and is subject to approval at the Cooperative Scrutiny Board.

For general enquiries relating to the Council's Scrutiny function, including this committee's work programme, please contact Helen Rickman, Democratic Support Officer, on 01752 398444.

Date of meeting	Agenda item	Purpose of the agenda item	Reason for consideration	Responsible Officer
03.07.2013	Briefing by Director for Place on key challenges and issues	To help inform work programme and Cooperative review discussion		Anthony Payne – Director for Place
	Evaluation of East End scheme	Post implementation report	Performance review	Juli Wileman – Transport Projects Manager
25.09.2013	Market Recovery Scheme	To receive an outturn report on the Market Recovery Scheme since the provisions of the scheme ended when the Council's Community Infrastructure Levy (CIL) came into effect on 1 June 2013.	Performance review	Paul Barnard – Assistant Director for Planning Services
	Affordable Housing	To review Affordable Housing in Plymouth, linked to the Get Plymouth Building Initiative, to ensure that the priority to increase housing supply is monitored.	Housing Growth; Corporate Plan priority	Nick Carter – Housing Delivery Team Leader
	Get Plymouth Building	To review the Get Plymouth Building Initiative which aims to accelerate housing supply by reviewing all stalled sites, lapsed planning consents and Area Action Plan sites.	Corporate Plan priority	Paul Barnard – Assistant Director for Planning Services
	Plan for Homes	To review the Plan for Homes which is one of the key initiatives agreed as part of the new Corporate Plan. It seeks to facilitate a transformational step change in housing delivery in Plymouth.	Corporate Plan priority	Paul Barnard – Assistant Director for Planning Services
	Youth Unemployment	To review the progress of the issue of Youth Unemployment in the city since discussions with scrutiny in November 2012.	Post scrutiny follow up	Chris Grace – Head of Economy, Enterprise and Employment
06.11.2013	Strategic Property Review	To receive the Strategic Property Review and key recommendations.	Performance review.	James Watt – Head of Land and Property
	Connectivity/SW Peninsula Plan/Confident Plymouth	Review Progress.		Clive Perkin/David Draffan

Date of meeting	Agenda item	Purpose of the agenda item	Reason for consideration	Responsible Officer
	Plan for Jobs	To review the progress of the Council's Plan for Jobs which aims to deliver 19 projects in turn creating 2000 jobs over the next two years.	Post scrutiny follow up	Chris Grace – Head of Economy, Enterprise and Employment
	Plymouth Community Homes Review	To review the progress of PCH in relation to its delivery of promises made as part of the stock transfer in 2009.	Performance review	Stuart Palmer – Assistant Director for Homes and Communities
05.03.2014	Youth Unemployment	Review progress.	Post scrutiny follow up	Chris Grace – Head of Economy, Enterprise and Employment
	Plan for Jobs	Review progress.	Post scrutiny follow up	Chris Grace – Head of Economy, Enterprise and Employment
	Skills Plan	Review progress.	Performance review.	Chris Grace – Head of Economy, Enterprise and Employment
	Inward investment	To review the Council's Inward Investment activities which aim to develop the city as a thriving growth centre by creating good quality sustainable jobs.	Performance review	Amanda Ratsey – Enterprise and Inward Investment Manager
	Subsidised bus routes	To review the implementation of the Growth and Prosperity Overview and Scrutiny panel's recommendations regarding subsidised bus routes from October/November/December 2012 Task and Finish Group meetings.	Post scrutiny follow up	Phil Heseltine – Head of Integrated Transport
	Plan for Homes	Review progress since September 2013 meeting.	Performance review	Paul Barnard – Assistant Director for Planning Services

Scrutiny Review Proposals	Description
Park and Ride	A review of passenger numbers, costs, income, maintenance and benchmarking with other operating models elsewhere
Plymouth Plan – Strategic Framework for the City's Vision	(to include reference to the review of the Local Economic Strategy and the Local Transport Plan)
On Street Parking Review (including fringe car parks)	

Work Programme Item – timing not yet allocated.	
Amey Contract	Added to work programme as result of recommendation from 3.7.13 Working Plymouth meeting.

YOUR PLYMOUTH

Work Programme 2013 - 2014



PLYMOUTH
CITY COUNCIL

Please note that the work programme is a 'live' document and subject to change at short notice. The information in this work programme is intended to be of strategic relevance and is subject to approval at the Cooperative Scrutiny Board.

For general enquiries relating to the Council's Scrutiny function, including this committee's work programme, please contact Katey Johns, Democratic Support Officer, on 01752 307815.

Date of meeting	Agenda item	Purpose of the agenda item	Reason for consideration	Responsible Officer
08.07.13	Customer Services	To get an overview of where we are in terms of customer service provision to help identify the focus of the task and finish scrutiny review(s)	To help prioritise focus of task and finish reviews	Andrew Stephens
	Housing Plan : Homelessness	To get an overview of where we are in terms of delivering affordable housing	This is a key element within the Corporate plan	Matt Garrett
	Cabinet Member for Cooperatives and Community Development	To inform panel of portfolio responsibilities and to identify possible areas which could benefit from pre/post decision scrutiny	To help develop panel's work programme	Councillor Penberthy
30.09.13	Emergency Welfare Support (Social Fund)	To look at budget delivery and customer satisfaction following its introduction in April 2013	Monitoring outcome of Social Fund Replacement task and finish review	Ann Thorpe
	Cabinet Member for Environment	To inform panel of portfolio responsibilities and to identify possible areas which could benefit from pre/post decision scrutiny	To help develop panel's work programme	Councillor Vincent
	Consultation on the review of the Licensing Act Statement of Licensing Policy and introduction of the Late Night Levy	To form part of the consultation process and help inform the policy review	Consultation	Andy Netherton

Date of meeting	Agenda item	Purpose of the agenda item	Reason for consideration	Responsible Officer
04.11.13	Plymouth Community Safety Partnership (Crime Stats)	To receive an annual update on crime stats for the City	Statutory Function	Sarah Hopkins
	Roadside Memorials	Update on existing policy and current situation / issues	To identify whether further issue specific scrutiny action is required	
	Tree Management	Update on existing policy and current situation / issues	To identify whether further issue specific scrutiny action is required	Gareth Harrison-Poole
	Public Funerals	Update on existing policy and current situation / issues	To identify whether further issue specific scrutiny action is required	Nicola Horne
	Customer Services Transformation	Update on progress with project delivery	To establish whether it is still appropriate to continue with the planned Co-operative Review	Dave Saunders
	Personal Debt	To receive a situation report on the level of personal debt in the City and how this is being managed (to include rent arrears)	Personal debt and the growth of the pay day loan market is a major concern.	Chris Angle
10.03.14	Emergency Welfare Support (Social Fund)	To look at budget delivery and customer satisfaction following its introduction in April 2013	Monitoring outcome of Social Fund Replacement task and finish review after first 12 months of operation	Ann Thorpe
	Tree Management	To look at ownership	Flagged as a concern by members at meeting on 4/11/13	

Date of meeting	Agenda item	Purpose of the agenda item	Reason for consideration	Responsible Officer
	Customer Services Transformation	Update on progress with project delivery		
Cooperative Reviews		Consideration	Description	
		Priority		
Public Funerals		1 (December 2013)	Panel to help inform Council's policy on managing public funerals	
Neighbourhood / Locality Working		2 (February 2014)	The panel to review Neighbourhood / Locality Working	
Personal Debt		4	Panel to look at level of personal debt and its impact in the City	
Customer Services (focus on website and interactive transactions)		5 (Put on hold pending further update on progress with Transformation Programme)	The panel will hear from the Assistant Director for Customer Services on progress with the transformation programme at its meeting on 8 July, prior to preparing the PID and scoping documents for this review	
Access to Buildings / Services (Annual Review)		6	Panel to look at barriers (including physical and language)	
Cooperative Reviews Referred from Co-operative Scrutiny Board				
Review of Procedures used by the Council when dealing with unauthorised encampments		Completed	To clarify current processes and procedures against a backdrop of legal, social and financial considerations and to attempt to ensure community cohesion and public reassurance.	
The effects of the expansion of Plymouth University and its students on the surrounding residential areas		3 (March 2014)	<p>The expansion of Plymouth University over recent years has resulted in an increase in the student populations living in the surrounding areas to the University. The increase in students living in Mount Gould, Mutley, Greenbank and Lipson areas has had detrimental consequences which have predominantly been felt by local residents who have regularly had to deal with an increase in issues of Anti-Social Behaviour, noise, litter and reported crimes.</p> <p>The review will seek to analyse the effects of an increasing student population on the local surrounding areas to establish if a link exists between increased student populations and an increase in issues of ASB, noise, litter and reported crimes. To include a review of a previous piece of work completed in 2012.</p>	

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COOPERATIVE SCRUTINY BOARD

Work Programme 2013 - 2014


PLYMOUTH
CITY COUNCIL

Please note that the work programme is a 'live' document and subject to change at short notice. The information in this work programme is intended to be of strategic relevance and is subject to approval at the Cooperative Scrutiny Board.

For general enquiries relating to the Council's Scrutiny function, including this committee's work programme, please contact Helen Wright, Democratic Support Officer, on 01752 304022.

Date of meeting	Agenda item	Purpose of the agenda item	Reason for consideration	Responsible Officer
07.08.2013	Finance – Capital and Revenue Monitoring (June)	To identify areas of concern (if any).		David Northey, Head of Finance
	FY 2012/13 Performance Position	To identify areas of concern (if any).		Peter Honeywell, Transformation Programmes Manager
	Cabinet Member	Provide an overview of their portfolio.	To identify areas of concern (if any)	Cabinet Member for Public Health and Adult Social Care
21.08.2013	Redevelopment of Civic Centre and future accommodation requirements	Board to consider the proposals before approval by Cabinet on 3 September 2013.	Pre-decision scrutiny	Alwyn Thomas, Project Director for Civic Centre
04.09.2013	Cooperative Council Sustainable Three Year Plan	Board to consider the Plan before approval by City Council.	Pre-decision scrutiny	David Northey, Head of Finance
	Corporate Monitoring including Finance/HR (July)	To identify areas of concern (if any).		David Northey, Head of Finance
	Budget Scrutiny Recommendations (Six Months)	To review the progress of the Board's recommendations.	To monitor progress	Giles Perritt, Head of Policy, Performance and Partnerships
	Cabinet Members	Provide an overview of their portfolio.	To identify areas of concern (if any)	Councillor Vincent Councillor Coker
September 2013	Review of the Devon and Somerset Fire and Rescue Service Draft Plan 2013/14 and 2014/15			Giles Perritt, Head of Policy, Performance and Partnerships
16.10.2013	Corporate Monitoring including Finance/HR (August)	To identify areas of concern (if any).		David Northey, Head of Finance

Date of meeting	Agenda item	Purpose of the agenda item	Reason for consideration	Responsible Officer
	Plymouth Plan (Co-operative Review)	Contribute to the policy development of the Plymouth Plan.		Paul Barnard, Assistant Director for Planning Services
	The Brilliant Cooperative Council Sustainable Three Year Plan	Further report setting out the Transformation Programme and its key elements including the governance proposals.	Following up on pre decision scrutiny	Tracey Lee, Chief Executive and Councillor Evans, Leader
	Cabinet Member	Provide an overview of their portfolio.	To identify areas of concern (if any)	Deputy Leader
October/ November 2013	Council Tax Attachment of Earning	Board to undertake a Cooperative Review to look at the attachment of earnings when people are going into to debt to pay council tax.	Cooperative Review	Giles Perritt, Lead Officer
27.11.13	The Brilliant Co-operative Council Corporate Plan Monitoring Report	To identify areas of concern (if any).		Peter Honeywell, Transformation Programmes Manager
	Half Yearly Corporate Monitoring	To identify areas of concern (if any).		David Northey, Head of Finance
	Update on redevelopment of Civic Centre and future accommodation requirements	Encompass further information on the decant arrangements, details of the implementation funding and how customer interface will be managed.		Les Allen, Transformation Programmes Manager
	Cabinet Member	Provide an overview of their portfolio.	To identify areas of concern (if any)	Cabinet Member for Finance
18.12.13	Corporate Monitoring including Finance/HR (October)	To identify areas of concern (if any).		David Northey, Head of Finance
	Cabinet Member	Provide an overview of their portfolio.	To identify areas of concern (if any)	Cabinet Member for Cooperatives and Community Development
08.01.14	Budget Scrutiny (Day One)	The Board's recommendations will form part of the consultation process.	Pre decision scrutiny	Giles Perritt, Head of Policy, Performance and Partnerships
13.01.14	Budget Scrutiny (Day Two)	The Board's recommendations will form part of the consultation process.	Pre decision scrutiny	Giles Perritt, Head of Policy, Performance and Partnerships
15.01.14	Budget Scrutiny (Day Three)	The Board's recommendations will form part of the consultation process.	Pre decision scrutiny	Giles Perritt, Head of Policy, Performance and Partnerships

Date of meeting	Agenda item	Purpose of the agenda item	Reason for consideration	Responsible Officer
February 2014	Housing Benefit Spare Room Subsidy	To look at the issue of the lack of one bedroom properties within the city thus preventing people wishing to move into this type of property.	Cooperative Review	Giles Perritt, Lead Officer
19.02.14	Corporate Monitoring including Finance/HR (December)	To identify areas of concern (if any).		David Northey, Head of Finance
	Budget Scrutiny Recommendations (Twelve Month Review)	To review the progress of the Board's recommendations.		Giles Perritt, Head of Policy, Performance and Partnerships
26.03.14	Corporate Monitoring including Finance/HR (January)	To identify areas of concern (if any).		David Northey, Head of Finance
16.04.14	Annual Scrutiny Report	The Board to agree its Annual Scrutiny Report.	To meet the constitutional requirement	Giles Perritt, Head Policy, Performance and Partnership
	Corporate Monitoring including Finance/HR (February)	To identify areas of concern (if any).		David Northey, Head of Finance
	Child Poverty	The Board will receive a 12 month progress update.		Candice Sainsbury, Senior Policy, Performance and Partnership Advisor
Issues Identified for Scrutiny (no date agreed)				
	City's MPs	To receive an update on the current work of Parliament in particular any issues affecting the City.		Helen Wright, Democratic Support Officer
	ICT Shared Services	Board to consider this issue prior to Cabinet decision.	Pre-decision scrutiny	Malcolm Coe, Assistant Director for Finance, Efficiencies, Technology and Assets

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COOPERATIVE SCRUTINY BOARD

Tracking Decisions and Recommendations
2013 - 2014



Date, agenda item and Minute number	Resolution	Target date, Officer responsible and Progress	
24.07.2013 Business Rates – Discretionary Rates Relief Minute 32	The Board <u>agreed</u> to request that a business rate (discretionary rates relief) report is submitted to the annual budget scrutiny process.	Date:	January 2014
		Officer:	Giles Perritt/Helen Wright
		Progress:	Officers have been informed that the report will be required for the budget scrutiny process.
07.08.2013 Finance – Capital and Revenue Monitoring Minute 43	The Board <u>agreed</u> to – 1. Undertake a cooperative review to look at the Council Tax (Attachment of Earnings) and to also look at Housing Benefit Spare Room Subsidy. 2. Delegate authority to the Lead Officer, in consultation with the Chair and Vice Chair to scope the cooperative review. Information would be provided on whether the figure of £6.807m included within the capital programme for the Tamar Bridge and Torpoint Ferry was the total amount or whether this was Plymouth’s proportion of the funding. Clarification would be provided relating to the total number of FTE sick days.	Date:	October 2013
		Officer:	Giles Perritt/Simon Arthurs/Helen Wright
		Progress:	A Cooperative Review of the Council Tax (Attachment of Earnings) had been held on 15 November 2013. The Housing Benefit Spare Room Subsidy Cooperative Review would be held in February 2014. Information requested relating to the Tamar Bridge and Torpoint Ferry Committee had been circulated. Information requested had been circulated to Board members.
16.10.2013 Chair’s Urgent Business	The Board <u>agreed</u> to circulate the information that the Chair presented to Cabinet at its meeting held on	Date:	October 2013
		Officer:	Helen Wright

Date, agenda item and Minute number	Resolution	Target date, Officer responsible and Progress	
Minute 70	15 October 2013.	Progress:	The information was emailed to Board members on 17 October 2013. Complete
16.10.2013 The Brilliant Cooperative Council Sustainable Three Year Plan Minute 71	The Board requested information relating to the membership of Member Transformation Board.	Date:	October 2013
		Officer:	David Trussler, Interim Director for Corporate Services
		Progress:	The information was emailed to Board Members on 12 November 2013. Complete
16.10.2103 Work Programmes Minute 72	The Board <u>agreed</u> the work programmes (as submitted) for – <ul style="list-style-type: none"> • Ambitious Plymouth Panel • Caring Plymouth Panel • Your Plymouth Panel <p>The Board further <u>agreed</u> the Working Plymouth Panel's work programme subject to the removal of 'the North Plymouth Area Action Plan Inspector's report'.</p>	Date:	October 2013
		Officer:	Helen Wright, Democratic Support Officer
		Progress:	All information feedback to the relevant officers. Complete
16.10.2013 Corporate Monitoring Report Minute 74	The Board requested that a copy of the Adult Social Care ten point balance budget action plan is provided to its members.	Date:	October 2013
		Officer:	David Northey, Head of Finance
		Progress:	The information was circulated to Members via email on 23 October 2013. Complete
16.10.2103	The Vice Chair requested that a telephone is installed in the	Date:	October 2013

Date, agenda item and Minute number	Resolution	Target date, Officer responsible and Progress	
Cabinet Member Minute 75	scrutiny resource room in the Council House. The Board required information relating to whether callers who had abandoned their calls to the call centre could be called back (for adult social care issues).	Officer:	Malcolm Coe, Assistant Director for Finance, Efficiencies, Technology and Assets/Andrew Stephens, Assistant Director for Customer Services.
		Progress:	Information relating to abandoned calls was circulated via email on 23 October 2013. The telephone was installed in the Scrutiny Resource Room on 24 October 2013. Complete
16.10.2013 Plymouth Plan Minute 76	<u>Agreed</u> that the Plymouth Plan is scrutinised by the Board (at this stage) and not by the Panels; and to include this item on its work programme.	Date:	October 2013
		Officer:	Helen Wright, Democratic Support Officer
		Progress:	The Plymouth Plan has been included on the Board's work programme. Complete
16.10.2013 Budget Scrutiny Minute 77	The Board sought clarification as to when the Devon and Somerset Fire and Rescue Authority would be able to discuss its budget (in line with the Council's budget scrutiny process). The Board requested that the letter inviting partners to attend budget scrutiny should be sent from the Chair and Vice Chair. The Board <u>agreed</u> to activate its provisional meeting scheduled on 11 December 2012 to be used as a training session for budget scrutiny. The Board also <u>agreed</u> the budget scrutiny timetable.	Date:	October 2013
		Officer:	Giles Perritt, Head of Policy, Performance and Partnerships/Helen Wright, Democratic Support Officer
		Progress:	The provisional Board meeting scheduled for 11 December 2013 has been activated and members advised.

Date, agenda item and Minute number	Resolution	Target date, Officer responsible and Progress	
16.10.2013 Forward Plan of Key Decisions and Private Business Minute 79	The Board <u>agreed</u> to undertake post decision scrutiny relating to the fees, charges and concessions policy (and to include this matter on its work programme).	Date:	November/December 2013
		Officer:	Malcolm Coe, Assistant Director for Finance, Efficiencies, Technology and Assets.
		Progress:	This issue had been included on the Board's work programme to be considered at its meeting scheduled for 18 December 2013.
16.10.2013 Recommendations Minute 81	The Board <u>agreed</u> the recommendations for – <ul style="list-style-type: none"> • Ambitious Plymouth Panel • Caring Plymouth Panel • Your Plymouth Panel The Board <u>agreed</u> the work programme of the Working Plymouth Panel subject to the removal of the North Plymouth Area Action Plan Inspector's report.	Date:	October 2013
		Officer:	Helen Wright, Democratic Support Officer
		Progress:	All information has been fed back to the relevant officers. Complete
16.10.2013 Cooperative Review Minute 82	The Board considered the cooperative review relating to the Finance and Transformation Programme. The Board <u>agreed</u> to hold a briefing session to gain an in depth understanding of adult social care and children's services budgets. It was also <u>agreed</u> to activate its provisional meeting on 13 November 2013 to hold this briefing session.	Date:	October/November 2013
		Officer:	Giles Perritt, Head of Policy, Performance and Partnerships/ Helen Wright, Democratic Support Officer
		Progress:	Meeting scheduled for 13 November 2013 had been activated and Members advised. Complete

Grey = Completed item.

Red = Urgent – item not considered at last meeting or requires an urgent response.

COOPERATIVE SCRUTINY BOARD

Forward Plan of Key Decisions and Private Business



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LIST OF KEY DECISIONS AND PRIVATE BUSINESS

Reference	Title	Decision Maker and Date of Decision
I058510	CO-OPERATIVE COMMISSIONING AND MARKET MANAGEMENT: A FRAMEWORK FOR DELIVERING A BRILLIANT CO-OPERATIVE COUNCIL	Cabinet (on the recommendation of Councillor Evans) 10 December 2013
I058508	AWARD OF STREET LIGHTING MAINTENANCE CONTRACT	Cabinet (on the recommendation of Councillor Coker) 10 December 2013
I057869	ACQUISITION AND DISPOSAL OF LAND AT SEATON NEIGHBOURHOOD	Cabinet (on the recommendation of Councillors Lowry and Williams) Between 10 December 2013 and 14 January 2014
I058507	PRIMARY BASIC NEED 2014 - 2017	Cabinet (on the recommendation of Councillor Williams) 10 December 2013
I058509	YOUNG PERSON'S (AGED 16-25) SUPPORTED ACCOMMODATION	Cabinet (on the recommendation of Councillor McDonald) 10 December 2013
I058554	EVENTS PLAN FOR 2014	Cabinet (on the recommendation of Councillor Peter Smith) 10 December 2013

COOPERATIVE SCRUTINY BOARD

Corporate Monitoring Report (as at 30 September 2013)



PLYMOUTH
CITY COUNCIL

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.

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.

<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 the CMT 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. (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.

from tourist information centres.			
<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>	0.050	Same	<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>	<p>0.000</p>	<p>Same</p>	<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>	<p>(0.056)</p>	<p>Improving</p>	<ul style="list-style-type: none"> • Treasury Management will continue to review Portfolio where possible to minimise borrowing costs. • I4/I5 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.
<p>Total Major Variances</p>	<p>1.521</p>		

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	S106/ 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 – S106 funded	0.017	
Kinterbury Creek Improvements – S106 funded	0.047	
Total		0.064
New Schemes - Requiring Cabinet Approval		
Credit Union (Frankfort Gate)	0.025	
Ham Visual Mitigation Works – S106 funded	0.056	
St Budeaux Visual Mitigation Works – S106 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

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COOPERATIVE SCRUTINY BOARD

Corporate Plan Performance Framework Monitoring Report



PLYMOUTH
CITY COUNCIL

1.0 Performance Overview.

- 1.1 This report provides monitoring progress against key actions and supporting performance measures for financial year 2013/14 quarter 1 and 2 to deliver the brilliant co-operative council.
- 1.2 In summary, of the the 42 Key Actions monitored in the Corporate Plan, 37 are reported on target to achieve their respective milestones. 0 (none) have deliverables that are at risk but mitigation is in place. 4 are not on target or are at significant risk of not achieving their milestones. A highlight report is attached which sets out the progress of all key actions and performance indicators, identifying any risks and action required by officers.

Key Actions	2013/14		
	Q1 and Q2	Q3	Q4
Not on target or significant risk of not achieving outcome	4		
Outcome is at risk but mitigation in place	0		
On Target to achieve outcome	37		
To be confirmed/developed	1		

- 1.3 Of the 25 performance measures tracking outcomes on the Corporate Plan, 15 are meeting target and performance is good. 4 are 15% or less below target and but are not, at this stage, being escalated for action. 3 are more than 15% below target and have been escalated for action.

Key Measures	2013/14		
	Q1 and Q2	Q3	Q4
Below target and intervention level	3		
Below target but above intervention level	4		
Meeting target - good performance	15		
Uncoded - Measure under development/no target	3		

2.0 Report Overview.

Outcome	Portfolio Leads	Officer Leads	Key Action and Performance Measure Description	RAG	Key	Milestones which were due for completion in Qtr 2 2013/14	Status of milestone	Proposed resolution (overdue Milestones)	Highlight
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Outcome

Identifies the Outcomes as defined within the Corporate Plan

Portfolio Leads

The Portfolio lead(s) responsible for the achievement of the Key Action/Performance Measure

Officer leads

The Officer accountable for the delivery of the Key Action/Performance Measure

Key Action / Performance Measure Description

Descriptor of the Key Actions and Performance Measures as identified within the Corporate Plan

RAG

A Red/Amber/Green rating of the Key Action or Performance Measure.

Key Actions can only be reported as Green if all the previous quarter milestones have been completed to the agreed standard. If any of the milestones are reported as overdue the rating will be identified as Red. An Amber Key Action will be applied when all milestones have been completed, however there is a concern regarding the quality of one or more of them.

Performance will be reported as Green when performance achievement within the last quarter has met or exceeded the target. Performance will be identified as Amber when the performance outcome over the last quarter has not achieved the target, but is within 15%, therefore the rating will be reported as Red, if the previous quarter performance is less than 15% from the target.

Key

This item is provided as a cross reference between the Report on a Page and the highlight report in relation to Key Actions and Performance Measures.

Milestones which were due for completion in (period)

This is a list of the milestones due for delivery during the period of the report – the list will be updated with the relevant milestones each quarter.

Status of milestone

Milestones identified for completion during the relevant period (quarter) above are given a status depending upon their progress against their completion date. There are only two possible options: Complete or Overdue.

Proposed resolution (overdue Milestones)

For overdue milestones this column provides a proposed solution to mitigate an overdue milestone.

Highlight

Provides additional evidence of particularly good progress and practice or areas of good performance. Will also highlight future milestones if relevant.

Our Plan - The Brilliant Co-operative Council



City Vision

Britain's Ocean City

Corporate Plan Performance monitoring report

Quarter 2 2013

	1	2	3	4									
Pioneering	The Council provides and enables brilliant services that strive to exceed customer expectations.	Plymouth's cultural offer provides value to the city.	A Council that uses resources wisely.	Pioneering in reducing the city's carbon footprint and leading in environmental and social responsibility									
Key Actions	K1	K2	K3	K4	K5	K6	K7	K8	K9				
Performance	P1	P2	P3	P4	P5	P6	P7	P8					
Growing	More decent homes to support the population.	A strong economy creating a range of job opportunities.	A top performing education system from early years to continuous learning opportunities.	Plymouth is an attractive place for investment.									
Key Actions	K10	K11	K12	K13	K14	K15	K16	K17	K18				
Performance	P9	P10	P11	P12	P13								
Caring	We will prioritise prevention.	We will help people take control of their lives and communities.	Children, young people and adults are safe and confident in their communities.	People are treated with dignity and respect.									
Key Actions	K19	K20	K21	K22	K23	K24	K25	K26	K27	K28	K29	K30	K31
Performance	P14	P15	P16	P17	P18	P19	P20	P21					
Confident	Citizens enjoy living and working in Plymouth.	Plymouth's brand is clear, well-known and understood globally.	Government and other agencies have confidence in the Council and partners: Plymouth's voice matters.	Our employees are ambassadors for the city and the Council and proud of the difference we make.									
Key Actions	K32	K33	K34	K35	K36	K37	K38	K39	K40	K41	K42		
Performance	P22	P23	P24	P25									
	Not on target or significant risk of not achieving outcome												
	Outcome is at risk but mitigation in place												
	On Target to achieve outcome												

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Outcome	Portfolio Leads	Officer Leads	Key Action and Performance Measure Description	RAG	Key	Milestones which were due for completion in Qtr 2 2013/14	Status of milestone	Proposed resolution (overdue Milestones)
The Council provides and enables brilliant services that strive to exceed customer expectations.	Pete Smith	Andrew Stephens	Implement the Customer Transformation Programme.	G	K1	1. Completion of scoping and initial benefit quantification (by EY) 2. Engage staff in design of new customer flows for new shop - to support decant from Civic Centre 3. Reset customer standards work to focus on learning from customer feedback and improved letters from PCC 4. Reset customer insight work to focus on development of an initial toolkit	1. Complete 2. Complete 3. Complete 4. Complete	Accept programme reset as the new baseline plan and report future status against these milestones
	Pete Smith	Giles Perritt	Focus performance improvement on top priorities identified by Plymouth residents.	G	K2	1. Challenge sessions held with Assistant Directors to ensure plans and progress towards delivering Key Actions 2. Develop Performance Service Plan, ensuring focus is provided on supporting the successful delivery of the Corporate Plan	1. Complete 2. Complete	
	Pete Smith	Andrew Stephens	80% of customer contacts with the Council will be managed through the single point of contact, with 80% of enquiries dealt with at first point of contact.	G	P1	Performance Data: 80% Of Customer Contacts managed through the single point of contact Performance - Qtr 2 - 100% (this data does not include telephone contacts) Target - Qtr 2 - 80% 3 year target - 80% 80% of Enquiries dealt with at first point of contact Performance - Qtr 2 - 96% Target - Qtr 2 - 80% 3 year target - 80%		Prioritise the technical development work required to support reporting on Lync
	Pete Smith	Andrew Stephens	Provide fully transactional services on the web – through a "Citizen Portal" with a target of the national average and 2% (from 3% to 25%) by volume.	G	P2	Performance Data Performance - Qtr 2 - 2% Target - Qtr 2 - 2% 3 year target - 25%		Work will progress through the Transformation Programme to deliver a fully transactional citizens portal through Dynamics. As more services are delivered through customer services using dynamics this will increase the opportunities for customers to self-serve and thereby change the shift.
Plymouth's cultural offer provides value to the city.	Tudor Evans	David Draffan	Support the Culture Board in delivery of the Vital Spark's vision.	G	K3	1. The Culture Board improvement plan 2. The reconfiguration of the constituted board 3. Secure 100K funding to appointment of Culture Director 4. Start the recruitment of an Executive Director 5. Refresh of the Culture Board business plan (Vital Sparks)	1. Complete 2. Complete 3. Complete 4. Complete 5. Complete	
	Tudor Evans	David Draffan	Support the development of Mayflower 2020.	G	K4	1. Prepare the first draft of the Mayflower prospectus. 2. Initiate and develop dialogue with Senator Murray USA 3. Strengthen the links between Plymouth UK and Plymouth USA by member visit to Plymouth Massachusetts	1. Complete 2. Complete 3. Complete	
	Tudor Evans	David Draffan	Maximise the city's unique heritage offer to drive visitor numbers. (Support Destination Plymouth)	G	K5	1. Prepare a draft half yearly review report for the destination board 2. Application for coastal communities funding (building and cycle path) 3. Submit lighting scheme application to CCF 2 4. Secure funding for Ocean Studios (ERDF and investment fund) 5. Host visit from regional director HLF to promote the history centre.	1. Complete 2. Complete 3. Complete 4. Complete 5. Complete	
	Tudor Evans	David Draffan	Increase in visitor numbers coming into the city.	G	P3	Performance Data: Performance - 2010/11 - 4,858,000 (latest) Target -2010/11 - 4,297,651 3 year target 4,502,302		
	Tudor Evans	David Draffan	Increase the city's national and international standing.	TBC	P4	Performance Data: Currently exploring ways to capture national and international standing rating. In discussion with Visit England who have a mechanism for measuring but charge £5000 for the report.		A solution is anticipated to be agreed and reported in the Quarter 3 report.

Pioneering		Cont.....							Page 2
Outcome	Portfolio Leads	Officer Leads	Key Action and Performance Measure Description	RAG	Key	Milestones which were due for completion in Qtr 2 2013/14	Status of milestone	Proposed resolution (overdue Milestones)	
A Council that uses resources wisely.	Mark Lowry	Malcolm Coe	Align the five year Medium Term Financial Plan to the Corporate Plan and deliver the Council's Transformation Programme.	G	K6	1. Report to Council in Sept '13 describing the financial challenges facing the authority, detailing the approach for delivering a balanced budget aligned to corporate priorities 2. Begin to factor Transformation programmes into the medium term financial planning	1. Complete 2. Complete	Fully integrated report to be published in November '13 (for scrutiny Jan '14) detailing how the council will achieve a balanced 3 year budget.	
	Mark Lowry	Malcolm Coe	Maximise Plymouth's opportunities to secure external funding.	G	K7	1. Secure Regional Growth Fund (£4m) 2. Cabinet approval to submit bid for Heritage Lottery Fund funding for the History Centre (£5m) 3. Secure Targeted Basic Need Funding for school (circa. £8m)	1. Complete 2. Complete 3. Complete		
	Mark Lowry	Malcolm Coe	Percentage of residents satisfied that the Council provides value for money.	R	P5	Performance Data Performance - 20% Target - 30% 3 year target -TBC		Continue to engage in positive communications with the public on significant financial issues. For example, sale of civic centre, development of Home Park, proposals for new homes etc. 2014/15 budget consultation survey will measure progress.	
	Mark Lowry	Malcolm Coe	Increase the value of income levied to the Local Authority.	G	P6	Performance Data: ** Indexed Measure derived from 2 individual performance measures 1. Collection Rate - Council Tax Performance - Qtr 2 - 52.23% Target - Qtr 2 - 48.25% 3 year target - TBC 2. Collection Rate - Business Rates Performance - Qtr 2 - 61.30% Target - Qtr 2 - 60.07% 3 year target - TBC		Plan for Homes' will deliver additional housing in the city which will generate further Council Tax income and New Homes Bonus. Proactive use of capital through the 'Investment fund' will encourage expansion of businesses - for example the Langage development.	
Pioneering in reducing the city's carbon footprint and leading in environmental and social responsibility	Brian Vincent	Paul Barnard	Create a low carbon city by working with residents, the public and private sector to establish Plymouth Energy Community.	G	K8	1. Cabinet approval of the principles of an energy co-operative to deliver a range of cost and carbon saving initiatives. 2. Workshop discussions on the Plymouth Plan Low Carbon theme as part of the Plymouth Plan convention 3. Plymouth Energy Community was formally established as a co-operative and launched	1. Complete 2. Complete 3. Complete		
	Brian Vincent	Malcolm Coe	Deliver the Council's Carbon Management Plan.	G	K9	1. Install solar panels on 5 Council properties 2. Prepare tender for £Multi-million LED street lighting contract, that is set to deliver significant financial savings and carbon reduction 3. Complete 2013/14 Qtr 2 Boiler replacement programme including properties at Windsor House, Elliott Terrace and Prince Rock	1. Complete 2. Complete 3. Complete		
	Brian Vincent	Paul Barnard	Reduction in city wide carbon emission.	G	P7	Performance Data: Performance - 2011/12 - 1215 (total emissions Kt) (latest) Target - 2011/12 - 1326 (total emissions Kt) 3 year target - 2016/17- 1208 (total emissions Kt) Latest data released in July 2013 represents the position in 2011/12. There has been a 7.6% reduction in Co2 emissions compared to the previous year (2010). This reverses a dip in performance during 2010/11. The latest position also exceeds the annual target by 8.7%.		The Plymouth Plan in summer 2014 will set new city wide carbon context.	
	Brian Vincent	Malcolm Coe	Carbon emissions reduction from Corporate estate & schools. (Tonnes Co2)	G	P8	Performance Data Latest Performance 2012/13 - 38000 Current Target 2013/14 - 36740 3 year target - 30060			

Outcome	Portfolio Leads	Officer Leads	Key Action and Performance Measure Description	RAG	Key	Milestones which were due for completion in Qtr 2 2013/14	Status of milestone	Proposed resolution (overdue Milestones)
Increase the number of homes completed (net).	Mark Lowry	Paul Barnard	Accelerate housing supply and deliver a range and mix of well-designed greener homes that will meet the housing needs of the city through the Plymouth Plan.	G	K10	1. Get Plymouth Building programme of 8 initiatives launched 2. Workshops held in relation to the Plymouth Plan process to develop new housing policies in the Plymouth Plan	1. Complete 2. Complete	
	Mark Lowry	Paul Barnard	Work with the Plymouth Housing Development Partnership to undertake a Strategic Land Review and develop a new Plan for Homes.	G	K11	1. Announce the Plan for Homes 2. Workshop with the PHDP to review possible initiatives for the Plan for Homes 3. Commence Strategic Land Review to review all city council owned sites that may be suitable for housing 4. Initial ideas presented to the Working Plymouth Cooperative Scrutiny Panel to seek support for the initiatives and the overall strategy for the Plan for Homes.	1. Complete 2. Complete 3. Complete 4. Complete	
	Mark Lowry	Paul Barnard	Increase the number of homes completed (net).	G	P9	Performance Data: Performance - 2012/13 - 564 Target - 2012/13 - 350 3 year Target - 2016/17 - 1030 Performance increased during 2012/13 to 564 net homes completed. This represents a 19 % increase in homes compared to the previous year, reversing a dip in 2011/12. The latest figures also exceed the annual target by 25%.		Publish latest housing completions on web site.
A strong economy creating a range of job opportunities.	Tudor Evans	David Draffan	Maximise economic resources available to the city working with the LEP and Growth Board through a refresh of the Local Economic Strategy.	G	K12	1. Develop the skeleton of a LES Review in preparation for a first 'high-level' draft which needs to be produced by the end of year 2. Share emerging priorities with the HotSW LEP 3. Use HotSW LEP to guide PCC input into the production of a draft EUSIF strategy and emerging Strategic Economic Plan.	1. Complete 2. Complete 3. Complete	
	Tudor Evans	David Draffan	Deliver the 2000 new jobs identified in the Plan for Jobs and to consider additional projects. Deliver the 4000 new jobs identified in the visitor plan through improving the city's events and marketing.	G	K13	1. Quarterly update from taskforce project leads. 2. Apprenticeship training agency launched (city College) 3. Launch inward investment guide 4. Get Plymouth Building programme of 8 initiatives launched (collaboration with Planning) 5. Secure funding for Ocean Studios (ERDF and investment fund) 6. 1000 club target to achieve 430 by 2014. (achieved) 7. Unblock barriers for plan for job partners. 8. Initiate proactive approach to planning.	1. Complete 2. Complete 3. Complete 4. Complete 5. Complete 6. Complete 7. Complete 8. Complete	
	Tudor Evans	David Draffan	Increase the number of jobs created.	A	P10	Performance Data: Performance - 2011 - 102,600 Target - 2011 - 113,480 3 year target - 2016/17 -120, 655 (2016)		Plymouth's city deal will create 10,000 jobs if successful.

Outcome	Portfolio Leads	Officer Leads	Key Action and Performance Measure Description	RAG	Key	Milestones which were due for completion in Qtr 2 2013/14	Status of milestone	Proposed resolution (overdue Milestones)
A top performing education system from early years to continuous learning opportunities.	Nicky Williams	Judith Harwood	Deliver the Children and Young People's Plan with particular emphasis on early intervention and child poverty (refresh due 2014).	G	K14	1. Children's Partnership and Early Intervention Board established 2. Programme of targeted support and partnership working with special schools completed 3. Funding secured for Ethnic Minority Achievement Team 4. Role of the Virtual School Head teacher has been fully established	1. Complete 2. Complete 3. Complete 4. Complete	
	Tudor Evans	Judith Harwood	Develop and deliver a skills plan for the city, in line with the future growth agenda.	G	K15	1. Prioritisation of learning, skills and employability with a focus on NEETS and Early Intervention agreed by Children's Partnership 2. Offers of learning/training extended to all eligible Young People (as required in the Education and Skills Act of 2008) 3. Task and Finish group completed by the Employment sub group of the Growth Board exploring "youth unemployment and employability" 4. STEM4Plymouth group have established LinkedIn network group to expand the base of marine/maritime ambassadors These formative milestones are developing the analysis required to form the Skills Plan which will be developed in association with Economic Development by Christmas 2013	1. Complete 2. Complete 3. Complete 4. Complete	DFE not releasing data as it is too volatile. November data will be used in our analysis to inform the plan
	Nicky Williams	Judith Harwood	Maintain the number of schools and settings judged by Ofsted as good or better. (Top quartile nationally)	G	PI1	Performance Data: Performance - 2012/13 Academic - 80.5% Target - 2013/14 Academic - 80.5% 3 year target - top quartile (to move with the national average)		
	Nicky Williams	Judith Harwood	Raise the achievements of our most disadvantaged children.	G	PI2	Performance Data: Performance (FY 11/12) - 24.6% Target (FY 11/12) - 24.6% 3 year target - 18.07% Note the performance target has been set on the assumption of a consistent method of assessment by DfE/Ofsted, if this changed the target may need to be revised.		

Outcome	Portfolio Leads	Officer Leads	Key Action and Performance Measure Description	RAG	Key	Milestones which were due for completion in Qtr 2 2013/14	Status of milestone	Proposed resolution (overdue Milestones)															
Plymouth is an attractive place for investment.	Tudor Evans	Paul Barnard	Creation of the Plymouth Plan	G	K16	1. Agreed the Cabinet timetable and approach to the Plymouth Plan. 2. Focus on engagement with stakeholders with 'sofa' events 3. Plymouth Plan 3 week convention "What's The Future?" shop in the city centre.	1. Complete 2. Complete 3. Complete																
	Tudor Evans	Giles Perritt	A City Deal for Plymouth targeting investment in the Marine Sector	G	K17	1. Develop governance arrangements and finalised the regional document for City Deal 2. Agree 'offer and ask' with key regional and national stakeholders	1. Complete 2. Complete																
	Tudor Evans/ Mark Lowry	David Draffan	The creative use of assets through a new strategic property and assets strategy.	G	K18	1. Carry out a draft Strategic Property Review 2. Launch inward investment guide 3. Initiate engagement with local businesses as part of the Business relationship programme. 4. Successfully tendered for new direct development in Langan.	1. Complete 2. Complete 3. Complete 4. Complete																
	Tudor Evans/ Mark Lowry	Paul Barnard	Increase in the quality and availability of employment land and premises.	G	PI3	<p>Performance Data: Indexed measure.</p> <table border="1"> <thead> <tr> <th></th> <th>Employment. Land</th> <th>Inward Investment</th> <th>Occupancy Rate</th> </tr> </thead> <tbody> <tr> <td>Performance</td> <td>27.5 (2011/12)</td> <td>257(2012/13)</td> <td>94%</td> </tr> <tr> <td>Target</td> <td>24 (2011/12)</td> <td>190(2012/13)</td> <td>94%</td> </tr> <tr> <td>3 year Target</td> <td>44</td> <td>270</td> <td>95.5%</td> </tr> </tbody> </table> <p>The number of inward investment enquiries handled during 2012/13 has risen by 238%. Whilst this compares very favourably against a very poor previous year. This is best performance attained over the last 4 years.</p>		Employment. Land	Inward Investment	Occupancy Rate	Performance	27.5 (2011/12)	257(2012/13)	94%	Target	24 (2011/12)	190(2012/13)	94%	3 year Target	44	270	95.5%	
	Employment. Land	Inward Investment	Occupancy Rate																				
Performance	27.5 (2011/12)	257(2012/13)	94%																				
Target	24 (2011/12)	190(2012/13)	94%																				
3 year Target	44	270	95.5%																				

Outcome	Portfolio Leads	Officer Leads	Key Action and Performance Measure Description	RAG	Key	Milestones which were due for completion in Qtr 2 2013/14	Status of milestone	Proposed resolution (overdue Milestones)
We will prioritise prevention.	Nicky Williams	Alison Botham	Deliver the Early Intervention and Prevention Plan.	G	K19	1. Increased free early years places available for eligible 2 years olds in disadvantaged neighbourhoods. 2. Complete review of Alternative Complimentary Education Service support in line with strategy. 3. First review of impact assessment of diversion from hospital, care and improved behaviour and attendance. 4. First review of impact assessment of reduction in anti-social; behaviour, diversion from care and hospital admissions. 5. Schedule panel meetings implementing early intervention coordination. 6. Review and evaluate the pilot for intensive offer of social work consultancy to schools who have the highest numbers of children with a child protection plan.	1. Complete 2. Complete 3. Complete 4. Complete 5. Complete 6. Complete	1. Currently working with schools to expand nursery provision. There is an "extended offer" for take up of places over a longer period of time which has been implemented. A business case for capital funding in progress to address shortfall in physical building space within which provision can be provided.
	Chris Penberthy	Judith Harwood	Deliver the Child Poverty Plan.	G	K20	1. Completion of the Personal Finance Education promotion programme (inc targeted work on "hard to reach groups") 2. Launch of DVD highlighting impact of poverty on children and young people 3. Delivery of guidance and training to Head Teachers/ SLTs highlighting likely impact on families, children and young people	1. Complete 2. Complete 3. Complete	
	Sue McDonald	Kevin Elliston	Deliver the Health and Wellbeing Plan.	G	K21	1. Health and Wellbeing Board joins Department of Health and LGA Systems Leadership Programme 2. Mental health, healthy weight, substance misuse and health and social care integration agreed as key themes for the Board 3. Board approved the use of the 2013/14 funding transfer of £4.6 million from NHS England to Plymouth City Council as in line with the strategic approaches of the Board. 4. Board set out the ambition and challenge to achieve an integrated health and wellbeing system by 2016 and requested the development of a detailed road map setting out how integration at scale and pace is to be achieved 5. The Alcohol Programme Board to deliver the Strategic Alcohol plan agreed 6. Health and Wellbeing Strategic Framework drafted for consultation These are the formative milestones required to fully establish the Health and Wellbeing Board	1. Complete 2. Complete 3. Complete 4. Complete 5. Complete 6. Complete	
	Chris Penberthy	Stuart Palmer	Deliver the Housing Plan.	G	K22	1. Cooperative council review and refresh of Growing in the city delivery plan 2. Cooperative council review and refresh of Better Homes, Healthy Lives delivery plan 3. Cooperative council review and refresh of Housing choices delivery plan 4. Cooperative council review and refresh of Successful Communities delivery plan Milestones within four delivery plans 5. A 'pre-court prevention panel' was established in partnership with Social Landlords 6. Devon Home Choice website now includes 'self-help' housing options portal 7. Youth focussed advice and support service commissioned from The Zone. 8. ASB Victim's Champion pilot completed and future funding for staff resource secured 9. Completed sub-regional strategic housing market and needs assessment	1. Complete 2. Complete 3. Complete 4. Complete 5. Complete 6. Complete 7. Complete 8. Complete 9. Complete	

Outcome	Portfolio Leads	Officer Leads	Key Action and Performance Measure Description	RAG	Key	Milestones which were due for completion in Qtr 2 2013/14	Status of milestone	Proposed resolution (overdue Milestones)
We will prioritise prevention, Cont.....	Nicky Williams/ Sue McDonald	Dave Simpkins/ Alison Botham	Increase access to early help and support.	G	P14	Performance Data: Indexed measure 1. Number of Advice and Information enquiries Qtr 2 Performance 19514 Qtr 2 Target 3500 2. Number of Advice and Referral enquiries Qtr 2 Performance 5139 Qtr 2 Target 3500 3. Number of caseload enquiries Qtr 2 Performance 2809 Qtr 2 Target 3000 4. Number of CAF assessments completed Qtr 2 Performance 318 Qtr 2 Target 591		4. There has been a drop in the number of CAF's initiated in the first quarter of 2013/14. This is due to vacancies that have existed within the CAF Team and the need for wider development work with partner agencies. The vacant posts have now been filled and this will lead to increases in the number of assessments recorded.
	Sue McDonald/Chris Penberthy	Dave Simpkins / Stuart Palmer	Increase the number of adults and families able to stay in their own home and communities.	G	P15	Performance Data: Indexed measure 1. Numbers in receipt of low level preventative housing related services Qtr 1 Performance 734 Qtr 1 Target 725 2. Total number of Category 1 hazards removed Qtr 2 Performance 198 Qtr 2 Target 125 3. Major Adaptations to homes Qtr 2 Performance 182 Qtr 2 Target 138		A performance measure is being developed around the number of long term admissions to residential and nursing care. Once a baseline and target are agreed this measure will become a fourth element to this performance measure.
We will help people take control of their lives and communities.	Sue McDonald	Kevin Elliston	Deliver the Health and Wellbeing Plan and embed transformation of commissioning, choice and control in Adult Social Care.	G	K23	<u>Establishing Health and Wellbeing board</u> 1. The Health and Wellbeing plan has embedded the 6 principles of the Marmot Review in order to create the supportive environments in which people can take control of their own health and wellbeing in Plymouth. 2. Health and Wellbeing survey engaged 1200 residents through a variety of channels including Plymouth Plan sofa events supported by partner organisations.	1. Complete 2. Complete	
	Chris Penberthy	Stuart Palmer	Deliver the Civil Society Policy.	R	K24	1. Commission reshaped Community and Voluntary Sector support service to reflect new corporate values 2. Start review of volunteering 3. Implement Community Asset Transfer Policy 4. Implement Rate Relief Policy 5. Agree content of Civil Society Policy	1. Complete 2. Complete 3. Complete 4. Complete 5. Overdue	Secure portfolio holder agreement for draft policy by end of Quarter 3.
	Chris Penberthy	Stuart Palmer	Review and develop arrangements for neighbourhood working.	G	K25	1. review of existing engagement mechanisms / possible options completed - issues/ options drafted and with Portfolio Holder to review. 2. Neighbourhood planning pilot underway in Barne Barton - forum constituted and partner engagement work underway. 3. C2 work testing a model and approach to community development / brokering a wider community engagement underway- training events organised and attended by stakeholders. 4. Capacity building and engagement work to develop governance arrangements for the new CEDT in the North of Plymouth underway	1. Complete 2. Complete 3. Complete 4. Complete	
	Sue McDonald	Kevin Elliston	Improve life expectancy particularly in those areas where it is the lowest / lower than the average.	G	P16	Performance Data: 1. Performance - (2009-2011) (3 year average) Life expectancy in the most deprived fifth (20%) of neighbourhoods is 78.2 years 2. Target - 78.2 years (not set at time but equal to public health expectations) 3 year target - TBC		
	Chris Penberthy	Giles Perritt	Percentage of residents who believe they can influence decisions affecting their local area.	R	P17	Performance Data Performance - 19% Target - 27% 3 year target - TBC		Community engagement strategy being developed.

Outcome	Portfolio Leads	Officer Leads	Key Action and Performance Measure Description	RAG	Key	Milestones which were due for completion in Qtr 2 2013/14	Status of milestone	Proposed resolution (overdue Milestones)
Children, young people and adults are safe and confident in their communities.	Chris Penberthy	Stuart Palmer	Deliver the Community Safety Plan.	R	K26	1. Safer Plymouth Development sessions to re-establish terms of reference and aims and objectives of the strategic board. 2. Safer Plymouth Strategic Assessment draft completed. 3. Safer Plymouth Partnership plan completed	1. Complete 2.Complete 3.Overdue	Develop partnership plan with Safer Plymouth partners based on evidence in Strategic Assessment.
	Nicky Williams/ Sue McDonald	Alison Botham / Dave Simpkins	Ensure there is a relentless focus on safeguarding through the implementation of the Corporate Safeguarding Improvement Plan, Plymouth Safeguarding Children Board and Plymouth Safeguarding Adults Board plans.	G	K27	1. Disseminate threshold document to Adult Social Care staff/external stakeholders. 2. Review and publish core principles, policies & procedures for safeguarding CYP and vulnerable adults. 3. Produce and publish corporate guidelines for the safe use of the Internet and mobile communication technologies by staff, children, young people and vulnerable adults. 4. Review current service provision for children & young people at risk of child sexual exploitation, and staff training requirements & lead on developing a multi-agency strategy for Plymouth. 5. Implement all recommendations in the Domestic Abuse Strategy. 6. Raise awareness of signs of DA through enhanced training, including DASH risk assessment and adherence to the Best Practice guide for DA for frontline workers. 7. Publish good practice safeguarding policies and procedures. 8. Review & where needed write Operational Policy.	1.Complete 2.Complete 3.Complete 4.Complete 5.Complete 6.Complete 7.Complete 8.Complete	
	Chris Penberthy	Stuart Palmer	Reduce the gap between the worst 10 neighbourhoods and city average rate per 1000 population for overall crime.	A	P18	Performance Data: Performance - Qtr 2 (gap between two crime rates) - 39.5 Target - Qtr 2 (gap between two crime rates) - 36.6 3 year target - (gap between two crime rates) - TBC		Performance is driven by the levels of overall crimes recorded, which has increased. Largely attributable to increases in, for example, less serious violence, other thefts, shoplifting. A series of actions are underway specifically focused on the worst neighbourhoods e.g. the launch of the Communities Against Crime fund available only to the 10 worst neighbourhoods.
	Nicky Williams	Alison Botham	Children's Safeguarding timing of Core Assessments.	R	P19	Performance Data: Performance - Qtr 2 - 74.4% Target - Qtr 2 - 90% 3 year target - 90%	N/A	Uncovered vacancies (5) are now covered and an action plan to monitor and improve performance is in place. Supported by an in service caseload action plan to ensure effective workload management and improved reporting processes to ensure sustainable improvements.

Outcome	Portfolio Leads	Officer Leads	Key Action and Performance Measure Description	RAG	Key	Milestones which were due for completion in Qtr 2 2013/14	Status of milestone	Proposed resolution (overdue Milestones)
People are treated with dignity and respect.	Chris Penberthy	Stuart Palmer	Deliver the Civil Society Policy.	R	K28	1. Commission reshaped Community and Voluntary Sector support service to reflect new corporate values 2. Start review of volunteering 3. Implement Community Asset Transfer Policy 4. Implement Rate Relief Policy 5. Agree content of Civil Society Policy	1. Complete 2. Complete 3. Complete 4. Complete 5. Overdue	Secure portfolio holder agreement for draft policy by end of Quarter 3.
	Chris Penberthy	Stuart Palmer	Become a welcoming city that is diverse, inclusive and that combats hate crime.	R	K29	1. Promote hate crime action week 2. Held two meet and greet events 3. Design and deliver new hate crime posters and leaflets 4. Develop on-line diverse community events calendar	1. Complete 2. Complete 3. Overdue 4. Overdue	3. New hate crime poster and leaflets are being designed by the Welcoming City Steering Group and will be ready by January 2014. 4. Diverse community events calendar delayed to January 2014 as per Welcoming City Steering Group decision.
	Chris Penberthy	Giles Perritt	Implement the findings of the Fairness Commission.		K30			
	Sue McDonald	Dave Simpkins	Deliver the Quality Improvement Plan with service providers.	G	K31	1. Review and revise pre-placement contract criteria 2. Fair Fee letter to be sent to providers 3. Collate list of priority homes to participate in pilot 4. Collate list of priority homes to participate in pilot 5. Include Dementia Quality Mark (DQM) requirements in pre-placement contract 6. Widen DQM to include Healthwatch (lay visitors) 7. Continue to develop DQM 8. Include Quality Review requirements in pre-placements contract 9. Widen Quality Review process to include Healthwatch (lay visitors) 10. Sharing Quality Review process and practice with Domiciliary Care 11. Interim payments approved	1. Complete 2. Complete 3. Complete 4. Complete 5. Complete 6. Complete 7. Complete 8. Complete 9. Complete 10. Complete 11. Complete	
	Chris Penberthy	Stuart Palmer	Percentage of residents who believe Plymouth is a place where people from different backgrounds get on well together.	TBC	P20	Performance Data: Performance - 68.8% (latest 2009- Plymouth Points of View survey) Target - TBC 3 year target - TBC		A programme of targeted community events that bring people from different backgrounds together to be worked up e.g. The Big Lunch. A further perception survey is planned which will ask the same question we asked in 2008 and 2009. This will enable us to establish whether we have made progress city wide.
	Sue McDonald	Dave Simpkins	Increase the number of service providers who are awarded a quality mark.	G	P21	Performance Data Indexed measure derived from 2 individual performance measures 1. Number of Providers in receipt of Adult Social Care and Trading Standards Confidence Mark Performance - Qtr 2 (YTD) - 6 Target - Qtr 2 (YTD) - 6 3 Year target TBC 2. Number of Providers in receipt of Dementia Quality Mark Performance - Qtr 2 (YTD) - 27 Target - Annual - 31 3 Year target TBC		

Outcome	Portfolio Leads	Officer Leads	Key Action and Performance Measure Description	RAG	Key	Milestones which were due for completion in Qtr 2 2013/14	Status of milestone	Proposed resolution (overdue Milestones)
Citizens enjoy living and working in Plymouth.	Tudor Evans	David Draffan	A Plan for Jobs, to get our young people back to work	G	K32	1. 1000 club target to achieve 430 by 2014. (achieved) 2. Apprentice training agency launched (city College) 3. Employment Skills board established, city skills plan commissioned jointly between Economic Development and LAFS.	1. Complete 2. Complete 3. Complete	
	Chris Penberthy	Paul Barnard	Encourage more homes to be available to rent or buy	G	K33	1. Through direct work with housing associations and negotiations with developers on S106 development opportunities aim to ensure that a mixture of different types and sizes of homes are developed to meet the needs of the city. 2. Secure a further £10.1 Million for Plymouth schemes 3. Initiate dialogue with Registered providers to bid into the new 2015-2018 Affordable Housing programme which has £3.3 billion of funding allocated to it.	1. Complete 2. Complete 3. Complete	
	Sue McDonald	Dave Simpkins	Continue to deliver the new deal for older people's care	G	K34	Continued delivery of Transformed ASC: 1. Choice & Control - 73% of eligible clients have a personal budget. 2. Quality and Outcomes - Client cases closed where within 3 months no further detailed conversations have taken place rose to 88%. 3. Single Initial Point of access - the % of people initiating an initial conversation with Adult Social Care spoke with a professional worker has reached 93%. Integrated Hospital Pathway: 4. Hospital Integrated pathway launch on 24th September 5. Launched single access point for Hospital Discharge and Community Crisis Support with 68 staff from Plymouth Hospital's Trust, Plymouth Community Healthcare and Adult Social Care involved in this transformation. 6. Integrated workforce from health and social care now using CareFirst 7. Development of integration platform between CareFirst & One key 8. Integration of mental health to support offer to form next phase 9. team set up to delivered person centred response to hospital discharge in a timely way and manage individuals in crisis in the community	1. Complete 2. Complete 3. Complete 4. Complete 5. Complete 6. Complete 7. Complete 8. Complete 9. Complete	
	Chris Penberthy	Stuart Palmer	Bring down crime and keep Plymouth safe	G	K35	1. Launch of the "Community Action Against Crime" small grant fund which provides £5,900 in each of the top ten neighbourhoods to tackle the top three crimes. 2. City-wide roll out of the DASH (domestic abuse) training. 3. Delivery of, and multi-agency sign up to the City Alcohol Harm Reduction Strategy 4. Police have an action plan to tackle shoplifting 5. Action Plans refreshed for partnership crime delivery groups 6. All high harm crime performance indicators are on target (reducing Violence with Injury, Serious Acquisitive crime and ASB and Increase Domestic Abuse reporting)	1. Complete 2. Complete 3. Complete 4. Complete 5. Complete 6. Complete	Safer Plymouth continue to focus on the high harm/high vulnerability crime issues, however, there is recognition for emerging issues, eg shoplifting, and Safer Plymouth is now supporting the Police action plan to drive this down.
	Mark Coker	Clive Perkin	Reduce problems with potholes through increased investment in capital repair works.	G	K36	1. Estimate what it would cost to bring the roads up to around 90% in very good, good or fair condition (the point at which we consider satisfaction levels to be positive). 2. Attempt to secure additional package of investment 3. Announce a package of investment into future years 4. Promote the additional spend and work closely with Comms to ensure effectiveness. 5. Initiate pothole repair programme (3 week blitz)	1. Complete 2. Complete 3. Complete 4. Complete 5. Complete	
Chris Penberthy	Giles Perritt	Percentage of residents who are satisfied with Plymouth as a place to live.	A	P22	Performance Data Performance - 79% Target - 82% 3 year target - TBC			

Outcome	Portfolio Leads	Officer Leads	Key Action and Performance Measure Description	RAG	Key	Milestones which were due for completion in Qtr 2 2013/14	Status of milestone	Proposed resolution (overdue Milestones)
Plymouth's brand is clear, well-known and understood globally.	Tudor Evans	Giles Perritz	Britain's Ocean City branding will be rolled out.	G	K37	1. Branding to be rolled out across key city sites 2. Brand to be owned and jointly managed by partners	1. Complete 2. Complete	
	Tudor Evans	David Draffan	Support the development of Mayflower 2020	G	K38	1. Produce first draft of the Mayflower prospectus. 2. Open and develop dialogue with Senator Murray USA 3. Strengthen the links between Plymouth UK and Plymouth USA - member visit to Plymouth Massachusetts	1. Complete 2. Complete 3. Complete	
	Tudor Evans	David Draffan	Attract more people to live, work and visit the city from both the UK and overseas.	G	P23	Performance Data: Indexed measure Performance - 862 Target - 800 3 year target - 1000		
Government and other agencies have confidence in the Council and partners: Plymouth's voice matters.	Tudor Evans	Giles Perritz	Negotiate and deliver the City Deal for Plymouth.	G	K39	1. Produce a City Deal negotiating document with MP's, Ministers and neighbouring councils	1. Complete	
	Tudor Evans	Giles Perritz	Develop a proactive approach to lobbying Government, working with the LEP and neighbouring authorities.	G	K40	1. Rail taskforce and City Deal to achieve full support of neighbouring authorities and local MP's	1. Complete	
	Tudor Evans	Malcolm Coe	An increase in the amount of external funding and support from Government and other agencies.	TBC	P24	Performance Data: Performance - Qtr 2 - TBC Target - Qtr 2 - TBC 3 year target - TBC		Set stretched external funding targets in Jan '14 based on the 2015/15 and indicative 2015/16 government funding settlement which will be announced late Dec 13.
Our employees are ambassadors for the city and the Council and proud of the difference we make.	Pete Smith	Mark Grimley	Implement the Organisational Effectiveness Framework.	R	K41	None for this period	N/a	Accept programme reset as the new baseline plan and report future status against these milestones
	Pete Smith	Giles Perritz	Implement the Corporate Plan Communication strategy.	G	K42	1. Deliver 74 Corporate Plan briefing sessions, enabling all front line staff to engage with Directors and the Chief Executive over values and objectives	1. Complete	
	Pete Smith	Mark Grimley	Staff Survey – would you talk positively about the Council outside work.	A	P25	Performance Data: Performance - 57% Target - 59% 3 year target - 63%		

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PLYMOUTH CITY COUNCIL

Subject: Workforce Overview
Committee: Co-operative Scrutiny Board
Date: 27 November 2013
Cabinet Member: Cllr Pete Smith
CMT Member: Mark Grimley, Assistant Director HR & OD
Author: Mark Grimley, Assistant Director HR & OD
Contact details: 01752 398111
mark.grimley@plymouth.gov.uk

Ref:

Key Decision: No
Part: One

Purpose of the report:

To provide information and an overview of the workforce changes of the past few years, and an indication of future direction and challenges.

The Brilliant Co-operative Council Corporate Plan 2013/14 -2016/17:**Implications for Medium Term Financial Plan and Resource Implications:
Including finance, human, IT and land:****Other Implications: e.g. Child Poverty, Community Safety, Health and Safety and Risk
Management:**

None identified.

Equality and Diversity:

Has an Equality Impact Assessment been undertaken? No

Recommendations and Reasons for recommended action:

It is recommended that:

- I. the Co-operative Scrutiny Board note the contents of the report.

Alternative options considered and rejected:

None.

Published work / information:

None.

Background papers:

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

Sign off:

Fin	n/a	Leg		Mon Off		HR		Assets	n/a	IT	n/a	Strat Proc	n/a
Originating SMT Member: Mark Grimley, Assistant Director for Human Resources and Organisational Development													
Has the Cabinet Member(s) agreed the content of the report? Yes													

1.0 INTRODUCTION

1.1 This report will provide an overview to the Co-operative Scrutiny Board as the Council prepares for the annual budget scrutiny in January 2014 where the administration will set out plans for the transformation of the Council to save £65 million over the next three years and develop the Brilliant Co-operative Council.

1.2 Plymouth City Council, as a single tier local authority, is a complex and large organisation. The majority of the output from the organisation is requisite on the delivery of the workforce. The Council employs staff on centrally provided services (within our directorate structures under the chief executive) and 48 maintained schools with 800 teachers and 1,000 support staff. This report predominantly refers to centrally employed staff in the directorates.

1.3 As part of the launch of the Council's Corporate Plan to become a Brilliant Co-operative Council, the chief executive and senior managers have now held over 70 face to face briefings with staff to explain what this means and work with our employees to develop the future shape of the Council.

1.4 Our workforce is not governed by a single set of terms and conditions agreed locally. We have a number of bargaining units (groups of staff) determined by the national bargaining mechanisms (national joint councils (NJC)) for local government with formal bargaining taking place through joint negotiating committees (JNC). Therefore any change in one group as a result of national or local bargaining changes needs to assess the impact and parity with the other groups to avoid legal challenge. The risk of such challenge is greater where the Council has more authority over locally agreed terms and conditions.

1.5 Our bargaining units and employee representative groups (professional bodies or trade unions) are:

Unit	Staff groups
National Employers Organisation for School Teachers (NEOST)	Teachers (Burgundy Book)
Soulbury Committee	Education Professionals (Soulbury)
NJC for Local Government Services	Local government employees (Green Book)
JNC for Youth and Community Workers	Youth workers
JNC for Chief Officers	Chief officers
JNC for Chief Executives	Chief Executive
(Various professional bodies for doctor groups, nurses, allied health professionals etc)	Public Health
JNC for Local Authority Craft & Associated Employees	Craft workers (Red Book)
JNC for Coroners	Coroner

(NJC = National Joint Council, JNC = Joint Negotiating Committee)

2.0 WORKFORCE PERFORMANCE MEASURES

Numbers and cost

2.1 Plymouth City Council currently employs around 7,000 staff; around half of these are in schools and the other half in central services. The majority of Council services are provided in-house with major exceptions being highways maintenance (Amey Partnership) and an increased number of residential and adult social care placements being commissioned to providers across the private, public and community sectors. The breakdown being (Table one):

TABLE ONE: Current employee numbers (September 2013)

Group	Number	Full Time Equivalent
Centrally Employed (all staff)	3,791	3,017.2
Schools (teachers)	901	790.0
Schools (support staff)	2,296	1,033.0
TOTAL	6,988	4,840

2.2 The basic salary bill for the Council's centrally employed staff is around £76 million. With additional employer costs (such as pension contribution, National Insurance) this rises to around £90 million. Schools wage bills are similar. Therefore the total economic contribution to the city that the Council contributes through employment is around £150 million per year as a major employer.

2.3 Over the past four years, the Council has delivered against an aggressive reduction in funding from central government. This has resulted in us having to manage the workforce and numbers more robustly. We have been successful in minimising redundancies whilst delivering on the projected workforce reductions. Between 2010/11 and 2012/13 financial years, we set a target of a reduction of 500 posts which was exceeded. The total reduction between April 2010 and September 2013 has been the equivalent of 735 FTE posts which represents a 20 per cent reduction (Table two). This represents a reduction in the basic wage bill from £90 million to £76 million over three financial years.

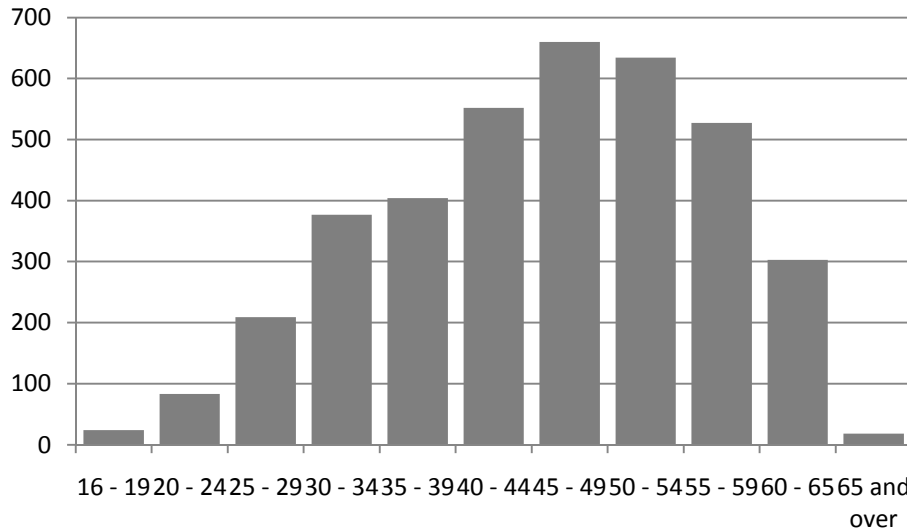
	Apr 2010	Apr 2011	Apr 2012	Apr 2013	Sept 2013
Number Ee's	4,921	4,713	4,158	3,909	3,791
FTE	3,752	3,671	3,250	3,111	3,017

Demographics

2.4 As reflected across public services, the council has a different composition to the typical employer in a city. Over two-thirds of our workforce is female of which over half of them are part-time.

2.5 We also have an aging workforce. Nearly 40 per cent of our staff are over the age of 50 years. At the same time, our younger workforce is not replacing this likely turnover (Chart One, below). This presents a number of key issues for the Council. Firstly, our engagement scores for staff show the over-50's less engaged in the work of the Council. More work will need to be done to provide engaging and challenging work and make better use of the skills and experience of the older workforce. We should also consider how more experienced members of staff can help develop the workforce of the future, as well as adopting the new skills required to work in the current environment and making better use of technology as it develops faster.

CHART ONE: Distribution of age



2.6 Our younger workforce are the most engaged, this is particularly reflected in our successful apprenticeship programme for 16 – 20 year olds that has seen over 100 young people enter training and employment through the Council. More work needs to be done on attracting the 20 – 30 year old age professional roles from the strong graduate pool we have in the city. As the technical skills for roles become more demanding, a mix of apprenticeship talent and graduate-entry level roles will be vital to avoid a loss of skills and technical ability over the next 10 years, or more so in the near future to deliver the future Council through transformation.

2.7 We have a large, part-time workforce. This has many advantages of flexibility in delivering services, work-life balance for staff and also challenges in the operational use of staff and ensuring communication and engagement are strong. It also relies heavily on a competent operational management tier. Table Three shows that two thirds of our workforce is female and of those more than half are part-time. In comparison, the male group of workers are predominantly full-time employees.

TABLE THREE: Hours of work and gender comparison (Percentage)

	Female	Male
Part-time	36.9	4.8
Full-time	30.2	27.9

2.8 The representation of female employees at senior levels is around 50 per cent of these posts, however, it varies widely across professional areas. Part of the future talent strategy should consider looking at developing professional routes of progression from apprenticeship or entry level through to senior leadership and technical levels, also attracting more female workers into technical professional roles.

2.9 As a city, Plymouth's demographic make-up is changing, reflecting migration patterns. However, it is not a very diverse city. BME groups of staff are not particularly represented in proportion to the City's wider demographic distribution.

Engagement

2.10 Since 2007, the Council has run a staff survey. In 2010, we changed the focus of the survey to look at levels of staff engagement as an indicator of productivity, the Council being a good employer and enhancing the voice of the workforce.

2.11 Engagement has risen as a result of the approach from 51 per cent of staff positive and engaged within the Council to 62 per cent in 2012. We are currently undertaking the 2013 survey. Additionally, participation in the survey has more than doubled since the low response rate in 2007 with nearly 60 per cent of the workforce now responding. These figures are now above average for local government and comparable with private sector averages.

2.12 Key areas for development identified is the visibility of senior managers and the follow through of actions arising from the survey. On the first point, senior managers across the council are now increasing face-to-face briefings with staff, some are doing 'back to the floor' approaches and the chief executive and directors have personally led the engagement of the new Brilliant Co-operative Corporate Plan and organisational values to over 1,800 staff over the past three months.

2.13 Despite the difficult financial pressures, increase in the demand for services and reductions in staff, engagement has held over the past two years. The Council has a committed workforce who respond well to up front, honest communications and the ability to have their say and shape the future of the Council.

2.14 Over 200 staff have been involved in shaping the 'Blueprint' (target operating model) for the Council's transformation programme. Staff suggestion schemes and a 'thank you' scheme are all being introduced by the administration to encourage this participation.

2.15 Further work to increase staff representation is required. Our formal negotiation mechanisms are through our recognised trade unions and the Council's Employment Liaison Committee, however more than 70 per cent of staff are not a member of a trade union and therefore the Council needs to build in more regular communication, consultation and information sessions for all staff when discussing proposed changes that will affect groups of staff and seek an early input to the negotiations through collective bargaining. To this effect, the Council should seek to introduce a mechanism such as works councils for staff to elect representatives and be the conduit for consultation and engagement co-operatively and provide a stronger voice for staff. This should not however replace collective bargaining but enhance the voice and views of staff in the process.

2.16 The Council has also recently refreshed it's communication approach and more staff are using social media and other communications methods to engage, feedback and self-organise. This should be embraced and encouraged.

3.0 OTHER INDICATORS

Sickness

3.1 Sickness absence has been a perennial interest for various Scrutiny meetings. Absence indicates both productive, engagement and working conditions. As Scrutiny often review this, this report is brief. However, since a determined focus and system-wide changes we introduced on the instruction of the Deputy Leader, sickness absence has fallen and exceeded the target. The table below shows sickness absence rates:

TABLE FOUR: Average days sickness per FTE

	Apr 2010	Apr 2011	Apr 2012	Apr 2013	Sept 2013
Number Ee's	12.5	12.92	9.70	9.24	7.90

3.2 The total number of days lost through sickness absence has fallen from 47,471 to 25,290. This is equivalent of 101 FTE improvement for productivity or £2.5 million of salary paid in days recovered that had previously been lost to sickness absence.

3.3 A continued focus, prompt action and clear management expectations need to be maintained to consolidate the progress made in this area.

Appraisals

3.4 In 2010, the Council ceased paying automatic increments and introduced a performance-related system linked to competency appraisals. Completion rates have been consistently high and this has helped focus on performance improvements.

3.5 The completion rates and outcomes since then have been:

TABLE FIVE: Appraisal percentage completion rates and outcomes

	Return Rates	Exceeds Expectations	Meets Expectations	Did Not Meet Expectations
2010	94	11.5	85	3.5
2011	100	13	84	3.3
2012	99.4	14	83	3

3.6 Over the forthcoming years, the Council will need to review the effectiveness of the appraisal system and how it links to corporate objectives and values. Additionally, there needs to be a further move towards quality conversations and appraisals beyond the competency-focussed conversations that can often take too long. Furthermore, to assist in future workforce skills and planning, a more robust approach to linking objectives to both short term and long term capabilities for the Council will be required, along with considerable training, coaching and mentoring of line managers and supervisors to fully embed a performance system. This will form part of the Council's transformation programme.

3.7 The appraisal system, once embedded, can provide further dimensions of assessment including technical and professional competence, values and behaviours, future potential and trajectory and contribution to organisational objectives. This should help address some of the issues identified within the demographics around valuing and encouraging the contribution of an older, experienced workforce in developing the younger workforce, talent management, succession planning and rewarding contribution rather than just focussing on standardised competences.

Agency staff

3.8 The use of agency staff allows greater flexibility within the workforce and is a tacit part of our resourcing strategy. Covering both short-term roles and sourcing specialist skills when required. The Council has been actively managing the use and deployment of agency staff to ensure it is a managed service and not a default position, meaning we receive value for money. We aim to keep agency spend under 5 per cent of the Council's total wage bill. In more recent months, and as the transformation progresses, short term capacity will need to be increased and specialist skills from the market may exceed this 5 per cent limit.

3.9 Over the past 12 months, legislation has also increased the cost of using agency staff through requiring employers to pay the same rate of pay to agency staff after 12 weeks placements, auto-enrolment for pensions.

TABLE SIX: Agency spend and percentage of the wage bill

Financial year	Total Spend	Percentage of Staffing Bill
2009/10	£7,078,177	No data
2010/11	£ 6,521,614	No data
2011/12	£ 5,575,290	5.5
2012/13	£ 6,122,318	6.3
Current YTD	£ 3,405,606	7.5

Turnover

3.10 The Council's turnover in 2013/14 to date has remained constant and comparable to other years. We have not seen any significant changes in the turnover rate. In September 2013, our year-to-date turnover was at 11.3 per cent. Local authority averages tend to be consistently around 12 per cent.

3.11 Of the 431 leavers to date this financial year, there have been 46 compulsory redundancies representing around 10 per cent of the leavers. Our compulsory redundancies remain very low given the economic cycle. So far this financial year 75 employees have been placed at risk of redundancy, although this includes 30 staff from the proposed closure of a care home.

3.12 Redeployment has been successful since introducing a new approach and better support for staff at risk of redundancy. However, it is getting harder to redeploy with our rate of successful placement now at around 15 per cent as we hold open vacancies to manage the Council's financial outturn for the current year and prepare for further workforce reductions in future years.

Formal procedures

3.13 The Council has reformed its policy framework for formal procedures including disciplinary, capability and grievances. Reducing the number of policies has been key to ensuring we have a fairer system, clearer approach and expectation and modernising terms and conditions.

3.14 We have simplified the appeals process and removed many policies that were not adding value. In addition, we introduced a new capability policy to address sickness absence and other reasons for poor performance, replacing the need for disciplinary action. This focuses on an outcome that seeks to support and help employees improve, but is also clear that the employee has a duty to participate and work hard. This has helped reduce the sickness absence levels to current lows.

3.15 Over the next few years, the Council should consider moving away from formal policies and procedures and develop a coaching and mediation capability within the organisation to resolve matters before formal procedures are necessary. This would help build a more positive culture, but also reduce the overheads associated with high levels of formal action being taken.

3.16 The Council remains high within our benchmarking group for formal action being taken against employees – partly as a result of the introduction of the capability process and tackling historic sickness absence.

4.0 IMPROVEMENTS FOR THE WORKFORCE

Employee development

4.1 In 2011, the Council introduced the Enterprise Leadership Programme (ELP), to develop leadership capacity and future senior managers within the Council. We are now on our third cohort of employees and we will expand the programme for our partners in 2014 with participation from the Fire Service, the Police and Health.

4.2 The programme has been recognised nationally for excellence in human resources practice and for course content and it is now our flagship development programme for aspiring managers.

4.3 Additionally, the Council introduced a new apprenticeship programme in 2010, using existing resources and job roles to create employment opportunities, training and education. Once again, this programme has expanded through its success and in 2014, it will reach 100 apprentices on the programme, far in excess of our original target.

4.4 Like the ELP, our programme for apprentices is recognised nationally. In 2013 Plymouth City Council won the Large Regional Employer Award, finalists in the national Brathay Challenge and is now the South West flagship programme for the Apprenticeship Service, reaching the national finals in Birmingham earlier this month and being named as one of the top 100 apprenticeship employers in the country – in good company with major private sector corporates.

4.5 To embed the Council's new values and provide awareness of the Council's 'Brilliant Co-operative Council' strategy, we run a comprehensive induction programme including a welcome event, six-month induction cycle and workshops. Additionally we now provide a 'buddy' system for new people to get to know another part of the Council and other colleagues. A local induction is undertaken in the service areas, including requirements for tailored health and safety training,

Reward and Benefits

4.6 Improving our reputation as an employer has seen the introduction of a number of schemes designed to provide added value beyond the normal compensation and reward.

4.7 The Council's 'Our Stars' awards are held in September each year and recognise the work and contribution of individuals and teams. Over 200 staff are invited to attend this special ceremony along with those with long-service awards and their partners. Managers are encouraged to attend and there has been a good presence from Councillors to thank staff and recognise their achievements. To enhance this, the Council will introduce in December a 'thank you' scheme that will run all year round and allow for more people (by ballot) to attend the annual 'Our Stars' events.

4.8 Additionally, over £100,000 of benefits have been accessed by staff through the Council's iChoose benefit scheme. This includes competitions, vouchers, discounts and salary sacrifice schemes. Around 1 in 5 staff access this, our focus will be on increasing this take-up and awareness over the next year to provide wider benefits. We also ensure we have a focus on local businesses to encourage financial spend within the city and contribute to the local economy.

4.9 To support the welfare of staff, we have introduced an Employee Assistance Programme (EAP) and put in place a new occupational health contract with a local firm. Employees can access support, advice and online/telephone counselling at any time and not necessarily for work-related issues. This has been particularly helpful when employees are experiencing change in the workplace or difficulties at home. In addition, we provide work-based activities, such as flu jabs, smoking cessation and health checks regularly to promote health and wellbeing in the workplace.

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COOPERATIVE SCRUTINY BOARD

Recommendations from Panels – 27 November 2013



Date/min number	Resolution / Recommendation	Response
Ambitious Plymouth Panel		
11.11.2013 Minute 37	<p>Schools Admissions – Allocation of Reception Places</p> <p>The Panel <u>agreed</u> that they would undertake a Cooperative Review in March 2014 to update the ‘Starting School in Plymouth 2015/16’ guide and a Cooperative Review would be submitted to the Cooperative Scrutiny Board in early 2014.</p>	
11.11.2013 Minute 40	<p>Work Programme</p> <p>The Panel noted its work programme and <u>agreed</u> that –</p> <ol style="list-style-type: none"> (1) the ‘School Transport Provision Review’ item is removed from the Work Programme scheduled for the meeting on 3 February 2014; (2) a ‘Plymouth Adult and Community Learning Service (PACLS) OFSTED update’ item is added to the Work Programme for the meeting on 3 February 2014; (3) a ‘Proposed establishment of the Plymouth Adult and Community Learning Service (PACLS) as a Public Service Mutual (PSM)’ item is added to the Work Programme for the meeting on 3 February 2014. 	
Working Plymouth Panel		
06.11.2013 Minute 43	<p>Work Programme</p> <p><u>Agreed</u> that the Working Plymouth Scrutiny panel recommend to the Cooperative Scrutiny Board that the Strategic Property Review is included on the panel’s work programme for 2014/15.</p>	
06.11.2013 Minute 44	<p>Connectivity/South West Peninsula Plan</p> <p><u>Agreed</u> that the Working Plymouth panel recommend to the Cooperative Scrutiny Board that the Transformation Change Programme suitably recognises the difficulties that hard to reach groups have with digital connectivity in Plymouth.</p>	

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REQUEST FOR A COOPERATIVE REVIEW



Please submit this document to Democratic Support once complete.

The request will be submitted to the Co-operative Scrutiny Board for consideration against the approval criteria and you will be notified of its success. If the Board approve the request for a Co-operative Review on the subject matter below then a project plan will be completed and you may be asked for further information.

What is the name of the review	Public Funerals
Please provide a brief outline of the subject and scope of the review?	<p>Plymouth City Council has a legal duty under the Public Health (Control of Diseases) Act 1984 to</p> <p><i>'cause to be buried or cremated the body of any person who dies or has been found dead, within its area, in any case where it appears to the local authority that no suitable arrangements for the disposal of the body have been or are being made otherwise than by the local authority.'</i></p> <p>As agreed at the Your Plymouth panel meeting on 4 November 2013, the scope of the review will be limited to consideration of the following –</p> <ul style="list-style-type: none"> • The funeral arrangements are made at a time to suit the Bereavement Service, rather than give a choice to family members. Should we accommodate the wishes of the family? • Even when family members have not accepted responsibility, we still notify them of the time and date of the funeral. Should we continue to do this? • The Council offer a simple, non-denominational burial, and no choice is given to family members for burial or cremation. The law requires that cremation should not be carried out if it was contrary to the wishes of the deceased, and if a next of kin was unable to be traced, the Council would always be legally required to provide a burial only. Should we offer a choice of burial or cremation to family members, even if cremation is more expensive? • Should we employ a minister where the denomination of the deceased is known, which currently has a fee of £179? • The service is basic and minimal and does not provide for flowers or anything but a graveside service, and no marking of a grave. Are the Council happy that this is acceptable? Some information is available from other Councils but further benchmarking data could be obtained about what is offered elsewhere.

Please outline the reasons as to why you believe a review needs to take place?	The cost to the Council for each Public Funeral, is in the region of £2000 to £2200 but can be more, depending on the time spent investigating the case. Traditionally, the older generation have made provision in their wills for their funeral arrangements but this is no longer the case and, with the number of public funerals set to rise combined with the existing budget pressures of the current economic climate, it is essential that the Council looks at ways of making better use of its resources.
What will the review attempt to achieve?	The review will help inform the Council's policy on dealing with public funerals which, in turn, will sustain and improve service delivery and public confidence.
Who will benefit from the review?	Members of the public, Councillors and Officers.
How long do you think the review might take?	It is anticipated that the review will be in the form of one half-day meeting.
When do you think the review should commence and why?	It is proposed that the review takes place in December 2013. Given the panel's existing work programme commitments this is the most suitable time for a review to be undertaken.
When do you think the review should be completed by and why?	The review will be completed by the end of December 2013 in order to avoid any conflict with budget scrutiny taking place in January 2014.
Review requested by?	Your Plymouth Scrutiny Panel

Received in Democratic Support Section:	Reviewed by the Co-operative Scrutiny Board:
Date:	Date:
Scrutiny Review Approved/Rejected	
If approved initial Project Plan meeting date:	