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#coopscrutiny

CO-OPERATIVE SCRUTINY BOARD

Wednesday 19 February 2014

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

CO-OPERATIVE SCRUTINY BOARD

AGENDA

PART I – PUBLIC MEETING

1. APOLOGIES

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

2. DECLARATION OF INTEREST

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

3. MINUTES (Pages 1 - 38)

The Co-operative Scrutiny Board will be asked to agree the minutes of the meetings held on 18 December 2013 and 8, 13 and 15 January 2014.

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 39 - 48)

The Co-operative Scrutiny Board will be asked to consider and approve the work programmes for the Ambitious Plymouth Panel, Caring Plymouth Panel and the Board and receive a progress update from each Chair.

6. TRACKING DECISIONS (Pages 49 - 50)

The Co-operative Scrutiny Board will monitor the progress of its previous decisions.

7. FORWARD PLAN OF KEY DECISIONS AND PRIVATE BUSINESS (Pages 51 - 52)

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

8. CALL-INS

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

9. CORPORATE PLAN PERFORMANCE MONITORING REPORT (Pages 53 - 70)

The Co-operative Scrutiny Board will consider the Corporate Plan Performance Monitoring report.

10. CORPORATE MONITORING REPORT (Pages 71 - 90)

The Co-operative Scrutiny Board will consider the Corporate Monitoring report.

11. URGENT EXECUTIVE DECISIONS

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

12. RECOMMENDATIONS

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

13. CO-OPERATIVE REVIEW(S) (Pages 91 - 112)

The Co-operative Scrutiny Board will be asked to consider the following –

- a Co-operative Review submitted by the Your Plymouth Panel on Personal Problem Debt
- a Co-operative Review Report submitted by the Caring Plymouth Panel on Pledge 90 Review

The Co-operative Scrutiny Board will be asked to note that under delegated authority the Lead Officer in consultation with the Chair and Vice Chair agreed the following –

- a Co-operative Review on the Waste Strategy
- the inclusion of the Paving Manual on the Working Plymouth Panel's work programme

14. 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 18 December 2013

PRESENT:

Councillor James, in the Chair.

Councillor Mrs Aspinall, Vice Chair.

Councillors Mrs Beer, Bowie, Casey, Darcy, Philippa Davey, Sam Leaves, Murphy and Kate Taylor (substitute for Councillor Tuffin).

Apology for absence: Councillor Tuffin

Also in attendance: Malcolm Coe (Assistant Director for Finance, Efficiencies, Technology and Assets), Councillor Penberthy (Cabinet Member for Co-operatives and Community Development), Giles Perritt (Head of Policy, Performance and Partnerships) and Helen Wright (Democratic Support Officer).

The meeting started at 4.00 pm and finished at 6.00 pm.

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.

99. **DECLARATIONS OF INTEREST**

The following declaration of interest was made, in accordance with the code of conduct –

Name	Reason	Interes
Councillor Sam Leaves	Private Sector Landlord	Private

100. **MINUTES**

Agreed that the minutes of the meeting held on 27 November 2013 are confirmed as a correct record subject to the following amendment 'Councillor Philippa Davey - Regional Support Official, University and College Union'.

101. **CHAIR'S URGENT BUSINESS**

The Chair informed the Board that there had been the following urgent decisions –

- city celebrations and events 2014;
- future accommodation requirements (refer to minute 111);
- Royal Marines 350th celebration event 2014.

The Board noted the urgent decisions.

102. **WORK PROGRAMMES**

The work programme for the Co-operative Scrutiny Board was submitted and agreed.

103. **TRACKING DECISIONS 2013/14**

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

The Board agreed that minute 77 (budget scrutiny) had been completed and therefore could be shaded as such.

104. **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 14 January 2014 –

- Plymouth and South West Peninsula City Deal;
- Laira Rail Bridge Refurbishment: Award of Contract;
- Council Tax Base Setting 2014/15.

Concerns were raised relating information, specifically regarding the Park and Ride Bus Service Review report and the Forward Plan, being circulated at short notice. This situation did not afford councillors the opportunity to fully read the information and as such unable to make informed decisions.

A discussion took place relating to the specific reasons as to why the reports and information were provided as 'to follow items'. Whilst every effort was made to circulate information in a timely manner, there were occasions when this was not always possible to achieve.

The Board had previously raised concerns relating to the difficulty of undertaking pre-decision scrutiny due to the publication of the Forward Plan of Key Decisions and Private Business 28 days prior to the Cabinet meeting.

The Board agreed that a formal request is made to Cabinet to re-adopt a four month forward plan of key decisions and private business, in order to facilitate effective pre decision scrutiny

105. **FEES, CHARGES AND CONCESSIONS POLICY**

The Assistant Director for Finance, Efficiencies, Technology and Assets provided an overview of the Fees, Charges and Concessions Policy –

- (a) the purpose of the policy was to provide a clear statement of the Council's corporate approach to fees and charges incorporating concessions;
- (b) the policy was driven by the Council's co-operative values and by adopting this policy it would commit to ensuring a consistent

approach to how it charged individual customers and community groups for discretionary services and goods that were provided;

- (c) the policy outlined the principles that the Council would use when levying a charge for services that it provided and why it was doing so; the authority would ensure that a consistent and fair approach was adopted to fees and charges that they were used to deliver the Council's overall objectives whilst protecting, wherever possible, the most vulnerable residents of Plymouth. The policy also set a direction of travel about the principles to be used when waiving charges and the conditions that would be applied in these circumstances;
- (d) fees and charges included –
 - statutory charges;
 - discretionary charges;
 - setting fees and charges;
 - subsidised services;
- (e) discretionary concessions may be applied to fees and charges to certain individuals, or groups, based on criteria that supported the Council's corporate priorities and complied with the key principles in the policy.

The Board noted the report.

The Chair thanked the Assistant Director for Finance, Efficiencies, Technology and Assets for providing this overview.

106. **CABINET MEMBER**

The Chair welcomed Councillor Penberthy, Cabinet Member for Co-operatives and Community Development, who provided an overview of the current areas of work, which included the following key areas –

- (a) Plymouth Energy Community -
 - an independent residents' co-operative had been established in June 2013 which was working to combat fuel bill rises through its community switching scheme and keeping people's homes warmer through its insulation programmes;
- (b) co-operative housing -
 - a 'Self-Build Champion' had been identified who had contacted a number of households who were keen to develop self-build housing and who were identifying Council sites to support self-build homes in the City;

(c) social enterprise development -

- the Council had achieved Social Enterprise City status in October 2013 (one of the first to do so in the country);
- two major social enterprises had helped to secure over £9m of funding (Ocean Studios and the Millfields Trust);

(d) new Community Economic Development Trust -

- a CEDT steering group had been formed in October 2013 which comprised of 11 residents, four councillors and one business and held its first meeting in December 2013;
- an option appraisal of 10 assets for the CEDT to inform income generation and investment opportunities had been completed;

(e) community use of assets –

- a new Community Asset Transfer Policy had been adopted by Council on 10 June 2013, which outlined how the Council's co-operative values could be imparted across communities by encouraging community groups or organisations to acquire Council owned buildings under asset transfer;

(f) communities and community cohesion –

- the implementation of the new Community Covenant had secured approximately £350m funding for community projects;
- the newly opened credit union shop in Frankfort Gate had seen an increase in footfall of 40 per cent;

(g) child poverty –

- a learning, skills and employability group had been set up to challenge youth unemployment and the rising number of not in education, employment or training (NEETs) within the City;
- the Children's Partnership and the Children's Clinical Commissioning Partnership had commenced a review of the mental health services due to their known impact on employability;

(h) community safety and anti-social behaviour –

- a range of community safety initiatives had been launched such as the designated driver (pledge 17);
- closure of the first crack house on owner occupied premises;

(i) housing options and homelessness -

- the commissioning of an on-site provision in the housing options service that offered advice and support on welfare rights, debts and budgeting skills;
 - the successful implementation of 'no second night out' initiative for rough sleepers;
- (j) private sector housing and housing renewals -
- the waiting times had been reduced by 50 per cent for the Disabled Facilities Grant (10 months reduced to five months on average);
 - working in partnership with the Devon and Somerset Fire and Rescue Service and landlords to increase the level of provision of mains powered smoke detectors;
- (k) neighbourhood regeneration –
- service provider and resident listening events had been organised in Barne Barton; a resident led neighbourhood forum had been set up to progress the neighbourhood plan;
 - a resident led Big Local steering group had been set up in Whitleigh to oversee the Lottery £1m Big Local programme.

The Chair thanked Councillor Penberthy for his comprehensive overview of his portfolio.

107. **CALL-INS**

There were no call-ins to consider.

108. **RECOMMENDATIONS**

There were no recommendations to consider.

109. **COOPERATIVE REVIEW(S)**

The Board agreed to recommend to Cabinet the recommendations as outlined in the following reports –

- (1) Narrowing the Gap in Schools;
- (2) Council Tax (Attachment of Earnings).

Following a lengthy discussion relating to recommendation one contained in the Park and Ride Bus Service Review (the feasibility of charging for parking at all three Park and Ride sites is investigated with the intention of covering the operating costs of the site) a vote was recorded –

Vote: seven councillors in favour of recommendation one and three against (Councillors Mrs Beer, Darcy and Sam Leaves).

The Board agreed to recommend to Cabinet the recommendations as outlined in the Park and Ride Bus Service Review.

110. **EXEMPT BUSINESS**

Agreed that under Section 100A(4) of the Local Government Act 1972 to exclude the press and public from the meeting for the following item of business on the grounds that it involves the likely disclosure of exempt information as defined in paragraph 3 of Part 1 of Schedule 12A of the Act, as amended by the Freedom of Information Act 2000.

111. **URGENT EXECUTIVE DECISIONS (E3)**

The Board noted the urgent Cabinet decision relating to the future accommodation requirements.

Cooperative Scrutiny Board

Wednesday 8 January 2014

PRESENT:

Councillor James, in the Chair.

Councillor Mrs Aspinall, Vice Chair.

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

Co-opted Representatives: Jacky Clift (The Zebra Collective).

Also in attendance: Ian Ansell (Criminal Justice, Partnerships and Commissioning Manager, Office of the Police and Crime Commissioner), Ben Chilcott (Chief Finance Officer, Western Locality NEW Devon Clinical Commissioning Group), Malcolm Coe (Assistant Director for Finance), Councillor Evans (Council Leader), Ann James (Chief Executive Plymouth Hospitals NHS Trust), Lee Howell (Chief Fire Officer, Devon and Somerset Fire and Rescue Service), Karen Kay (Head of Locality Commissioning for Planned Primary Care, Western Locality NEW Devon Clinical Commissioning Group), Tracey Lee (Chief Executive), Doctor Lenden, Western Locality NEW Devon Clinical Commissioning Group), Councillor Lowry (Cabinet Member for Finance),), David Northey (Head of Finance), Joe Teape (Director for Finance, Plymouth Hospitals NHS Trust), David Trussler (Interim Director for Corporate Services), Clive Turner (Chief Executive of Plymouth Community Homes), Councillor Williams (Cabinet Member for Children and Young People) and Helen Wright (Democratic Support Officer).

The meeting started at 9.30 am and finished at 5.00 pm.

Monday 13 January 2014

Councillor James, Chair.

Councillor Mrs Aspinall, Vice Chair.

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

Co-opted Representative: Jacky Clift (The Zebra Collective).

Also in attendance: Paul Barnard (Assistant Director for Strategic Planning and Infrastructure), (Carole Burgoyne (Strategic Director for People), Councillor Coker (Cabinet Member for Transport), Simon Dale (Interim Assistant Director for Street Service), David Draffan (Assistant Director for Economic Development), Councillor Evans (Council Leader), Judith Harwood (Assistant Director for Education, Learning and Families), Alison Mills (Head of HR Corporate Functions), David Northey (Head of Finance), Anthony Payne (Strategic Director for Place), Giles Perritt (Lead Officer), Emma Rose (Head of Health, Safety and Wellbeing), Dave Saunders (Interim Assistant Director for Customer Services), Councillor Peter Smith (Deputy Leader), Eve Skuse (Head of Organisational Development), Chris Squires (Interim Assistant Director for HR and OD), David Trussler (Interim Director for Corporate Services), Councillor Vincent (Cabinet Member for Environment), Councillor Williams (Cabinet Member for Children and Young People) and Helen Wright (Democratic Support Officer).

The meeting started at 9.30 am and finished at 4.20 pm.

Wednesday 15 January 2014

Councillor James, Chair.

Councillor Mrs Aspinall, Vice Chair.

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

Co-opted Representative: Jacky Clift (The Zebra Collective).

Also in attendance: Alison Botham (Assistant Director for Children's Services), (Carole Burgoyne (Strategic Director for People), Councillor Evans (Council Leader), Judith Harwood (Assistant Director for Education, Learning and Families), Stephen Horsley (Director for Public Health), Tracey Lee (Chief Executive), Craig McArdle (Head of Joint Strategic Commissioning), (Councillor McDonald (Cabinet Member for Public Health and Adult Social Care), David Northey (Head of Finance), Councillor Penberthy (Cabinet Member for Co-operatives and Community Development), Stuart Palmer (Assistant Director for Homes and Communities), Giles Perritt (Lead Officer), Dave Simpkins (Assistant Director for Joint Commissioning and Adult Social Care), Councillor Williams (Children and Young People) and Helen Wright (Democratic Support Officer).

The meeting started at 9.30 am and finished at 4.45 pm

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.

112. **APPOINTMENT OF CO-OPTED REPRESENTATIVE (NON-VOTING)**

The Board agreed the appointment of Jacky Clift (The Zebra Collective) as a non-voting co-opted representative for the purpose of scrutinising the delivery of co-operative vision within a three year sustainable balanced budget.

113. **DECLARATIONS OF INTEREST**

In accordance with the code of conduct, Members made the following declarations of interest –

Name	Reason	Interest
Councillor Mrs Beer	Employed by Devon and Cornwall Police	Disclosable Pecuniary
	Chair of Children Centre Advisory Board	Personal
	Member of the GMB Trade Union	
Councillor Sam Leaves	Employed by NHS Devon Cluster Western Locality	Disclosable Pecuniary
	Private Sector Landlord	
Councillor Mrs Aspinall	Daughter is employed by Plymouth Community Homes	Personal
Councillor Darcy	Employed as a Magistrate	Personal
Councillor Casey	Casey's Corner (Social Enterprise)	Personal
	Carer for her brother	
	Tenant of Plymouth Community Homes	
	Son has apprenticeship with Plymouth Adult Community Service	
Councillor Tuffin	Member of the Board for Millfields CEDT	Personal
Councillor Philippa Davey	Regional Support Official, University and College Union	Personal

114. **CHAIR'S URGENT BUSINESS**

There were no items of Chair's urgent business.

115. **SCRUTINY OF THE CO-OPERATIVE VISION WITH A THREE YEAR SUSTAINABLE BALANCED BUDGET**

The Co-operative Scrutiny Board convened over three days to hear from its partners, Cabinet Members, Strategic Directors and senior officers to scrutinise the delivery of the co-operative vision within a three year sustainable balanced budget and to ensure that the actions to address the financial gaps to achieve a balanced budget were robust and fit for purpose.

Members probed the City Council and its strategic partners about their views on the challenging economic climate, the reduced resources available and rising demand for services, their ability to continue to deliver services and changes within the public sector.

The Chair of the Board extended a vote of thanks to all those who had contributed to this process.

The full report and recommendations relating to the scrutiny process was attached as an appendix to these minutes.

The Board agreed to delegate authority to the Lead Officer in consultation with the Chair and Vice Chair for the approval of the report and recommendations and to forward to Cabinet for its consideration.

(Councillor Mrs Beer declared a disclosable pecuniary and personal interests, Councillor Sam Leaves declared a disclosable pecuniary interest, Councillor Mrs Aspinall declared a personal interest, Councillor Darcy declared a personal interest, Councillor Casey disclosed personal interests, Councillor Tuffin declared a personal interest and Councillor Davey disclosed a personal interest).

116. **EXEMPT BUSINESS**

There were no items of exempt business.

APPENDIX A



BUDGET SCRUTINY 2014-2015

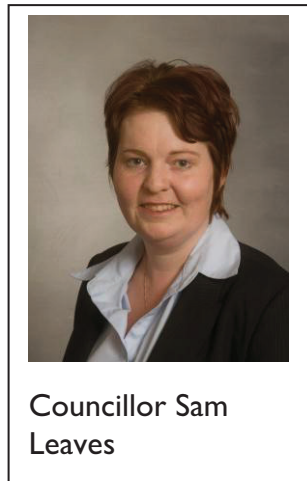
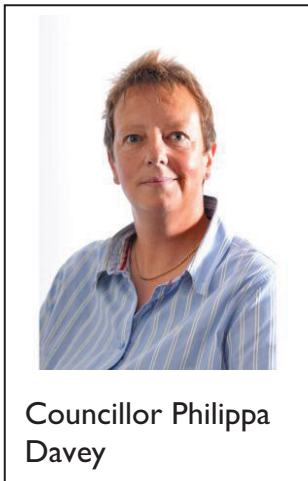
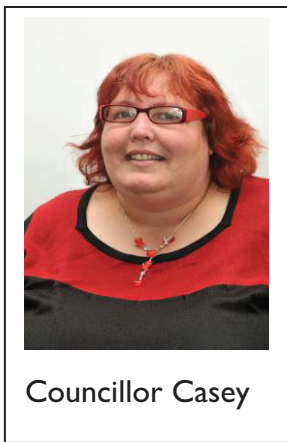
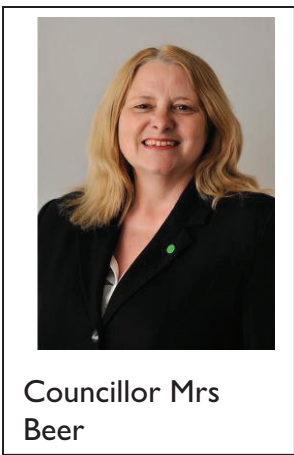
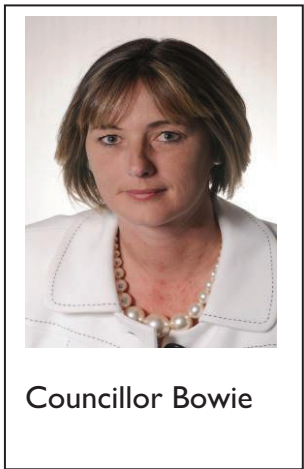
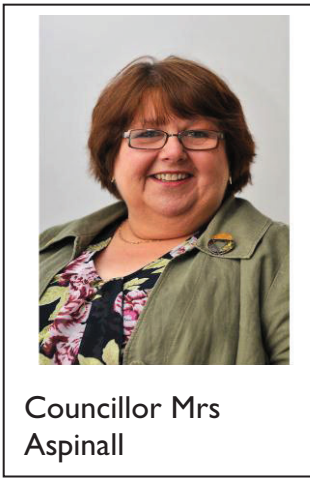


A report of the Co-operative Scrutiny Board following the scrutiny of the Delivery of the Co-operative Vision within a Three Year Sustainable Balanced Budget.

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THE CO-OPERATIVE SCRUTINY BOARD



I. Foreword

- I.1 The Co-operative Scrutiny Board (the Board) has responsibility for holding the Cabinet to account for its decisions. We are charged with the scrutiny of the Council's decisions with respect to finance and performance, as well as the Council's key strategies and those of its partners.
- I.2 The challenging economic climate, with reduced resources and rising demands for the Council's services, will inevitably have an impact on the residents of Plymouth. This was the first year that the Co-operative Scrutiny Board had been asked to scrutinise an indicative three year balanced budget 2014/15 to 2016/17. The Co-operative Scrutiny Board had a responsibility to comment on whether the actions to address the financial gaps in order to achieve a balanced budget were robust and fit for purpose. In order to carry out the Board's role effectively the work programme aimed to challenge the following -
- whether the Council's co-operative objectives were being effectively supported and resourced;
 - ensure there is a clear understanding of the impact of the proposals for resource reduction and resource allocation on the City's neighbourhoods taking into account the views of people of Plymouth;
 - ensure clarity around how changes in resources allocation in one service or partner area can impact on another service or partner area;
 - determine whether the balance between overhead costs and service delivery costs is the right one;
 - assess the impact of legislation on our ability to deliver services and whether we are fit for purpose for addressing this challenge;
 - assess whether the corporate plan and budget encourage a sense of togetherness and ownership of council supported services, amenities and assets;
 - to ensure the efficiency and effectiveness of public spending to show prudence in the use of public resources and to ensure value for money;
- I.3 The sessions were delivered in a different way from previous years with the timetable based around the Council's four Co-operative Objectives: Pioneering Plymouth, Growing Plymouth, Caring and Confident Plymouth rather than by departmental structures. Building on the success of the previous year, all three meetings were webcast to continue the Council's drive to make decision making more open and transparent.
- I.4 I would like to thank the Members of the Board for their commitment in conducting this scrutiny review. My thanks go to Jacky Clift from the Zebra Collective who sat on the Board as a co-opted representative and made an invaluable contribution. I would also like to thank the Leader, Chief Executive, Cabinet Members and the Strategic and Assistant Directors who took part in the review. I would also like to express my appreciation for the valuable contribution made by colleagues from partner organisations. My personal thanks to the Lead Officer, Giles Perritt, Helen Wright and Phil Morgan for producing the report and Katey Johns for the webcast.

Councillor James
Chair of the Co-operative Scrutiny Board

2. THE FORMAT OF THE EVENT

- 2.1 The scrutiny event took place over three days. The meetings were held in public and, to continue the Council's commitment to open government and greater access to and involvement in the decision making process, all three days were webcast.

An innovative approach was taken towards the structure of the three days. In previous years this had been based around the Council's departmental structures. However, it was considered with the launch of the new Corporate Plan for the Brilliant Co-operative Council in July 2013, the format of the three days should reflect the Council's four objectives -

- Pioneering Plymouth;
- Growing Plymouth;
- Caring Plymouth;
- Confident Plymouth;

- 2.2 During the three days, the Board heard from partner organisations, the Council Leader and Chief Executive, Cabinet Members, Directors and senior officers, to consider the delivery of the co-operative vision within a three year sustainable balanced budget. As part of their consideration, the Board received a number of documents which supported the scrutiny process, including -

- delivery of the co-operative vision within a three year sustainable balanced budget;
- partner responses to the budget consultation
- the results of consultation with the public
- Fairness Commission position statement;
- Fairness Commission summer of listening;
- Corporate Plan performance framework monitoring report;
- staff survey;
- workforce information.

3. SESSION I – THE PARTNERS

- 3.1 The first meeting was held on 8 January 2014, the first session of which saw members probe the City Council and its partners about their views on changes within the public sector, their plans and priorities, both internal and in partnership, and the impact that these plans would have on service provision across partner agencies.

The Chair of the Board expressed his disappointment that, as one of the City's partners, Plymouth University was not represented at this scrutiny session.

- 3.2 During the first session the Board heard responses from -

- the Leader of Plymouth City Council and the Chief Executive;
- Office of the Police and Crime Commissioner;
- Western Locality NEW Devon Clinical Commissioning Group;
- Plymouth Hospitals NHS Trust;

- Devon and Somerset Fire and Rescue Service;
- Plymouth Community Homes;

3.3 **The Leader of Plymouth City Council and Chief Executive.** The Leader underlined the importance of a partnership approach to delivering City wide priorities. He stated that the challenges included -

- the continuing impact of the economic downturn;
- the broader impact of a growing elderly population;
- the rising demand on the Council for adult social care services with a reducing income to provide these;
- the Government settlement for 2014/15 which resulted in a reduction in the Council's budget in real terms of £14.2m;

3.3.1 The Leader assured the Board that despite these challenging circumstances, the Council remained fully committed to achieving its objectives which were set out in the Corporate Plan. As a Co-operative Council it was committed to transform the way in which it operates and delivers its services;

3.3.2 Whilst other local authorities were reducing their spend on the arts and culture, the Council would invest in the City's cultural offer, despite the challenging economic climate;

3.3.3 As part of the growth and municipal enterprise programme, the Council had launched several initiatives including Plan for Jobs and Plan for Homes. A £20 million investment fund had been created to invest in Plymouth's economy and as a result of the setting up of the 1000 Club, 2000 opportunities had been created for young people. The Leader added that the Plan for Homes would provide 1000 homes per year over the next five years;

On a broader front the Leader stated that economic growth was a key factor in delivering local spending, strengthening local businesses and creating a better climate for investment. The growth in business rates together with the New Homes Bonus and additional Council Tax revenue all formed a fundamental part of the Council's strategy to address the funding gap;

3.3.4 Prioritisation of preventative work was necessary to not only reduce costs but to set standards of care for people whilst treating them with dignity and respect;

3.3.5 Finally, the Leader stated that it was important to recognise the role of the Council in 'place shaping'. The rebranding of the City as 'Britain's Ocean City' underpinned the Council's work to make this the best City in the country;

3.4 **Office of the Police and Crime Commissioner** Ian Ansell, the Criminal Justice, Partnerships and Commissioning Manager advised the Board of the significant budget challenge for 2014/15.

It had been announced in December 2013 that the Devon and Cornwall Police grant allocation would be reduced by 4.8 per cent which equated to a further reduction in central funding of £2.5m.

Through the Community Safety Partnership Fund, Plymouth would receive £426,071 in 2014/15 (which represented a reduction of 2.2 per cent from 2013/14); In addition, Plymouth had benefited from the Small Grants Fund with two successful bids and a further six which benefited both Plymouth and the surrounding areas (£40,000); finally, in terms of funding, there was a continued commitment to support Plymouth's sexual health referral centre (£650,000), Safeguarding for Children and Adults and the Youth Offending Team;

3.4.1 The Board was advised that the Police and Crime Plan was currently being reviewed to reflect the experience gained in the first year and to address emerging challenges. The revised Plan would provide a greater focus on priority actions and activities including the following -

- the continuing harm posed by alcohol relating to low level violence and anti-social behaviour and its correlation with domestic abuse;
- mental health care which had seen a significant pressure placed on resources (people suffering from mental health issues were being put in a custodial environment as a place of safety);
- the significant increase in reported domestic abuse incidents (a rise of 15.2 per cent);

3.4.2 The Police and Crime Commissioner had indicated his intention to prioritise work aimed at reducing the harm posed by alcohol given its significant individual, social and economic costs. Strong partnership working would be required to offer effective and timely solutions to the issue of mental health care;

3.4.3 The Local Criminal Justice Board had set up a working group to investigate mental health issues and, in particular, to ensure that young people detained under the Mental Health Act, were not placed in a custodial setting. The group would also look at improving services such as the street triage system, which offered direct support to operational staff through the engagement of mental health nurses, and access to medical records which would assist in making informed decisions in caring for the individual's needs;

3.5 **Western Locality NEW Devon Clinical Commissioning Group** Karen Kay, Head of Locality Commissioning for planned Primary Care advised that the Northern, Eastern and Western Devon Clinical Commissioning Group (NEW Devon CCG) covered a population of approximately 890,000 people and spent £1.1 billion to provide health care. Five key areas were covered in this presentation –

- mortality rates;
- the needs of the individual against available resources;
- people with long-term conditions
- early support
- community support;

- 3.5.1 GP surgeries had witnessed the rising burden of illness and the rise in the elderly population. Across the City there was marked differences in the mortality rates from one side to the other which was totally unacceptable and needed to be addressed;
- 3.5.2 One issue had arisen from the work to set the CCG's values was the commitment to meet the needs of the individual whilst balancing the resources required to meet the needs of the wider population;
- 3.5.3 There had been excellent partnership working, led initially by the Primary Care Trust relating to the needs of people with long term conditions;
- 3.5.4 'Up streaming' of resources had started to progress with partners in order to identify needs and provide services earlier rather than having to respond to crises later down the line;
- 3.5.5 As part of the national policy for transforming community services in 2009/10, some community services across Devon were not placed in a permanent position. Therefore some commissioning work still needs to be undertaken over the next few years. The Better Care Fund would offer an opportunity for partners to commit to work towards achieving integrated services;
- 3.6 **Plymouth Hospitals NHS Trust** Ann James the Hospital's Chief Executive, offered an unambiguous commitment to partnership working across all agencies in the City in pursuit not only of health objectives, but also a commitment to broader objectives. She also commended the Council for its inclusive partnership arrangements. Her concerns centred on whether the City's agencies were fully geared up for the "clarity, pace, scale and implications of wholesale change that would be necessary to address growing needs and ambitions at a time of reducing resources;
- 3.6.1 This had been a challenging year for the Trust and one which had seen it focus on improving the quality of services, addressing the major key national indicators for performance and establishing a three year clinical and financially sustainable three year plan. The year ahead would be equally as challenging with the transformation and major reshaping that was required to achieve the outcomes for the City;
- 3.6.2 The key challenges for the Hospital included –
- its role in dealing with the consequences of the inequalities in the health and wellbeing of the population. In this context the Chief Executive applauded joined up working, such as the Dementia Friendly City;
 - its ability to provide appropriate, timely, safe and effective health care within the resources available;

- dealing with its financial situation. A deficit budget was set in 2013/14 of £13m (overall budget of £410m) with planned internal savings of £24m. At this stage not all the internal savings have been achieved.

For 2014/15 a recurrent deficit budget of £18m had been set, with a year on year efficiency saving of 4 per cent (which equated to £16m);

- the NHS was not in a period of growth and as such the Hospital would need to work with its partners in identifying areas where it could increase its income. The Hospital would need to move away from the traditional models of care and redesign new models which would need to provide sustainable services;

3.7 Devon and Somerset Fire and Rescue Service Lee Howell, the Chief Fire Officer advised that, although its financial settlement remained challenging, there would be no new significant changes planned for Plymouth in 2014 on top of those agreed in 2013. The Government grant for the service had reduced in 2013 by 10.3 per cent and 7.3 per cent in 2014. The 2014/15 budget forecast savings of £3 million in order to achieve a balanced budget. These savings would be realised from the implementation of the changes agreed by the Fire Authority in 2013 and continued efficiencies from non-operational budgets;

3.7.1 Work continued with the Council to improve public safety. The approach of reducing demand through preventative actions had resulted in a reduction in demand of 50 per cent in the last five years; this had been achieved through a number of channels including legislative reforms and changing society trends;

3.7.2 It was acknowledged that the Devon and Somerset Fire and Rescue Service was not in the same position as most of its partners, as, although its funding was reducing, so was demand on its services;

3.7.3 The service was looking to work more closely with the Council to support and improve safety arrangements specifically associated with dementia and mental health. Work continued with Public Health to contribute to improving the safety and independence of people in their own homes by reducing slips, trips and falls;

3.8 Plymouth Community Homes Clive Turner, the Chief Executive advised that the main focus of Plymouth Community Homes, formed in November 2009 to receive the transfer and ownership of 16,000 homes from Plymouth City Council, was to deliver major improvements to homes via a Decent Homes programme and the regeneration of North Prospect;

3.8.1 Plymouth Communities Homes was aware that the Fairness Commission had highlighted that the main issue in the City, apart from housing supply, was the private rented sector which was having a major impact on the City's housing needs;

3.8.2 Work was being undertaken in partnership with British Gas and Plymouth City Council to dramatically improve the thermal insulation of houses, improving communities, reducing fuel poverty and creating hundreds of jobs;

3.8.3 The impact of welfare reform had resulted in Plymouth Community Homes and other housing associations having to commit large amounts of resources to minimise the effect of the spare bedroom tax.

In the organisation's view, it would become increasingly more difficult for partners to maintain the resilience of communities if welfare reform continued to be the main driver for central government savings;

3.8.4 There was a strong culture of partnership working in the City and the best way to strengthen this was to provide people with jobs which were reasonably paid and houses that were well insulated - two overriding priorities of the Council which Plymouth Community Homes was fully aligned to;

3.8.5 The Chief Executive stated that the key areas of concern for his organisation included the impact of any reductions in Council spending in such areas as mental health and alcohol services, youth services and schools, any reduction in the budgets for discretionary housing payments and grounds maintenance, the use of the Council's statutory Disabled Facilities Grant and the lack of funding available to support low income owner occupiers to improve their homes;

3.8.6 The Chief Executive also expressed concerns that capital receipts from the sale of socially rented homes that would be retained by the Council might be used for purposes other than for investment in the City's housing stock.

4. CHALLENGE OF PARTNERS

4.1 Following the presentations by partner organisations, Board members questioned the partners and raised the following concerns -

- the presentation provided by the representative of the Office of the Police and Crime Commissioner made little reference to Plymouth as the largest urban area, representing a third of overall police resourcing in the force area. The lack of awareness of the City's objectives and values as contained in the Corporate Plan led the Board to consider that this did not represent adequate engagement by the Office of the Police and Crime Commissioner;
- whether the City's agencies were fully prepared for the clarity, pace, scale and implications of the wholesale change, that would be necessary to address the growing needs and ambitions at a time of reducing resources;
- the lack of engagement of the voluntary and community sector on the informal guiding partnership group for One Plymouth. The Board heard from the Chief Executive that One Plymouth was an informal "guiding partnership" of City leaders which had met on three occasions to establish the contribution that they could make in ensuring that the City was able to meet its strategic objectives. There were currently no community and voluntary sector leaders engaged with the group.

Recommendations	To	Ref
That the Police and Crime Commissioner, in consultation with Chief Constable, reconsider how the force is represented at the Council's budget and Corporate Plan scrutiny sessions in the future	Police and Crime Commissioner	R1
That clear and specific priorities for health outcomes are agreed between partners and are the focus for delivery of all relevant agencies	Health and Wellbeing Board	R2
That the Leader and Chief Executive consider how the voice of the community and voluntary sector can be better heard by One Plymouth and by other Council Partners	Cabinet	R3

5. INDICATIVE BUDGET AND TRANSFORMATION PROGRAMME

5.1 During this session the Board heard from the Cabinet Member for Finance and the Cabinet Member for Children and Young People (with responsibility for the Transformation Programme);

5.2 **The Cabinet Member for Finance**, Councillor Lowry, presented the draft budget for 2014-15, and an indicative budget for the subsequent two years, accompanied by Councillor Williams, who presented the Council's transformation programme.

The Cabinet Member for Finance advised that the net revenue budget for 2013/14 was £212.5m with a forecast overspend of £981,000 and that measures were being put in place in order to achieve a balanced budget. The adverse variances in the budget were attributed to the overspend in adult social care, children's services and economic development;

5.3 It was forecast that the net budget in 2016/17 would reduce to £184.46m; this represented a 51 per cent reduction in the government formula grant (£37.64m). This meant that there would be more reliance on the City being able to generate local income rather than receiving it from Central Government (ie income generated around business rates and council tax);

5.4 In order to achieve savings for the 2014/15 to 2016/17 the following actions would be taken –

- re-design services (which included the most appropriate delivery of environmental services; the delivery of all remaining respite and day care and an alternative model for caretaking and cleaning services);
- co-operative partnerships (which included ICT Shared Services (DELT) and joint working with health to maximise external funding);
- reduced external spend (which included commissioning of a revised Strategic Materials Recycling Facility and targeted reduction in supplies and services in non-essential areas);
- raised income (which included the review of fees and charges);

- Corporate Health and Grants Maximisation (which included rescheduling of borrowing, changes to terms and conditions further rationalisation of management);
 - Transformation, which included challenging and transforming the way in which the Council operated which would result in a completely different approach to customer services and the shape of the organisation in three years' time;
- 5.5 As a result of these actions it was estimated that in excess of 300 full time equivalent posts would need to be shed in the next two years;
- 5.6 The proposed increase of 1.99 per cent in the Council Tax rate for 2014/15 would result in the Council's ability to achieve the following –
- a reduction of five per cent for the Council Tax Support from 25 per cent to 20 per cent;
 - extra support of approximately £50 for 16,000 claimants;
- 5.7 The Cabinet Member for Finance stated that, despite the proposed increase, the Council would retain the lowest average Council Tax levels in the South West;
- 5.8 Cabinet Members continued to challenge the affordability of the Council's four year Capital Forecast for the period 2013/14 to 2016/17. However there remained some volatility around future capital grant funding and income generation through capital receipts;
- 5.9 In 2013/14 a unique investment fund of £20m was created to specifically focus on supporting and growing the local economy and creating jobs. Schemes approved and under consideration included the History Centre, road infrastructure, City Deal, new schools and the Housing Loan scheme;
- 5.10 **The Cabinet Member for Children and Young People (with responsibility for Transformation)** Councillor Williams advised that the Council's blueprint for a brilliant co-operative council, which had been designed with elected members and staff, set out the future design for the way in which the Council would commission and deliver services. It also provided the Council with a way to assess the organisational capabilities that would be required in the future. Governance arrangements had been put in place around the transformation programme, and there was a commitment to engage with staff at every stage and level;
- 5.11 The blueprint would direct the Council's ambitious Transformation Portfolio of Programmes, aimed at achieving a balanced budget in years 2014/15 to 2016/17 through income growth and savings. The blueprint would fundamentally change the way that the Council conducted its business by improving efficiency and reducing costs, whilst still delivering benefits to customers. Significant savings would be focused in four key areas -
- economic growth initiatives;

- customer led service re-design;
- creating an integrated approach to health, wellbeing and social care commissioning;
- smarter, evidence based decision making for the Council;

5.12 It was anticipated that the net benefit of the Transformation Programme during the period 2014/15 to 2016/17 could be £35.3m. Work was being carried out to build the outline business cases, including detailed financial information, which would be available for scrutiny in March 2014.

6. CHALLENGE OF THE INDICATIVE BUDGET AND TRANSFORMATION PROGRAMME

6.1 Following the presentations, the Board Members questioned the Cabinet Members and senior officers on the information that had been provided. The key issues arising from the questioning session included –

- the lack of information relating to the challenges faced by the City Centre over the next three years;
- the lack of engagement with the voluntary and community sector in the Council's transformation programme;
- the lack of engagement of the City's partners relating to the Council's capital spending priorities;
- finally, the concerns raised by the Chief Executive of Plymouth Community Homes about the use of capital receipts from the sale of socially rented homes, were put to the Cabinet Member for Finance;

6.2 In response to these issues the Cabinet Member for Finance advised that he saw the City Centre as a key priority. He also accepted that partners in the statutory, business and community and voluntary sectors would have an interest in the Council's capital spending priorities;

6.3 The budget report considered by Cabinet on 10 December 2013 and presented to the Co-operative Scrutiny Board for consideration contained 'indicative transformation portfolio costs and benefits' which show an overall cost of the programme over a three year duration from 2014-15 to 2016-17 of £16.1m, with net cumulative savings of £33.8m. These figures came out of work undertaken during 2013 with Ernst and Young and were described as provisional. The budget report does not contain any further detail regarding the programme;

6.4 A further briefing provided to the Board regarding the Transformation Programme's impact on the 2014-15 budget indicated that net benefits of £1.2m were built into the budget, based on income and savings across the five Transformation Programmes of £7m and upfront investment in the Transformation Programme of £5.8m.

Details concerning the assumptions made in arriving at the income, savings and investment costs were not available, and questioning of the Cabinet Members and Directors responsible for each of the programmes demonstrated that the figures were still provisional, with business cases demonstrating the detail of the programmes and the basis of the figures, not yet available. The Board heard that an independent review will be commissioned to appraise the overall status of the transformation programme including an opinion as to the achievability of the benefits, but that this work had not yet been undertaken;

- 6.5 On the basis of the evidence presented with respect to the transformation programme, the Board could not reasonably reach a conclusion as to its deliverability.

Recommendations	To	Ref
Cabinet should consider the impact of ring-fencing capital receipts from Plymouth Community Homes 'Right to Buy' sales to investment in the City's housing infrastructure	Cabinet	R4
That the proposals for addressing the challenges faced in the City Centre over the next three years are published for discussion	Cabinet	R5
That the Cabinet Member for Finance considers consultation arrangements with the Council's partners over its capital spending priorities	Cabinet	R6
Further reassurance is needed concerning the robustness of the figures relating to transformation income, savings and investment prior to the presentation of the 2014-15 budget to Council	Cabinet	R7
Information relating to the deliverability of the 2014/15 transformation proposals, which is part of the statutory budget, are made available for scrutiny	Cabinet	R8
The assumptions on which the transformation figures for 2015/17 are based, and the risks associated with delivery, should be available for scrutiny	Cabinet	R9
The role of the Co-operative Scrutiny Board and its Panels in holding the executive to account for the delivery of the transformation programme in the coming year should be clarified, agreed and published	Co-operative Scrutiny Board	R10
The proposals for the engagement of the community and voluntary sector in the Council's transformation programme are prepared for discussion	Cabinet	R11

7. PIONEERING AND CONFIDENT PLYMOUTH

7.1 Session two held on 13 January 2014 saw the challenge of the Leader, Deputy Leader, Cabinet Member for Environment, Cabinet Member for Transport and the Cabinet Member for Children and Young People on their portfolios relevant to Pioneering, Confident and Growing Plymouth. The Leader and Cabinet Members were supported in this session by Strategic and Assistant Directors.

7.2 The Board was informed of the key issues relating to Pioneering and Confident Plymouth, which included –

- the opportunity to offer a fully transactional website providing customers with self-serve/assisted self-serve options (for those customers most in need assistance would be provided in the traditional way);
- the relocation of Customer Services to a new City Centre location which would provide an opportunity to offer services in a more joined up way;
- the restructure of the Library Service had enabled extended opening hours, delivery of some services locally and the provision of wi-fi;
- performance in Customer Services, included -
 - ▶ 96.4 per cent call answer rate (72 per cent answered within 30 seconds);
 - ▶ 98.5 per cent collection rate for the transaction centre;
 - ▶ 98 per cent satisfaction rate on calls;
- Environmental Services had a gross budget of £41.4m per annum and generated income of £14.3m which resulted in a net budget of £27.1m per annum which had been consistent over the last five years;
- achieving a balanced budget had been, and would continue to be, challenging; budget pressures included an estimated increase of £800,000 in landfill tax, although this figure would reduce when the Energy to Waste Plant was operational, along with a reduction in recycling commodity prices and increases in utility and fuel costs. There were opportunities to generate income through fees and charges and to achieve savings through efficiencies;
- achievements of the service over the last 12 months, included –
 - ▶ household glass kerbside collection pilot service;
 - ▶ new material recycling facility solution (£4m funding secured through the 'Pickles' Pot');
 - ▶ £980,000 investment in new mini buses, £1.7m investment in new plant and equipment and investment in new technology;
 - ▶ five Green Flag awards for City parks;
- the formation of the new Street Scene Service brought the majority of the frontline services together, providing an opportunity to achieve further efficiency savings. The services included –
 - ▶ Fleet and Garage;

- ▶ Living Streets and Network Management;
 - ▶ Parking and Maritime;
 - ▶ Street Scene and Waste;
- Transport and Highways were 'on track' to achieving a balanced budget for 2013/14 despite continuing challenging financial pressures;
 - achievements of the service over the last 12 months, included –
 - ▶ the launch of a public and private partnership with Access Plymouth and City Bus to provide an improved 'ring and ride' based service;
 - ▶ following the review undertaken by scrutiny, negotiations to secure a five year contract for the subsidised bus services had been successful, resulting in a new cross City bus link (the number 14 service);
 - ▶ a multi-operator bus ticket, the 'skipper ticket', had been launched which allowed unlimited travel across the City and surrounding areas and across all providers;
 - ▶ South West Rail Peninsula Task Force had secured cross party agreement and would be launched in Westminster to highlight the need for rail connectivity for the region;
 - ▶ the highway maintenance investment fund of £2m over the next 10 years had resulted in the resurfacing of 42 roads (equivalent to 14 full size football pitches being resurfaced), major patching to 36 roads and micro asphalt treatment to a further 13 roads; 5750 permanent first time repairs had been completed out a total number of 8000 potholes;
 - ▶ a major challenge to investment in the City's roads was the recent announcement by central government that a new tool would be used to allocate funding (Highways Efficiency Maintenance Programme) which would require a detailed survey of the conditions of all the roads in the City.
 - Work undertaken by HR, included –
 - ▶ improving sickness absence (average number of days sick per full time equivalent was 7.7 days, the target was 8.49 days) and the implementation of the learning package aimed to support managers and staff during periods of absence;
 - ▶ a Learning Agreement had been signed with the Trade Unions which supports the Council's priorities to develop skills in the workplace and offers a wider range of options for learning and development of staff;
 - ▶ employee benefits were available to all staff through the IChoose scheme which provided national and local offers;
 - ▶ the implementation of the Living Wage across the Council;
 - ▶ the provision of health and wellbeing initiatives such as Stoptober and Beat the Bug;
 - ▶ the introduction of salary sacrifice schemes for staff parking at the Western Approach car parking and the Cycle to Work Scheme;
 - ▶ an assurance was given that support mechanisms would be put in place, such as job clubs for those members of staff compulsory redundancy.

8. CHALLENGE OF PIONEERING AND CONFIDENT PLYMOUTH

8.1 Following the presentations, the Board Members questioned the Cabinet Members and Senior Officers on the information that had been provided. The key issues arising from the questioning session included –

- the lack of information relating to the revenue projections for car parking and the investment programme;
- concerns relating to the implementation of the Living Wage across the Council's partners and contractors;
- concerns relating to the impact of the high cost of public transport on families on low income;
- concerns that the Council should not bear the costs of the recent flooding issues which had occurred as a direct result of problems with South West Water's infrastructure;
- the lack of detail and clarity relating to the proposed investment of £800,000 in developing skills as set out in the Transformation Programme;
- concerns relating to staff engagement and negotiations – specifically to the Transformation Programme given the number of staff that were not represented by Trade Unions;
- concerns regarding the welfare of staff during the transformation process and with the impending 300 job cuts.

Recommendations	To	Ref
Revenue projections from car parking and their use in the improvement of transport over the next three years are published	Cabinet	R12
The Council commits to ensuring that the Living Wage is adopted by third party contractors through its commissioning and procurement arrangements	Cabinet	R13
The Cabinet Member for Transport responds to the concerns raised by the Fairness Commission about the impact of high public transport costs on people with low incomes	Cabinet	R14
The Co-operative Scrutiny Board engages with the appropriate agencies to ensure that the City's flood protection infrastructure is fit for purpose	Co-operative Scrutiny Board	R15
That detail of the skills development programme identified for investment of £800k in each of the next three years is presented to the Co-operative Scrutiny Board as part of the arrangements for the scrutiny of the transformation programme	Cabinet	R16

That the Co-operative Scrutiny Board commissions a review of the arrangements for staff engagement and negotiation, given the nature of organisational change affecting the Council	Co-operative Scrutiny Board	R17
That work related stress issues are closely monitored and results brought to the Co-operative Scrutiny Board with reports on sickness levels	Cabinet	R18

9. GROWING PLYMOUTH

9.1 The Board was informed of the key issues relating to Growing Plymouth, which included –

- the work of Economic Development in 2013 –
 - ▶ the creation of 924 jobs and the safeguarding of 744 jobs with another 6,204 in the pipeline;
 - ▶ secured funding of £28.9m (with indirect secured funding of £86.8m)
 - ▶ 98 per cent occupancy and 126 lettings for estate management;
 - ▶ £216m investment in the pipeline for property deals;
- the level of delivery had made a significant impact on employment prospects –
 - ▶ a reduction in unemployment of 0.9 per cent and youth unemployment of two per cent;
 - ▶ gross value added had increased by 1.2 per cent (ahead of UK growth);
 - ▶ an increase in business birth rates;
 - ▶ an increase in visitor numbers of 14 per cent;
- the major priorities for 2014/15, included –
 - ▶ maximising the economic resources into Plymouth from the City Deal, Local Enterprise Partnership and European Union programmes;
 - ▶ shaping Plymouth's economy through the refresh of the Local Economic Strategy;
 - ▶ increasing the focus on employment and skills opportunities for young people and the long term unemployed;
 - ▶ prioritising City Centre working in partnership with the City Centre Company;
 - ▶ continuing to work in partnership with the Plymouth Culture Board, Plymouth Growth Board and Destination Plymouth;
- the work of the Education, Learning and Families, included -
 - ▶ working with partners to sustain and focus on opportunities for children and young people facing challenges in the job market, addressing the skills gaps and strengthening the advice, information and guidance provided to young people;
 - ▶ working with partners to ensure that inequalities for children based on disadvantage were reduced and this was reflected in their achievements;
 - ▶ ensuring that the correct support is in place for early years;

- ▶ improving the attainment levels of children with Special Education Needs (SEN) and reducing the number of young people Not in Education, Employment or Training (NEETs);
- the cultural offer for the City, included –
 - ▶ the transformation of the Royal William Yard as a major culture destination;
 - ▶ the bid for the UK City of Culture;
 - ▶ £12.5m Heritage Lottery Bid for the History Centre;
 - ▶ 16 major events in the City generating 356,000 visitors, £12.5m spend and 317 jobs;
 - ▶ the appointment of the first Chief Executive of Destination Plymouth;
 - ▶ the City's most successful marketing campaign reaching 120 million people and generating £2.2m in advertising including coverage of the National Fireworks Championships on the BBC's One Show;
- the work of Planning Services, included –
 - ▶ the eco deal with Plymouth Community Homes and British Gas worth £50m;
 - ▶ the launch of the Plan for Homes to deliver 5000 homes over the next five years;
 - ▶ the delivery of 700 dwellings and 266 affordable homes;
 - ▶ the successful negotiation of £11.3m Section 106 monies for the sole benefit of the community;
 - ▶ the completion of the Section 106 agreement to deliver 900 new homes and commercial floor space at Seaton Neighbourhood;
 - ▶ there were currently 37 major planning applications at pre application stage including development of land at Millbay and a 60 bed hotel at the Royal William Yard;
 - ▶ taking ownership of Devonport Market Hall with a £2.5m dowry to allow the development of a social enterprise for digital games business;
 - ▶ the main focus for the coming year would be the Plymouth Plan which would provide strategic direction to effectively deliver the City's growth vision;
- the strategic work for housing, included –
 - ▶ the Get Plymouth Building programme which had identified 10 sites across the City delivering 2,000 new homes. In addition to these sites a further 10 sites had been identified for release for housing development.

10. CHALLENGE OF GROWING PLYMOUTH

10.1 Following the presentations, the Board Members questioned the Cabinet Members and Senior Officers on the information that had been provided. The key issues arising from the questioning session included –

- concerns relating to the high levels of youth unemployment in the City despite the reduction in level over the past year and the involvement of partners in this process;

- concerns relating to the impact of public transport costs being a barrier to children and young people accessing education, employment and training;
- concerns regarding the rising costs of child care which were preventing people from seeking employment.

Recommendations	To	Ref
The Council demonstrates leadership in championing a co-ordinated multi-agency approach to youth unemployment, including those with different abilities and special needs to maximise the take-up of employment opportunities for all young people	Cabinet	R19
The evidence relating to public transport costs being a barrier to children and young people's access to education, employment and training is reviewed and appropriate action taken to address it	Cabinet	R20
A cross-party response is made from the Council to government raising concerns about the high costs of child care and the resulting impact on access to employment	Cabinet	R21

11. CARING PLYMOUTH

11.1 Session three held on 15 January 2014 saw the challenge of the Cabinet Member for Children and Young People, Cabinet Member for Public Health and Social Care and the Cabinet Member for Co-operatives and Community Development on their portfolios relevant to Caring Plymouth. The Cabinet Members were supported in this session by Strategic and Assistant Director. The Director for Public Health was also present at this session.

11.2 The Board was informed of the key issues relating to Caring Plymouth, which included –

- on average per year there were 4,100 child protection concerns raised and, this year, there had been a 17 per cent increase in referrals this year. There were currently 386 children in care and 395 children on the child protection register which represented a 30 per cent increase this year;
- the main focus on the services for children were -
 - ▶ early years and early help and intervention;
 - ▶ Safeguarding and child protection and the maintenance of high quality services for children in care;
 - ▶ Youth services targeted approach to youth work, youth justice and youth offending;
 - ▶ the education of children in care, children missing education and those for whom alternative provision was required;
- the Alternative Complementary Education services (ACE) had been visited by Ofsted and had received a 'good' report;

- the attainment of Children in Care was the responsibility of the Council's virtual school, with the Corporate Parenting Group monitoring progress so that were not disadvantaged in any way;
- Co-operative Commissioning and Adult Social Care provided care for 4000 people each year, with an anticipated increase of two per cent per year;
- a wide range of direct and commissioned services were provided for adults included safeguarding, improving the quality of care to enable people to remain in their own homes and residential settings, domiciliary care, residential care and a community equipment service;
- priorities of the service were to embed personalisation, to deliver efficiencies across all commissioning services and to embed integrated care co-ordination with health;
- there would be a reduction in the 2014/15 budget of £1m (to £69.5m) although there is a rise in demand with people living longer and having more complex health care needs;
- one of the biggest challenges within Adult Social Care was the current overspend for this year; plans were in place to deliver further savings, such as the review of the fairer charging policy, reducing the adult social care commissioning spend by five per cent and maximising grant funding;
- the vision for the service was to establish a collaborative, integrated and strategic approach on how the CCG and the Council could deliver services, reduce costs and improve serve user experience;
- the net budget for Homes and Communities in 2013/14 was £11m, £15m gross with the inclusion of grant funding and £2m grant for capital programme; over 300 members of staff and 100 volunteers;
- Homes and Communities worked across and with other departments, agencies and partners to build resilience in order to support citizens, the community and voluntary and community service partners.

12. CHALLENGE OF CARING PLYMOUTH

12.1 Following the presentations, the Board Members questioned the Cabinet Members and Senior Officers on the information that had been provided. The key issues arising from the questioning session included –

- although there were examples of best practice for sharing information across partner agencies, such as Encompass, there were concerns that this process needed to be more proactive in order to improve health and social care outcomes;

- concerns were raised relating to the continued funding provision for the Disabled Facilities Grant; in 2015/16 the funding would be given to the Clinical Commissioning Group which had the responsibility for the allocation of the funding, whilst the Council had the statutory responsibility for the delivery of the service;
- concerns were raised relating to the £400,000 underspend of the Exceptional Hardship Fund; it was acknowledged that the up-take of this fund may increase for the remainder of the financial year;
- concerns relating to lack of progress in addressing health inequalities in the City through the Public Health agenda.

Recommendations	To	Ref
The Co-operative Scrutiny Board commissions a review into best practice in information sharing across all appropriate partners	Co-operative Scrutiny Board	R22
The Council makes the case for continued funding for Disabled Facilities Grants from the Better Care Fund and other appropriate funding sources	Cabinet	R23
The Council urgently addresses the underspend in the Exceptional Hardship Fund to ensure that appropriate support is given to all those who qualify by reviewing its use and the eligibility criteria	Cabinet	R24
An action plan addressing a revised approach to health inequalities across the City is brought to the Caring Scrutiny Panel within six months by the incoming Director of Public Health	Director for Public Health	R25

13. RESPONSES TO EMERGING KEY ISSUES

13.1 At the end of the representations described above, the Board challenged the Leader and Chief Executive over the following issues:

- the resilience of partnerships;
- health inequalities in the City;
- mitigation of risks in the 2014/15 budget;
- the risks associated with the Transformation Programme;
- tackling mental health issues;
- utilising the voluntary and community sector;

14. RESPONSES FROM THE LEADER AND THE CHIEF EXECUTIVE TO THE EMERGING KEY ISSUES

14.1 The Leader and Chief Executive responded to the emerging key issues as follows –

- whilst the concerns of the Board relating to the risks associated with the Transformation Programme were fully recognised such issues at this early stage of the process, were ‘normal’;

the challenge of transforming the Council to look, work and interact with residents in a brilliant co-operative way could not be underestimated. Due to the nature of the financial savings required, it was inevitable that there were some over-arching risks associated with the delivery of a three year balanced budget;

- work was continuing to address the remaining revenue shortfall and firm up the transformation costs and benefits; the Council's Section 151 Officer would only sign off the 2014/15 budget once he considered to be robust;
- the Leader assured the Board that the Council and health commissioners/providers across the City were working to achieve improved mental health outcomes. The Council with its partners had set up and launched the Dementia Friendly City initiative;
- work continued both within the City and across the region to promote and strengthen partnership working including issues relating to Local Enterprise Partners and rail resilience;
- the community and voluntary sector had an important role to play in shaping and co-designing of services;
- a commitment was given to look at a submitting a cross-party letter to the Government relating to the impact of the high costs of child care on the people in the City.

15. RECOMMENDATIONS

	Recommendations	To
R1	That the Police and Crime Commissioner, in consultation with Chief Constable, reconsider how the force is represented at the Council's budget and Corporate Plan scrutiny sessions in the future	Police and Crime Commissioner
R2	That clear and specific priorities for health outcomes are agreed between partners and are the focus for delivery of all relevant agencies	Health and Wellbeing Board
R3	That the Leader and Chief Executive consider how the voice of the community and voluntary sector can be better heard by One Plymouth and by other Council Partners	Cabinet
R4	Cabinet should consider the impact of ring-fencing capital receipts from Plymouth Community Homes 'Right to Buy' sales to investment in the City's housing infrastructure	Cabinet
R5	That the proposals for addressing the challenges faced in the City Centre over the next three years are published for discussion	Cabinet
R6	That the Cabinet Member for Finance considers consultation arrangements with the Council's partners over its capital spending priorities	Cabinet
R7	Further reassurance is needed concerning the robustness of the figures relating to transformation income, savings and investment prior to the presentation of the 2014-15 budget to Council	Cabinet
R8	Information relating to the deliverability of the 2014/15 transformation proposals, which is part of the statutory budget, are made available for scrutiny	Cabinet
R9	The assumptions on which the transformation figures for 2015/17 are based, and the risks associated with delivery, should be available for scrutiny	Cabinet
R10	The role of the Co-operative Scrutiny Board and its Panels in holding the executive to account for the delivery of the transformation programme in the coming year should be clarified, agreed and published	Co-operative Scrutiny Board
R11	The proposals for the engagement of the community and voluntary sector in the Council's transformation programme are prepared for discussion	Cabinet
R12	Revenue projections from car parking and their use in the improvement of transport over the next three years are published	Cabinet

R13	The Council commits to ensuring that the Living Wage is adopted by third party contractors through its commissioning and procurement arrangements	Cabinet
R14	The Cabinet Member for Transport responds to the concerns raised by the Fairness Commission about the impact of high public transport costs on people with low incomes	Cabinet
R15	The Co-operative Scrutiny Board engages with the appropriate agencies to ensure that the City's flood protection infrastructure is fit for purpose.	Co-operative Scrutiny Board
R16	That detail of the skills development programme identified for investment of £800k in each of the next three years is presented to the Co-operative Scrutiny Board as part of the arrangements for the scrutiny of the transformation programme	Cabinet
R17	That the Co-operative Scrutiny Board commissions a review of the arrangements for staff engagement and negotiation, given the nature of organisational change affecting the Council	Co-operative Scrutiny Board
R18	That work related stress issues are closely monitored and results brought to the Co-operative Scrutiny Board with reports on sickness levels	Cabinet
R19	The Council demonstrates leadership in championing a co-ordinated multi-agency approach to youth unemployment, including those with different abilities and special needs to maximise the take-up of employment opportunities for all young people	Cabinet
R20	The evidence relating to public transport costs being a barrier to children and young people's access to education, employment and training is reviewed and appropriate action taken to address it	Cabinet
R21	A cross-party response is made from the Council to government raising concerns about the high costs of child care and the resulting impact on access to employment	Cabinet
R22	The Co-operative Scrutiny Board commissions a review into best practice in information sharing across all appropriate partners	Co-operative Scrutiny Board
R23	The Council makes the case for continued funding for Disabled Facilities Grants from the Better Care Fund and other appropriate funding sources	Cabinet
R24	The Council urgently addresses the underspend in the Exceptional Hardship Fund to ensure that appropriate support is given to all those who qualify by reviewing its use and the eligibility criteria	Cabinet

R25	An action plan addressing a revised approach to health inequalities across the City is brought to the Caring Scrutiny Panel within six months by the incoming Director of Public Health	Director of Public Health
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Appendix I – Thank You

Partners

- Criminal Justice, Partnerships and Commissioning Manager, Office of the Police and Crime Commissioner
- Head of Locality Commissioning for Planned Primary Care, Western Locality NEW Devon Clinical Commissioning Group
- Doctor Lenden, Western Locality NEW Devon Clinical Commissioning Group
- Chief Finance Officer, Western Locality NEW Devon Clinical Commissioning Group
- Chief Executive, Plymouth Hospitals NHS Trust
- Director for Finance, Plymouth Hospitals NHS Trust
- Chief Fire Officer, Devon and Somerset Fire and Rescue Service
- Chief Executive, Plymouth Community Homes

Plymouth City Council

- The Council Leader
- Chief Executive
- Deputy Leader
- Cabinet Member for Finance
- Cabinet Member for Children and Young People
- Cabinet Member for Environment
- Cabinet Member for Transport
- Cabinet Member for Public Health and Adult Social Care
- Cabinet Member for Co-operatives and Community Development

- Strategic Director for People
- Strategic Director for Place
- Interim Director for Corporate Services
- Director for Public Health
- Assistant Director for Homes and Communities
- Assistant Director for Joint Commissioning and Adult Social Care
- Assistant Director for Education, Learning and Families
- Assistant Director for Children's Services
- Assistant Director for Strategic Planning and Infrastructure
- Assistant Director for Economic Development
- Interim Assistant Director for Street Services
- Interim Assistant Director for HR and OD
- Assistant Director for Finance
- Interim Assistant Director for Customer Services

- Head of Joint Strategic Commissioning
- Head of HR Corporate Functions
- Head of Organisational Development
- Head of Health, Safety and Wellbeing

Support for the Co-operative Scrutiny Board

- Giles Perritt, Head of Policy, Performance and Partnerships
- Helen Wright, Democratic Support Officer
- David Northey, Head of Finance

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 - POSTPONED	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
	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.

CARING PLYMOUTH

Work Programme 2013 - 2014



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 Amelia Boulter, Democratic Support Officer, on 01752 304570.

Date of meeting	Agenda item	Purpose of the agenda item	Reason for consideration	Responsible Officer
04.07.13	Urgent Care - accident and emergency improvement plan - NHS III commissioning	To look at the plans in place for dealing with emergencies	Public Interest	Jerry Clough (Director of Western Locality) (speak to Amanda Nash)
	Public Health	Plans for next 12 – 18 months	New Council Service	Debbie Stark – Interim Joint Director of Public Health Carole Burgoyne – Director for Place
	Healthwatch	What are their plans for the first 12 months of operation?	New Council contract	Vicky Shipway – Chief Executive for Colebrook Society Ltd Craig McArdle – Head of Strategic Commissioning, Adult Social Care
26.09.13	Social Care Budgets	To receive a report on the social care budgets to include delivery plans and update on personalisation.		Dave Simpkins – Interim AD for Joint Commissioning
	Health & Well Being Strategy	To receive a progress report on the development of the Health and Wellbeing Strategy.	To note	Ross Jago – Research and Policy Officer
	Disabled Parking at Derriford Hospital	To look at the plans for disabled parking at Derriford Hospital.	Part of the consultation process prior to plans being submitted to Planning for approval.	Andrew Davis

Date of meeting	Agenda item	Purpose of the agenda item	Reason for consideration	Responsible Officer
14.11.13	Carers Strategy	To be provided with an update on the strategy.	Strategy due for a refresh in 2013.	Debbie Butcher
	Dementia Strategy	To be provided with an update on the strategy.		Debbie Butcher
	Pledge 90 – Mental Health Review	To receive a further update on the progress on the mental Health Review.	Review of findings.	Craig McArdle
30.01.14	Integrated Transformation Fund	To review the plan prior to submission to the Department of Health on 15.02.14.	Review the plan.	Craig McArdle and Paul O'Sullivan
	Review of Car Parking Charges at Derriford Hospital	To have input into the consultation process on car parking charges at the hospital.		Andrew Davies – Derriford Hospital Trust
06.03.14	Recommendations from Budget Scrutiny	To review the recommendations made at budget scrutiny	To add any relevant recommendations for action onto the Caring Plymouth Tracking Resolutions	Candice Sainsbury
	Safeguarding Adults Board	To have an understanding on the role of the board	The board to have awareness of other partnerships	Debbie Butcher
	Continuing Health Care	Process/Costs to PCC		
03.04.14	Children's Health	To give the panel an understanding of children's health – - Vaccinations - School nursing/health visitors - Referrals - breastfeeding	Children's Health previously addressed by the CYP OSP.	Public Health School Nurse Service Health Visitor

Scrutiny Review Proposals	Description
Health Accountability Forum	The forum is an opportunity for Plymouth Hospitals NHS Trust (PHNT) to answer any questions on any concerns and issues raised by members of the public and members of the Caring Plymouth Panel. The forum may lead to more specific items to be explored further in a Co-operative Review.
Dementia Strategy Review	PID to be produced. Meeting taking place on 22.01.14
Carers Strategy Refresh	PID to be produced. Meeting taking place on 22.01.14

Scrutiny Review Proposals	Description
Pledge 90 – Mental Health Review	In May 2012, Plymouth City Council announced 100 pledges around the 10 priority areas identified in the Corporate Plan. Pledge 90 was to 'conduct a wide ranging review of the adequacy of mental health service and support in the city alongside mental health providers and charities'. Review took place on 16.12.13.
Maternity Services	

One-off sessions

To cover the relationship between the Health and Wellbeing Board, NEW Devon CCG and Local Area Team to look at roles and responsibilities.

Health Champion Training provided by Public Health.

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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
13.11.13	Budget Scrutiny Training	Provide basic budget scrutiny training		David Northey, Head of Finance and Giles Perritt, Head of Policy, Performance and Partnerships
15.11.2013	Council Tax Attachment of Earnings	Board to undertake a Cooperative Review to look at the attachment of earnings when people are going into 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
11.12.13	Budget Scrutiny Training	Provide basic budget scrutiny training.		David Northey, Head of Finance and Giles Perritt, Head of Policy, Performance and Partnerships
18.12.13	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

Date of meeting	Agenda item	Purpose of the agenda item	Reason for consideration	Responsible Officer
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
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
	Corporate Plan Performance Monitoring Report	To identify areas of concern (if any)		Peter Honeywell, Transformation Programmes Manager
26.03.14	Corporate Monitoring including Finance/HR (January)	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
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 Partnerships
	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
	Plymouth Plan	Board to form part of the consultation process.	Pre decision scrutiny	Paul Barnard, Assistant Director for Planning Services/Richard Grant, Local Planning Team Leader

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CO-OPERATIVE SCRUTINY BOARD

Tracking Decisions and Recommendations
2013 - 2014



Date, agenda item and Minute number	Resolution	Target date, Officer responsible and Progress	
18.12.2013 Forward Plan of Key Decisions and Private Business Minute 104	The Board <u>agreed</u> to	Date:	January 2013
		Officer:	Giles Perritt, Head of Policy, Performance and Partnerships
		Progress:	Response to be drafted.
18.12.2013 Co-operative Reviews Minute 109	The Board <u>agreed</u> to recommend to Cabinet the recommendations contained within the following reports – <ul style="list-style-type: none"> • Narrowing the Gap in Schools • Council Tax (Attachment of Earnings) • Park and Ride Bus Service Review 	Date:	December 2013
		Officer:	Helen Wright, Democratic Support Officer
		Progress:	Information fed back to Panels. Completed

Grey = Completed item.

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

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**CO-OPERATIVE SCRUTINY
BOARD**

**Cabinet/Leader's Decision – Forward Plan of Key Decision and
Private Business**



PLYMOUTH
CITY COUNCIL

LIST OF KEY DECISIONS AND PRIVATE BUSINESS

Reference	Title	Decision Maker and Date of Decision
I059257	REVIEW OF LOCAL DEVELOPMENT SCHEME AND PLYMOUTH PLAN PROGRAMME	Cabinet (on the recommendation of Councillor Vincent) Between 4 March 2014 and 25 March 2014
I059459	AWARD OF THE PLYMOUTH STRATEGIC MATERIAL RECYCLING FACILITY CONTRACT AND APPROVAL OF THE CITY WIDE ROLL OUT OF DOORSTEP GLASS RECYCLING	Cabinet (on the recommendation of Councillor Vincent) 4 March 2014
I059467	FAIRER CHARGING	Cabinet (on the recommendation of Councillor McDonald) 25 March 2014
I059466	CHILDREN'S CENTRE TENDER AWARD	Cabinet (on the recommendation of Councillor Williams) 25 March 2014
I059572	CONCESSION FOR A WIRELESS NETWORK IN PLYMOUTH	Council Leader Between 10 March 2014 and 10 July 2014

CO-OPERATIVE SCRUTINY BOARD

Corporate Plan Performance Monitoring Report



PLYMOUTH
CITY COUNCIL

The Corporate Plan sets out an ambitious set of outcomes for the Council supported by key actions and performance metrics to track progress and delivery of the outcomes. Performance management arrangements have been put in place to provide Cabinet with details of progress highlighting both cause for celebration as well as delays and issues requiring corrective action. This report provides Cabinet Members with details relating to the third quarter and will also be discussed at the Co-operative Scrutiny Board 19 February 2014.

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1.0 Corporate Plan Performance Monitoring - Report on a Page

Our Plan - The Brilliant Co-operative Council



City Vision

Britain's Ocean City

Corporate Plan Performance monitoring report

Quarter 3 2013

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												

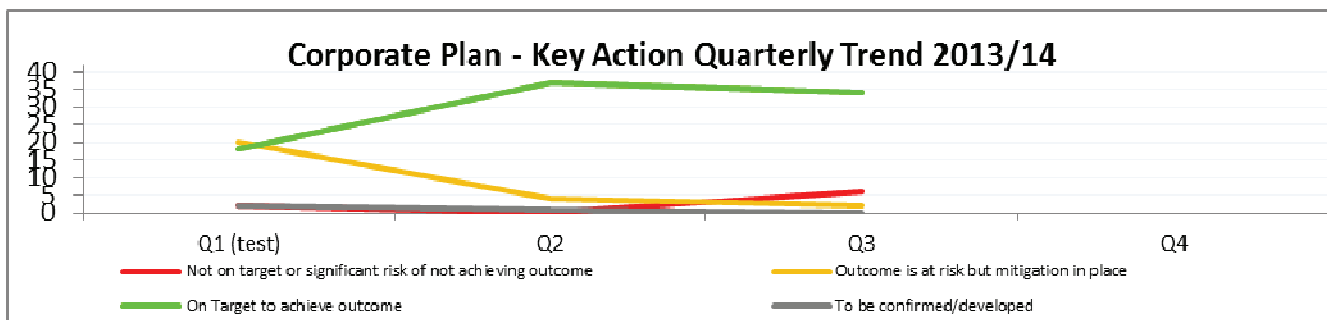
2.0 Performance Overview – Key Action Report (attached).

- 2.1 This is the Quarter 3 2013/14 Corporate Plan Performance monitoring report which shows progress and emerging trends against key actions and supporting performance measures. This report is on the forward plan for Cabinet on 11th February and the Cooperative Scrutiny Management Board on 19th February 2014.
- 2.2 In summary, the majority of the Corporate Plan "Key Actions" remain on target to achieve their milestones so that Outcomes are completed by the end of 2016/17. Quarter 3 reports a decrease in the number of "Key Actions" on target (Green) and an increase in the number not on target (Red) compared to the previous quarter. In most cases "Key Action" Action Plans are now fully operational.
- 2.3 Of the 42 "Key Actions" reported, 14% are not on target and have had challenges achieving their milestones. 34 report on target to achieve their respective outcomes and 2 have deliverables that are at risk but mitigation is in place. The 6 that are not on target or are at risk of not achieving their outcomes have more detail described in the attached "Key Action Report" which sets out the risks and any action required.

2.4 Table – Key Actions

	2013/14			
Key Actions	Q1 (test)	Q2	Q3	Q4
Not on target or significant risk of not achieving outcome	2	0	6	
Outcome is at risk but mitigation in place	20	4	2	
On Target to achieve outcome	18	37	34	
To be confirmed/developed	2	1	0	

2.5 Key Actions – Trend Graph



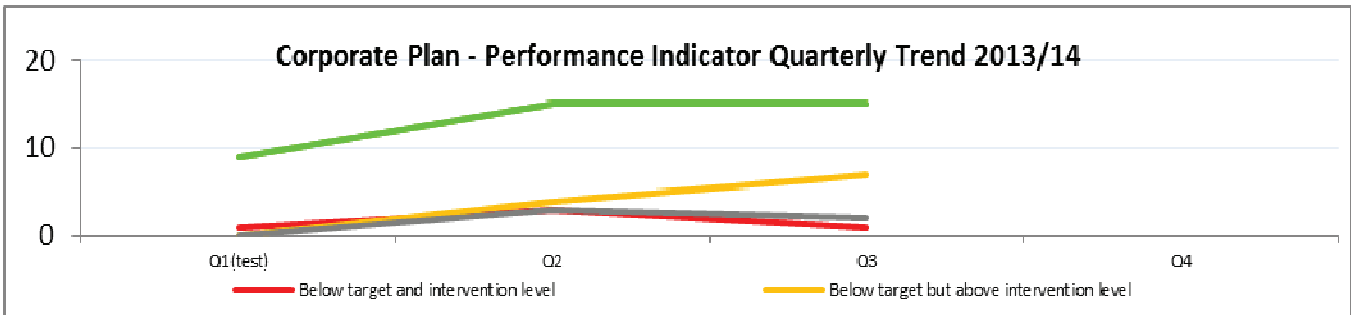
2.6 Performance Measures.

2.7 Of the 25 performance measures tracking outcomes of the Corporate Plan the majority are performing well. Performance has improved compared to previous quarters although new measures have been added. 15 measures are meeting target and performance is good. 7 are 15% or less below target and but are not being escalated for action. 1 is more than 15% below target and have been escalated for agreement on the proposed actions. There are still 2 performance measures which are still to be developed and no data currently exists.

2.8: Table – Performance Measures

Key Measures	2013/14			
	Q1 (test)	Q2	Q3	Q4
Below target and intervention level	1	3	1	
Below target but above intervention level	4	4	7	
Meeting target - good performance	9	15	15	
Uncoded - Measure under development/no target	10	3	2	

2.9: Performance Measures – Trend Graph



3.0 Explanation of “Key Action” report (attached)

Outcome	Portfolio Leads	Outcome Lead	Officer Leads	Key Action Description	RAG	Key	Milestones which were due for completion during quarter.	Status	Proposed resolution (overdue Milestones)
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3.1 Outcome

Identifies the Outcomes as defined within the Corporate Plan

3.2 Portfolio Leads

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

3.3 Outcome Leads

The Officer accountable for delivery of the overall Outcome

3.4 Officer leads

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

3.5 Key Action Description

Descriptor of the Key Actions as identified within the Corporate Plan

3.6 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.

3.7 Key

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

3.8 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.

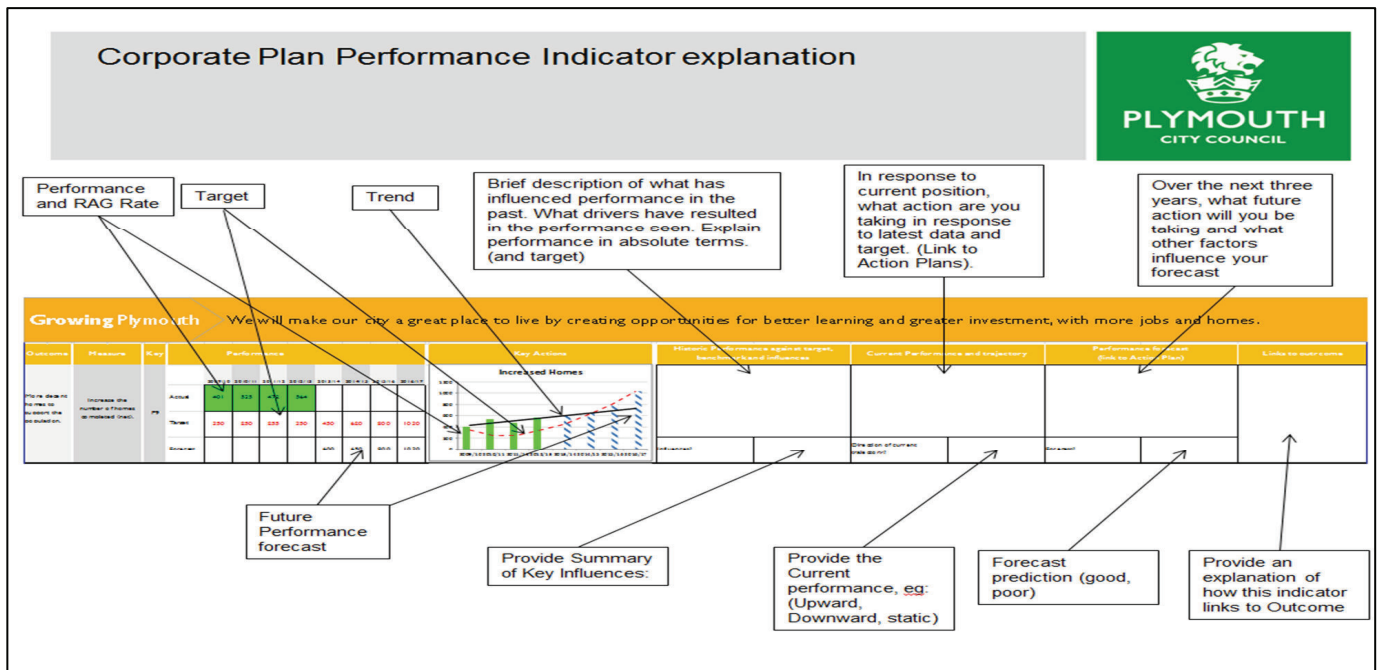
3.9 Status of milestone

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.

3.10 Proposed resolution (overdue Milestones)

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

3.11 Performance Indicator explanation



3.12 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 more than 15% away from the target.

Key Action Report - Quarter 3 2013/14

Pioneering				Quarter 3 2013/14				Page 1	
Outcome	Portfolio Leads	Outcome Lead	Officer Leads	Key Action Description	RAG	Key	Milestones which were due for completion during quarter.	Status	Proposed resolution (overdue Milestones)
The Council provides and enables brilliant services that strive to exceed customer expectations.	Pete Smith	Dave Saunders	Pete Honeywell	Implement the Customer Transformation Programme.	R	K1	<ol style="list-style-type: none"> 1. Completing of staff engagement workshops and link with Accommodation 2. Completion as is process maps 3. Member and partner engagement completed 4. Plans from ICT for delivery of COM changes 5. Book presentations for each Directorate too raise awareness of customer insight 	<ol style="list-style-type: none"> 1. Complete 2. Complete 3. Overdue 4. Overdue 5. Complete 	Member and partner engagement around the service review of face to face service and service standards is waiting on engagement leads to confirm when and how the programme can start to engage. Revised milestone date Feb 2014. ICT delivery plans will be developed during Feb 2014 now that resources have been found to work on this project.
	Pete Smith		Giles Perritt	Focus performance improvement on top priorities identified by Plymouth residents.	G	K2	<ol style="list-style-type: none"> 1. Carry out the 'Have Your Say' survey 2. Produce paper on setting up Citizens Panel 	<ol style="list-style-type: none"> 1. Complete 2. Complete 	
Plymouth's cultural offer provides value to the city.	Tudor Evans	David Draffan	David Draffan	Support the Culture Board in delivery of the Vital Spark's vision.	G	K3	<ol style="list-style-type: none"> 1. Submit business plan for Arts Council strategic fund £500k 2.Shortlist and interview executive director 3. Implement new operating model for Plymouth Culture Board 4. Devise and shape action plan from "open Space" community consultation event. 	<ol style="list-style-type: none"> 1. Complete. 2. Complete. 3. Complete. 4. Complete 	
	Tudor Evans		David Draffan	Support the development of Mayflower 2020.	G	K4	<ol style="list-style-type: none"> 1. Sign off Mayflower Prospectus 2. Agree shape & resource implications of the new executive director 3. Submit Joint letters (Plymouth UK &USA). Write to UK Prime Minister, US president and Boston Senator. 4. Initiate an American heritage trail on the Visit Plymouth website 5. Maintain regular communication between Plymouth USA and Plymouth UK 6. Secure opportunity to tell the story of Plymouth UK within the US Plymouth exhibition 7. Organise a thanksgiving event in the city. 	<ol style="list-style-type: none"> 1. Complete. 2. Complete. 3. Complete. 4. Complete. 5. Complete. 6. Complete 7. Complete 	
	Tudor Evans		David Draffan	Maximise the city's unique heritage offer to drive visitor numbers. (Support Destination Plymouth)	G	K5	<ol style="list-style-type: none"> 1. Bid to the Heritage Lottery fund for the Plymouth History Centre submitted 2. Submit bid to the Arts Council & visit England's Cultural Destinations programme for the Telling Stories project 	<ol style="list-style-type: none"> 1. Complete 2. Complete 	
A Council that uses resources wisely.	Mark Lowry	Malcolm Coe	Malcolm Coe	Align the five year Medium Term Financial Plan to the Corporate Plan and deliver the Council's Transformation Programme.	G	K6	<ol style="list-style-type: none"> 1. Produce 3 year sustainable budget report for consideration at Cabinet 10 Dec '13 & Scrutiny Jan '14 2.Re-model resource assumptions following receipt of financial settlement in Dec '13. Integrate changes in MTFF and communicate to all relevant stakeholders 3.Set a robust revenue and capital budget for 2014/15, (within the context of a 3 year balanced budget), at Full Council in Feb '14. Agree relevant Council Tax levels 	<ol style="list-style-type: none"> 1. Complete 2. Complete. 3. 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.	R	K7	<ol style="list-style-type: none"> 1. Re-structure finance service around 'strategy' and 'operations'. Assign specific responsibility for external grant co-ordination 2.Alongside Assistant Director for Strategic Planning, revise the criteria and process for applying for capital finance grants – to ensure that we use limited capacity to best effect 3. Submitting a £3.6m bid for Lancaster Regional Growth Fund as part of our overall City Deal proposal 	<ol style="list-style-type: none"> 1. Overdue 2. Overdue 3. Complete 	<p>Consultation on the finance service restructure has now ended. Revised completion date 31/03/2014</p> <p>The criteria for applying for capital grants has been revised, however a formal change to the constitution is still required.</p>
Pioneering in reducing the city's carbon footprint and leading in environmental and social responsibility	Brian Vincent	Malcolm Coe Paul Barnard	Paul Barnard	Create a low carbon city by working with residents, the public and private sector to establish Plymouth Energy Community.	G	K8	<ol style="list-style-type: none"> 1. Commence Photovoltaic (PV) surveys and draft financial model. 	<ol style="list-style-type: none"> 1. Complete 	
	Brian Vincent		Malcolm Coe	Deliver the Council's Carbon Management Plan.	G	K9	<ol style="list-style-type: none"> 1. Install LED lighting in the Theatre Royal car park as a pilot. Ascertain energy savings and invest to save payback opportunities re revenue return from capital investment 2. Award Solar PV contracts and agree implementation date 3.Ascertain opportunities, costs and benefits of further solar and building LED installations across the PCC estate 4. Review Street Lighting contract in Q4 with Cabinet decision due in March 14 	<ol style="list-style-type: none"> 1. Complete 2. Complete 3. Complete 4. Complete 	

Growing									
Outcome	Portfolio Leads	Outcome Lead	Officer Leads	Key Action Description	RAG	Key	Milestones which were due for completion during quarter.	Status	Proposed resolution (overdue Milestones)
Increase the number of homes completed (net).	Mark Lowry	Paul Barnard	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. Review unimplemented market recovery sites reported to Working Plymouth scrutiny 2. Review unimplemented Area Action Plan sites without planning permission.	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. Launch Plan for Homes. 2. Report Plan for Homes to Cabinet. 3. Complete Phases 1 and 2 of Strategic Land Review.	1. Complete. 2. Complete. 3. Complete	
A strong economy creating a range of job opportunities.	Tudor Evans	David Draffan	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. Provide Plymouth input into 1st draft of HotSW LEP Strategic Economic Plan by 19th December 2013 2. Initiate LES drafting group workshops for LES 'flagship' projects 3. Present first 'high level' draft of Local Economic Strategy Review to Plymouth Growth Board on 2nd December 2013	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. Launch Plymouth Your Space project on 18th November 2013 ('Proactive approach to planning') 2. Secure 1st apprentices through Apprenticeship Training Agency 3. Commission local procurement research to support 'PCC procurement' project by end December 2013	1. Complete. 2. Complete. 3. Complete	
A top performing education system from early years to continuous learning opportunities.	Nicky Williams	Judith Harwood	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. Initiate partnership review of the Children and Young Peoples Plan priorities.	1. Complete	
	Tudor Evans		Judith Harwood	Develop and deliver a skills plan for the city, in line with the future growth agenda.	A	K15	1. Produce a skills plan.	1. Complete	

Outcome	Portfolio Leads	Outcome Lead	Officer Leads	Key Action Description	RAG	Key	Milestones which were due for completion during quarter.	Status	Proposed resolution (overdue Milestones)
Plymouth is an attractive place for investment.	Tudor Evans	David Draffan	Paul Barnard	Creation of the Plymouth Plan	G	K16	1. Prepare an updated Plymouth Plan programme as part of the Local Development Scheme. 2. Review the governance and timetable specifically the precise timing of the Plymouth Plan in terms of its statutory "development plan" component 3. Review the preparation of the strategic integrated policy document so that it is still on schedule for summer 2014.	1. Complete. 2. Complete. 3. Complete.	
	Tudor Evans		Giles Perritt	A City Deal for Plymouth targeting investment in the Marine Sector	G	K17	1. Undergo Ministerial Challenge for Plymouth City Deal - scheduled for 31st October 2013 2. Agree draft Terms of Reference for City Deal Executive Board 3. Sign Plymouth City Deal	1. Complete 2. Complete 3. Complete	
	Tudor Evans/ Mark Lowry		David Draffan	The creative use of assets through a new strategic property and assets strategy.	G	K18	1. Submit planning application for direct development employment scheme at Langage. 2. Commence programme of asset categorisation. 3. Progress first Community Asset Transfer. 4. Form working groups to implement key outcomes identified in strategic property review.	1. Complete 2. Complete. 3. Complete. 4. Complete	

Caring									
Outcome	Portfolio Leads	Outcome Lead	Officer Leads	Key Action Description	RAG	Key	Milestones which were due for completion during quarter.	Status	Proposed resolution (overdue Milestones)
We will prioritise prevention.	Nicky Williams	Dave Simpkins Alison Botham	Alison Botham	Deliver the Early Intervention and Prevention Plan.	R	K19	1. Expand Encompass 2. Joint Commissioning of Early Childhood Service. Consultation with Maternity Services Liaison Committee to agree principles of Early Intervention. 3. Move to a family CAF approach. This quarter implement roll out of CAF QA Framework	1. Completed 2. Completed 3. Overdue	3. Further work is required to ensure framework is robust with particular reference to adult centred support. This will be addressed in task and finish group on Early Help under SEND which will explore and make recommendations.
	Chris Penberthy		Judith Harwood	Deliver the Child Poverty Plan.	G	K20	1. Agree a new skills architecture 2. Revise and strengthen Governance arrangement 3. Develop and secure links between economic development and skills area. 4. Ensure the Growth Board has access to the agenda and can hold the new ESB (Employment Skills Board) to account. 5. The ESB is in shadow form with a working group devising the ToR and membership	1. Complete 2. Complete 3. Complete 4. Complete 5. Complete	
	Sue McDonald		Stephen Horsley	Deliver the Joint Health and Wellbeing Strategy	G	K21	1. Final meeting of task group to agree draft Joint Health Wellbeing Strategy 2. Agree ownership of the Joint Health Wellbeing Strategy 3. Process for including Marmot Review in H&WB discussions to be agreed	1. Complete 2. Complete 3. Complete	
	Chris Penberthy		Stuart Palmer	Deliver the Housing Plan.	G	K22	1. Remodelled supported accommodation pathway for 56 homeless young people (16-25 years old) commissioned. 2. Project to tackle social housing fraud initiated, with personnel to fill posts recruited. 3. Hospital-based housing advice posts established to ensure timely discharge of homeless patients to appropriate housing.	1. Complete 2. Complete 3. Complete	
We will help people take control of their lives and communities.	Sue McDonald	Stephen Horsley Giles Perritt	Stephen Horsley	Deliver the Health and Wellbeing Plan and embed transformation of commissioning, choice and control in Adult Social Care.	G	K23	1. Final meeting of task group to agree draft Joint Health Wellbeing Strategy 2. Agree ownership of the Joint Health Wellbeing Strategy 3. Process for including Marmot Review in H&WB discussions to be agreed	1. Complete 2. Complete 3. Complete	
	Chris Penberthy		Stuart Palmer	Deliver the Civil Society Policy.	G	K24	1. Complete first draft of Civil Society Policy 2. Issue notice of intentions for commissioning Community & Voluntary Sector support and Volunteering	1. Complete 2. Complete	The draft policy has been developed based on our cooperative values through significant engagement internally and with several key stakeholders. It is at a draft stage for refinement and will be agreed with portfolio holder.
	Chris Penberthy		Stuart Palmer	Review and develop arrangements for neighbourhood working.	A	K25	1. draft options, phasing and stakeholder consultation plan agreed for a new models/ s of neighbourhood working . 2. Barne barton neighbourhood Plan Pilot underway with resident led themed plan workshops held . 3. CEDT resident led steering group set up . 4 C2 engagement underway with initial learning events completed	1. Complete 2. Complete 3. Complete 4. Complete	

Caring Cont...									
Outcome	Portfolio Leads	Outcome Lead	Officer Leads	Key Action Description	RAG	Key	Milestones which were due for completion during quarter.	Status	Proposed resolution (overdue Milestones)
Children, young people and adults are safe and confident in their communities.	Chris Penberthy	Stuart Palmer Alison Botham	Stuart Palmer	Deliver the Community Safety Plan.	R	K26	1. Agree Plymouth Strategic Assessment of Crime 2. Produce draft Community Safety Plan	1. Complete 2. Overdue	Community Safety Plan being drafted, to be signed off at Safer Plymouth on 31st January 2014.
	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	<u>Adult Social Care</u> 1. Review and publish Multi-Agency policies and procedures in respect of Adults at Risk. 2. All front line adult social care staff are have either had or booked on child protection and adult protection training . 3. Review & where needed write Operational Policy to ensure that the quality assurance and audit systems reflect safeguarding outcomes across the Council; disseminate learning from Serious Case Reviews, and Domestic Homicide Reviews; and monitor impact. <u>Children's Social Care</u> 4. Produce and publish good practice guidance in relation to safer recruitment and good practice safeguarding policies for organisations working with families, children and vulnerable adults.	1. Complete 2. Complete 3. Complete 4. Complete	
People are treated with dignity and respect.	Chris Penberthy	Stuart Palmer Dave Saunders	Stuart Palmer	Deliver the Civil Society Policy.	G	K28	1. Complete first draft of Civil Society Policy 2. Issue notice of intentions for commissioning Community & Voluntary Sector support and Volunteering	1. Complete 2. Complete	The draft policy has been developed based on our cooperative values through significant engagement internally and with several key stakeholders. It is at a draft stage for refinement and will be agreed with portfolio holder.
	Chris Penberthy		Stuart Palmer	Become a welcoming city that is diverse, inclusive and that combats hate crime.	G	K29	1. Produce draft of new hate crime poster and leaflets 2. Produce proposals for diverse communities events calendar	1. Complete 2. Complete	
	Chris Penberthy		Giles Perritt	Implement the findings of the Fairness Commission.	G	K30	1. Publish Key Findings from Summer of Listening 2. Consideration of final recommendations of Plymouth Fairness Commission to inform action plan	1. Complete 2. Complete	
	Sue McDonald		Dave Simpkins	Deliver the Quality Improvement Plan with service providers.	G	K31	<u>Priority 1: Pre-Placement Contract for care homes</u> 1. Pre-placement contracts to be sent to providers on 1 November for one month consultation period – to include key stakeholders 2. Final pre-placement contracts to be sent to providers 3. Pre-placement contracts to be returned <u>Priority 2: Leadership Programme for Care Home Managers</u> 4. Shadow current Registered Manager Programme 5. Complete service specification for partnership training facilitators	1. Complete 2. Complete 3. Complete 4. Complete 5. Complete	

Confident									
Outcome	Portfolio Leads	Outcome Lead	Officer Leads	Key Action Description	RAG	Key	Milestones which were due for completion during quarter.	Status	Proposed resolution (overdue Milestones)
Citizens enjoy living and working in Plymouth.	Tudor Evans	Giles Perritt	David Draffan	A Plan for Jobs, to get our young people back to work	G	K32	<ol style="list-style-type: none"> 1. 1st apprentices secured through Apprenticeship Training Agency 2. Completion of first draft of Employment and Skills Plan to feed into LES Review /SEP by end of December 2013 3. Investigate the feasibility of employment and skills strategies through s106s and procurement 4. Launch the Plymouth Your Space project. Attract ideas from young people to for the use of specific sites. 5. City Deal - Initiate the 'Deal for Young People' to create a Youth and Employer Gateway to provide tailored interventions to get young people into work. 	<ol style="list-style-type: none"> 1. Complete. 2. Complete. 3. Complete 4. Complete 5. Complete 	
	Mark Lowry		Paul Barnard	Encourage more homes to be available to rent or buy	G	K33	<ol style="list-style-type: none"> 1. Raise awareness of Rent Plus model with local developers and landowners. 2. Secure empty homes funding for Hoegate House. 	<ol style="list-style-type: none"> 1. Complete. 2. Complete. 	
	Sue McDonald		Dave Simpkins	Continue to deliver the new deal for older people's care	G	K34	New Deal for Older People <ol style="list-style-type: none"> 1. Care Co-ordination Team induction days delivered 2. Reablement award and commencement 3. Home from hospital service contract awarded 4. Sheltered Housing revised contracts issued 5. Deliver Older People's Charter 	<ol style="list-style-type: none"> 1. Complete 2. Complete 3. Complete 4. Complete 5. Complete 	
	Chris Penberthy		Stuart Palmer	Bring down crime and keep Plymouth safe	G	K35	<ol style="list-style-type: none"> 1. Hold community focus week in Stoke 2. Roll out Community Action Against Crime small grants fund 3. Implement shop-lifting action plan 4. Implement designed driver scheme 5. Launch "Top Night Out" personal safety campaign 6. Make recommendation 3 year closing the crime gap target 	<ol style="list-style-type: none"> 1. Complete 2. Complete 3. Complete 4. Complete 5. Complete 6. Complete 	
	Mark Coker		Simon Dale	Reduce problems with potholes through increased investment in capital repair works.	G	K36	<ol style="list-style-type: none"> 1. Undertake the first phase of a field work programme to inform the Commissioning process so that a more detailed study of carriageway and footway condition to inform future funding bids and targeting of work. 	<ol style="list-style-type: none"> 1. Complete 	
Plymouth's brand is clear, well-known and understood globally.	Tudor Evans	Giles Perritt David Draffan	Giles Perritt	Britain's Ocean City branding will be rolled out.	R	K37	<ol style="list-style-type: none"> 1. Develop Brand Champion role 2. Recruit Brand Champion 	<ol style="list-style-type: none"> 1. Overdue 2. Overdue 	Delays in recruiting a Brand Champion have impacted on these milestones being overdue. Revise milestone date to 31/03/2014
	Tudor Evans		David Draffan	Support the development of Mayflower 2020	G	K38	<ol style="list-style-type: none"> 1. Sign off Mayflower Prospectus 2. Agree shape and resource implications of the new executive director 3. Submit Joint letters (Plymouth UK &USA). Write to UK Prime Minister, US president and Boston Senator. 4. Initiate an American heritage trail on the Visit Plymouth website 5. Maintain regular communication between Plymouth USA and Plymouth UK 6. Secure opportunity to tell the story of Plymouth UK within the US Plymouth exhibition 7. Organise a thanksgiving event in the city. 	<ol style="list-style-type: none"> 1. Complete. 2. Complete. 3. Complete. 4. Complete. 5. Complete. 6. Complete 7. Complete 	
Government and other agencies have confidence in the Council and partners: Plymouth's voice matters.	Tudor Evans	Malcolm Coe / Giles Perritt	Giles Perritt	Negotiate and deliver the City Deal for Plymouth.	G	K39	<ol style="list-style-type: none"> 1. Undergo Ministerial Challenge for Plymouth City Deal - scheduled for 31st October 2013 2. Agree draft Terms of Reference for City Deal Executive Board 3. Sign Plymouth City Deal 	<ol style="list-style-type: none"> 1. Complete 2. Complete 3. Complete 	
	Tudor Evans		Giles Perritt	Develop a proactive approach to lobbying Government, working with the LEP and neighbouring authorities.	R	K40	<ol style="list-style-type: none"> 1. One Plymouth sign off Plymouth Plan priorities 2. Produce the Draft Strategic Economic Plan for Heart of the South West 2014/2030 	<ol style="list-style-type: none"> 1. Overdue 2. Complete 	One Plymouth is due to progress with the sign off of the Plymouth Plan priorities at a workshop that is scheduled to take place in February 2014. Revise milestone date to March 2014.
Our employees are ambassadors for the city and the Council and proud of the difference we make.	Pete Smith	Chis Squire	Les Allen	Implement People and Organisational Development Framework.	G	K41	<ol style="list-style-type: none"> 1. HOT for Ballard House signed 2. Purchase of 71 New George Street Completed 3. Purchase of Building 1 & 2 Completed 4. Purchase of Building 1 & 2 completed 5. Procurement route for contractors agreed 	<ol style="list-style-type: none"> 1. Complete 2. Complete 3. Complete 4. Complete 5. Complete 	
	Pete Smith		Giles Perritt	Implement the Corporate Plan Communication strategy.	G	K42	<ol style="list-style-type: none"> 1. Prepare for budget scrutiny focussing on the values embedded within the Corporate Plan 2. Develop a robust Corporate Plan Performance Framework 	<ol style="list-style-type: none"> 1. Complete 2. Complete 	

Corporate Plan Performance Indicator Report

Pioneering Plymouth

We will be pioneering by designing and delivering better services that are more accountable, flexible and efficient in spite of reducing resources. Page 1

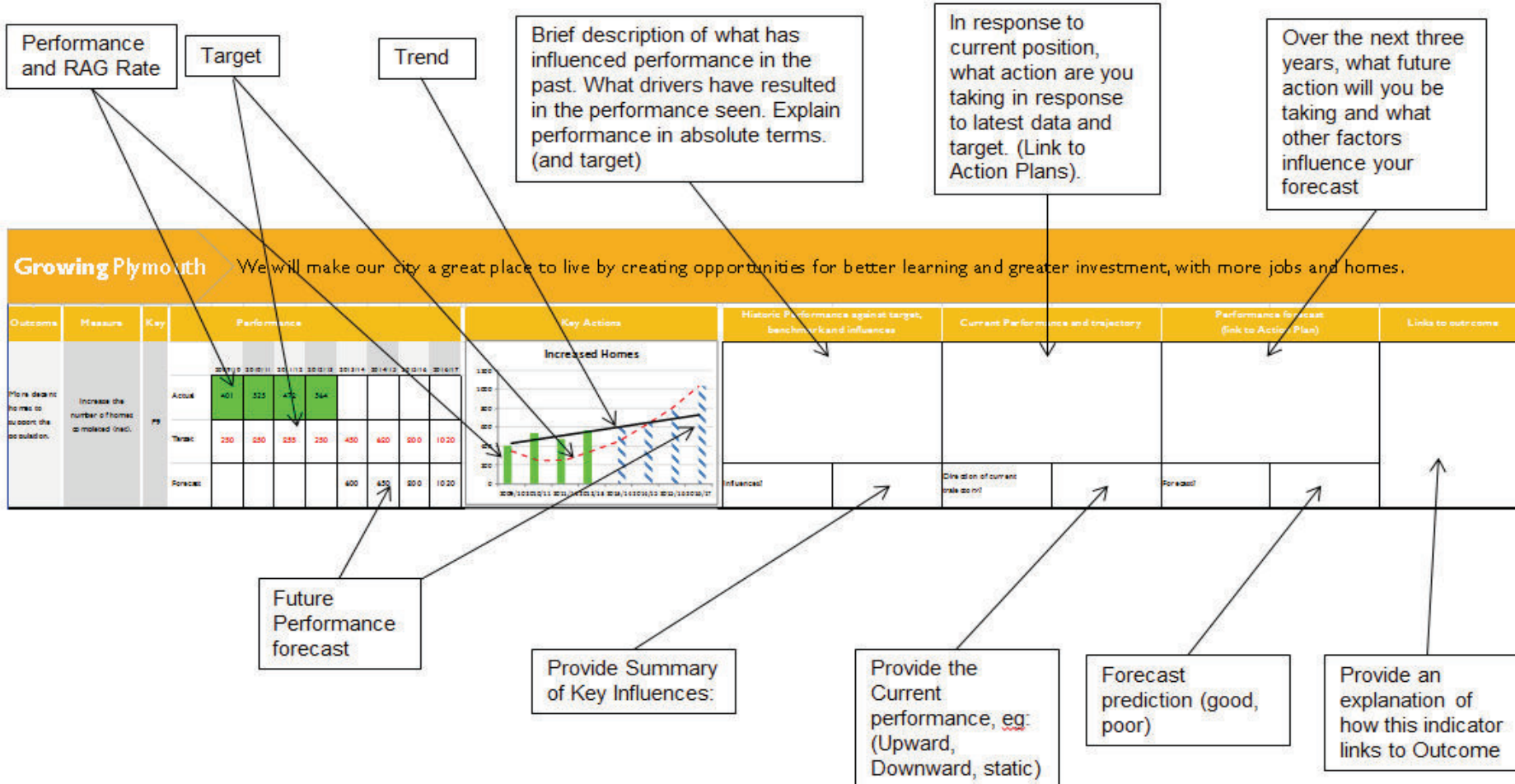
Outcome	Measure	Key	Performance	Graph	Historic Performance against target, benchmark and influences	Current Performance and trajectory	Performance forecast (link to Action Plan)	Links to outcome																																				
The Council provides and enables brilliant services that strive to exceed customer expectations.	80% of customer contacts with the Council will be managed through the single point of contact, with 80% of enquiries dealt with at first point of contact.	P1	<table border="1"> <thead> <tr> <th></th> <th>2009/10</th> <th>2010/11</th> <th>2011/12</th> <th>2012/13</th> <th>2013/14</th> <th>2014/15</th> <th>2015/16</th> <th>2016/17</th> </tr> </thead> <tbody> <tr> <td>Actual</td> <td></td> <td></td> <td></td> <td>800</td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>Target</td> <td></td> <td></td> <td></td> <td>800</td> <td>800</td> <td>800</td> <td>800</td> <td>800</td> </tr> <tr> <td>Forecast</td> <td></td> <td></td> <td></td> <td></td> <td>800</td> <td>800</td> <td>800</td> <td>800</td> </tr> </tbody> </table>		2009/10	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	Actual				800					Target				800	800	800	800	800	Forecast					800	800	800	800		<p>Baseline was set recently by undertaking random samples of contacts and single point of contact. Issues with reporting from the Lync Telephony system have resulted in a distortion to this baseline and reportable performance levels moving forward.</p> <p>Influences? Welfare Reform Ctax bill accuracy/missed bins</p>	<p>Current performance is reported monthly, it indicates a high level of customer contacts and first contact resolution. It is anticipated that when Lync telephony figures are available this high performance level will be reduced.</p> <p>Direction of current trajectory? Static</p>	<p>Forecast? Green</p>	<p>Customer Transformation is working closely with customers (as panels and individual service users) to co-design solutions. In this way customers are defining what they need in order to deliver on and exceed their expectations.</p>
				2009/10	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17																																	
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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.	P2	<table border="1"> <thead> <tr> <th></th> <th>2009/10</th> <th>2010/11</th> <th>2011/12</th> <th>2012/13</th> <th>2013/14</th> <th>2014/15</th> <th>2015/16</th> <th>2016/17</th> </tr> </thead> <tbody> <tr> <td>Actual</td> <td></td> <td></td> <td></td> <td>2%</td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>Target</td> <td></td> <td></td> <td></td> <td>2%</td> <td>2%</td> <td>2%</td> <td>15%</td> <td>25%</td> </tr> <tr> <td>Forecast</td> <td></td> <td></td> <td></td> <td></td> <td>2%</td> <td></td> <td></td> <td></td> </tr> </tbody> </table>		2009/10	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	Actual				2%					Target				2%	2%	2%	15%	25%	Forecast					2%					<p>Questions remain about the accuracy of the baseline due to the sampling nature of the method used and the absence of Lync reporting. Despite this it is clear that Plymouth has not exploited the potential benefits of serving customers over the internet fully yet - and that some customers want this.</p> <p>Influences? Volume of internet enabled households and internet confident customers</p>	<p>The gradual rise in volume of web traffic is based on a gradual release of new capability on the web site and increasing numbers of customers looking to transact with the Council online.</p> <p>Direction of current trajectory? Gradual increase</p>	<p>Forecast? Green</p>	<p>Electronic interactions are not right for all customers or all services. However, for many customers and many services electronic channels will increase the hours of service to 24 hours a day and provide greater visibility and convenience to customers to interact with the Council this way.</p>	
			2009/10	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17																																		
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Plymouth's cultural offer provides value to the city.	P3	<table border="1"> <thead> <tr> <th></th> <th>2009/10</th> <th>2010/11</th> <th>2011/12</th> <th>2012/13</th> <th>2013/14</th> <th>2014/15</th> <th>2015/16</th> <th>2016/17</th> </tr> </thead> <tbody> <tr> <td>Actual</td> <td>4329000</td> <td>4,388,000</td> <td>5,121,000</td> <td>5,498,000</td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>Target</td> <td>4161216.7</td> <td>4229433.3</td> <td>4297650</td> <td>4365866.7</td> <td>4434083</td> <td>4502300</td> <td>4570517</td> <td>4638733</td> </tr> <tr> <td>Forecast</td> <td></td> <td></td> <td></td> <td></td> <td>5500000</td> <td>5600000</td> <td>5700000</td> <td>5800000</td> </tr> </tbody> </table>		2009/10	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	Actual	4329000	4,388,000	5,121,000	5,498,000					Target	4161216.7	4229433.3	4297650	4365866.7	4434083	4502300	4570517	4638733	Forecast					5500000	5600000	5700000	5800000		<p>Baseline set in 2008 was the first time in 4 years numbers actually fell. Since then, numbers have increased year on year. Targets have been achieved and exceeded. Key events in the visitor plan include America's cup & launch of Britain's Ocean City.</p> <p>Influences? Britain's Ocean City Visitor Plan</p>	<p>Current performance (2012) data released (Jan 2014) reported an annual increase of more than 360,000 (7%). This is despite a 10% reduction in overseas visitors. The number of day visitors continues to rise year on year. Overall we see a positive upward trend.</p> <p>Direction of current trajectory? Upward</p>	<p>Forecast? Green</p>	<p>The 2020 target has actually been met. However we still need to maintain this good position each year. Links to the visitor plan.</p>	
			2009/10	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17																																		
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Increase the city's national and international standing.	P4	<table border="1"> <thead> <tr> <th></th> <th>2009/10</th> <th>2010/11</th> <th>2011/12</th> <th>2012/13</th> <th>2013/14</th> <th>2014/15</th> <th>2015/16</th> <th>2016/17</th> </tr> </thead> <tbody> <tr> <td>Actual</td> <td></td> <td></td> <td></td> <td></td> <td>TBC</td> <td></td> <td></td> <td></td> </tr> <tr> <td>Target</td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>Forecast</td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> </tbody> </table>		2009/10	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	Actual					TBC				Target									Forecast										<p>Currently exploring ways to capture national and international standing rating through Visit England "Brand Tracker". Missed the opportunity to capture data this year. Planning in place to prepare process and budget for next year. However, we have proxy data which evidences progress towards outcome.</p> <p>Influences?</p>	<p>PR agency generated over £2.2 million in advertising value equivalent with an audience reach of over 120,369,109. First ever TV coverage of the National Fireworks. Visit Plymouth website Unique visitors up 135% from 151141 last year to 356133 this year. Facebook + 17,457 likes on our Facebook page. Twitter 3,846 followers.</p> <p>Direction of current trajectory? Upward</p>	<p>Forecast?</p>	<p>£2.1M AVE (Advertising Value Equivalency) is what our editorial coverage would cost if it were advertising space (or time).</p>	
			2009/10	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17																																		
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A Council that uses resources wisely.	P5	<table border="1"> <thead> <tr> <th></th> <th>2009/10</th> <th>2010/11</th> <th>2011/12</th> <th>2012/13</th> <th>2013/14</th> <th>2014/15</th> <th>2015/16</th> <th>2016/17</th> </tr> </thead> <tbody> <tr> <td>Actual</td> <td></td> <td></td> <td>30%</td> <td>39%</td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>Target</td> <td></td> <td></td> <td>30%</td> <td>30%</td> <td>30%</td> <td>39%</td> <td>45%</td> <td>45%</td> </tr> <tr> <td>Forecast</td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> </tbody> </table>		2009/10	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	Actual			30%	39%					Target			30%	30%	30%	39%	45%	45%	Forecast										<p>Data has been recorded via public budget consultation. The public is able to provide a view on their satisfaction levels of VFM every two years. The results of this measure have historically been very low and therefore has been a focus of the Council.</p> <p>Influences? Service Delivery Budget</p>	<p>The most recent data was achieved during the public budget consultation 2014/15. The results showed an increase of 19% in satisfaction levels.</p> <p>Direction of current trajectory? Improving</p>	<p>Forecast? Green</p>	<p>Satisfaction levels of Plymouth residents are expected to continue increasing following a communication programme around the 3-year sustainable budget which will deliver the priorities as identified by residents.</p>	
			2009/10	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17																																		
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Increase the value of income levied to the Local Authority.	P6	<table border="1"> <thead> <tr> <th></th> <th>2009/10</th> <th>2010/11</th> <th>2011/12</th> <th>2012/13</th> <th>2013/14</th> <th>2014/15</th> <th>2015/16</th> <th>2016/17</th> </tr> </thead> <tbody> <tr> <td>Actual</td> <td></td> <td></td> <td></td> <td>800</td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>Target</td> <td></td> <td></td> <td></td> <td>800</td> <td>800</td> <td>800</td> <td>800</td> <td>800</td> </tr> <tr> <td>Forecast</td> <td></td> <td></td> <td></td> <td></td> <td>800</td> <td>800</td> <td>800</td> <td>800</td> </tr> </tbody> </table>		2009/10	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	Actual				800					Target				800	800	800	800	800	Forecast					800	800	800	800		<p>The baseline for this indexed measure has been set using Council Tax and Business Rates collection levels. Additionally new homes and business occupancy rates are also included within this measure as this increases the base of both Council Tax and Business Rates</p> <p>Influences? Council Tax, businesses and new homes</p>	<p>All the elements that make up this measure have all been performing well in 2013/14 and are achieving the targets that have been set. This data has then influenced decisions within the Council in order to maximise the benefits of this.</p> <p>Direction of current trajectory? Static</p>	<p>Forecast? Green</p>	<p>Future performance is expected to be good around this measure as one of the Councils objectives is to grow the city, therefore increasing the Council Tax and Business Rates base. Additionally, the structure of services within the authority supports a high rate of collection.</p>	
			2009/10	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17																																		
		Actual				800																																						
Target				800	800	800	800	800																																				
Forecast					800	800	800	800																																				
Pioneering in reducing the city's carbon footprint and leading in environmental and social responsibility	Reduction in city wide carbon emission.	P7	<table border="1"> <thead> <tr> <th></th> <th>2009/10</th> <th>2010/11</th> <th>2011/12</th> <th>2012/13</th> <th>2013/14</th> <th>2014/15</th> <th>2015/16</th> <th>2016/17</th> </tr> </thead> <tbody> <tr> <td>Actual</td> <td>1281</td> <td>1315</td> <td>1215</td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>Target</td> <td>1385</td> <td>1355</td> <td>1326</td> <td>1297</td> <td>1268</td> <td>1239</td> <td>1209</td> <td>1181</td> </tr> <tr> <td>Forecast</td> <td></td> <td></td> <td></td> <td>1200</td> <td>1190</td> <td>1180</td> <td>1170</td> <td>1160</td> </tr> </tbody> </table>		2009/10	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	Actual	1281	1315	1215						Target	1385	1355	1326	1297	1268	1239	1209	1181	Forecast				1200	1190	1180	1170	1160		<p>Data is reported a year behind. (2012/13 data due Aug 2014). Between 2006 & 2008 city wide CO2 emissions did not achieve targets, despite this, Plymouth were 2nd quartile nationally. 2009 saw a significant 10% drop in emissions only to see it rise again in 2010, mainly because of the cold winter. However, targets for 2009 and 2010 were achieved and Plymouth maintained a 2nd quartile position nationally.</p> <p>Influences? National policy.</p>	<p>The latest data, 2011, reports a further drop in emissions to the lowest position over the last 6 years. The annual target has been achieved. Current activity includes the delivery of the Council's Carbon Management Plan and takes into account (CO2, EFW, and Plymton impact - up to 2015. The continuing reduction is based on the national policy as identified in the UoE study.</p> <p>Direction of current trajectory? Downward (Good)</p>	<p>Forecast? Green</p>	<p>The forecast predictions are based solely on current performance. External factors play a huge part in actual emissions (climate and economy) and are outside the scope of PCC control, as a consequence the forecast is based on trends rather than science. It should therefore be noted that fluctuations in any given year can be significantly influenced by external factors – for example a cold winter.</p>
				2009/10	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17																																	
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Carbon emissions reduction from Corporate estate & schools. (Tonnes Co2)	P8	<table border="1"> <thead> <tr> <th></th> <th>2009/10</th> <th>2010/11</th> <th>2011/12</th> <th>2012/13</th> <th>2013/14</th> <th>2014/15</th> <th>2015/16</th> <th>2016/17</th> </tr> </thead> <tbody> <tr> <td>Actual</td> <td>43768</td> <td>41730</td> <td>41625</td> <td>39148</td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>Target</td> <td>43768</td> <td>42017</td> <td>40267</td> <td>38516</td> <td>36765</td> <td>35014</td> <td></td> <td></td> </tr> <tr> <td>Forecast</td> <td></td> <td></td> <td></td> <td></td> <td>36765</td> <td>35014</td> <td></td> <td></td> </tr> </tbody> </table>		2009/10	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	Actual	43768	41730	41625	39148					Target	43768	42017	40267	38516	36765	35014			Forecast					36765	35014				<p>This is a fairly new scheme and therefore has not been measured prior to 2009/10</p> <p>Influences?</p>	<p>Steady reduction achieved over the years, slightly under target. £13m energy reduction programme to reduce corporate estate CO2 now underway, which should make 2014/15 target achievable.</p> <p>Direction of current trajectory? Downward (Good)</p>	<p>Forecast? Green</p>	<p>£13m energy reduction programme to reduce corporate estate CO2 now underway, which should make 2014/15 target achievable.</p>	
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Outcome	Measure	Key	Performance								Key Actions	Historic Performance against target, benchmark and influences	Current Performance and trajectory	Performance forecast (link to Action Plan)	Links to outcome	
			2009/10	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17						
More decent homes to support the population.	Increase the number of homes completed (net).	P9	Actual	401	535	472	564					<p>Despite the economic downturn since 2007, the number of new homes completed has historically performed well against the target. The target has been influenced by Government Office. As a result Government Office agreed that a reduction in our short term housing targets was appropriate. They agreed net housing targets of 900 dwellings in 2008 to 2009, 350 dwellings in 2009 to 2010, 250 dwellings in 2010 to 2011. The Council subsequently set a target of 255 dwellings in 2011 to 2012 based on an estimate building of 400 new dwellings in the year and taking into account the demolition of properties at North Prospect. This gives a revised housing target from 2006 to 2012 of 3,755 dwellings.</p>	<p>On the 24th August 2012 the Get Plymouth Building programme was launched by Councillor Lowry. GPB contains 8 initiatives to accelerate housing delivery. This is reflected in the 2012/13 performance as we reported a 19% increase in new homes built over the previous year. Taking into account performance over the last four years the trajectory is upward and forecast to improve.</p>	<p>So far the Get Plymouth Building programme has delivered 231 completed homes, with 1,097 under construction and a further 1,659 in the pipeline. Get Plymouth Building is therefore on schedule to deliver 2,000 homes by August 2015</p>		
			Target	350	250	255	350	450	620	800						1030
			Forecast					600	650	800						1030
A strong economy creating a range of job opportunities.	Increase the number of jobs created.	P10	Actual	104,400	102,200	102,600	105,100					<p>Between 2003 and 2007, the number of jobs in the city increased every year, peaking in 2007. Since then, we have seen a steady decline back to 2003 levels. 2011 did record a very slight increase. The position in Plymouth mirrors what is happening nationally. The long term vision is to achieve a 33,000 increase in jobs numbers by 2026. Over the last few years targets have not been achieved although are within the tolerance to be RAG rated as amber so performance. Historic poor performance can be seen in the distance from target, which increased from 2009 to 2011, but closed a little 2012, providing evidence of the positive shift change in the economy.</p>	<p>The latest data (Dec 2012/13) show that between 2011 and 2012 the city added 2,500 new jobs; growth of 4,100 private sector jobs offset by public sector losses. Encouragingly, the private sector gains were predominantly full-time signalling a positive rebalancing of economic activity. This employment growth to some extent fills the hole created by a comparatively deep recession; however, similarly impressive job creation rates are required over the coming years to get the city back on track.</p>	<p>The increase in jobs is expected to increase over the next few years. However, it is unlikely that the target will be achieved - for the next year at least. When City Deal is signed off and starts to be implemented, the number of jobs is expected to increase significantly.</p>		
			Target	110,610	112,045	113,480	114,915	116,350	117,785	119,220						120,655
			Forecast					107,000	109,000	110,000						112,000
A top performing education system from early years to continuous learning opportunities.	Maintain the number of schools and settings judged by Ofsted as good or better. (Top quartile nationally)	P11	Actual		70.3	71	79.6					<p>This measure is made up of: Primary School inspection rating Secondary School inspection rating Special School inspection rating Nurseries inspection rating</p>	<p>As of 31st December 2013 Plymouth had an overall figure of 79.6% of school rated as good or outstanding which shows continued strong feedback from inspections of school and settings</p>	<p>Whilst performance was particularly strong over 2013 it should be noted that of the 12 inspections that took place in the last 3 months of the year, 2 of these scored inadequate (this has brought the total school & settings with an inadequate score to 3).</p> <p>This will be monitored to better understand if this was an exceptionally quarter or the signs of a stricter inspection regime coming into effect.</p>		
			Target			71	71	71								
			Forecast													
Raise the achievements of our most disadvantaged children.	Raise the achievements of our most disadvantaged children.	P12	Actual	27.1	26.6	25.3	Due end Jan 14					<p>The raise achievement measure is made up of the following data sets: • Foundation Stage Profile Inequality gap • KS2 LVL 4 RWM FSM/non FSM attainment gap • KS4 (GCSE) Achievement of 5 GCSE's grade A-C FSM/non FSM attainment gap Good progress has been made against the narrowing the gap agenda over the past couple of years with year on year improvements seen across all data sets.</p>	<p>Performance has been particularly strong within Foundation Stage Profile with the latest data (academic year 12/13) showing us to be 10% below the national average.</p>	<p>We are currently awaiting KS4 attainment gap data (Due end Jan 14) before we can calculate the overall figure for 2012/13, however it is expected that this will show a widening of the gap. This is due to a change in methodology for calculating both the FSP, and Key Stage 2 profiles and should not be considered a cause for the concern which c</p>		
			Target				23.5									
			Forecast					27								
Plymouth is an attractive place for investment.	** Increase in the quality and availability of employment land and premises.	P13	Actual	900	900	450	900					<p>There are three separate measures which combine into this indexed indicator. The weighting applied to each is equal, e.g. 1/3 each. Until 2012/13, only two of the three measures had ever been used as data had not previously been available. So historically, inward investments and employment land had been performing well, until 2011/12 where inward enquires dipped significantly, hence the poor year. Availability of Employment Land has historically performed well, achieving its target consistently.</p>	<p>Current performance (2012/13) includes all three measures for the first time. Collectively the indicator has exceeded its target. Individually each measure has also performed very well and exceeded their respective target. The number of Inward Investment Enquires during the year is most noteworthy. Economic Development have improved the business relationship programme which has resulted in an improved number of both enquires and successful investors. They have built stronger relationships with UKTI to build referrals from the national pipeline and improved the analytics of the property search facility on the website.</p>	<p>Each of the three measures are forecast to achieve their respective targets, so collectively the forecast is positive and rated good.</p>	<p>The indexed measure has a strong link to the outcome as the key indicator within the array used is 'availability of employment land'. The outcome does place an emphasis on investment so inward investment and business occupancy has been included.</p>	
			Target	800	800	800	800	800	800	800						800
			Forecast					900	900	900						900

Outcome	Measure	Ref	Performance	Graph	Historic Performance against target, benchmark and influences	Current Performance and trajectory	Performance forecast (link to Action Plan)																									
We will prioritise prevention.	Increase access to early help and support.	P14	<table border="1"> <thead> <tr> <th>2012/13 Q1</th> <th>2012/13 Q2</th> <th>2012/13 Q3</th> <th>2012/13 Q4</th> <th>2013/14 Q1</th> <th>2013/14 Q2</th> <th>2013/14 Q3</th> <th>2013/14 Q4</th> </tr> </thead> <tbody> <tr> <td>n/a</td> <td>n/a</td> <td>925</td> <td>925</td> <td>775</td> <td>800</td> <td>825</td> <td></td> </tr> <tr> <td>n/a</td> <td>n/a</td> <td>800</td> <td>800</td> <td>800</td> <td>800</td> <td>800</td> <td></td> </tr> </tbody> </table>	2012/13 Q1	2012/13 Q2	2012/13 Q3	2012/13 Q4	2013/14 Q1	2013/14 Q2	2013/14 Q3	2013/14 Q4	n/a	n/a	925	925	775	800	825		n/a	n/a	800	800	800	800	800		<p>Help and Support</p>	<p>Social-economic factors influence the demand on early help and support services and is an influencing factor on performance. Ensuring that services have adequate resources to deal with demand will have significant impact on performance. This is a new local target with no historical target performance. One element of this measure can be benchmarked is the number of common assessment framework assessments completed.</p>	<p>Current risks to the attainment of this measure are:</p> <ol style="list-style-type: none"> A drop in the number of CAFs initiated due to vacancies that have existed within the CAF Team and need for wider development work with partner agencies. Vacant posts now filled, this will lead to increases in the number of assessments recorded. Advice Plymouth off target re caseload enquiries, this situation is being contract managed and service is expecting to be back on track by the end of year. 	<p>Strong performance regarding enquiries and referrals to and from Advice Plymouth means that the target will be achieved. It is currently unlikely that the Common Assessment Framework element of this measure will be achieved.</p>	<p>Performance Data: Indexed measure</p> <ul style="list-style-type: none"> 1. Number of Advice and Information enquiries Qtr 3 Performance: 27838 (up to Nov) Qtr 3 Target: 5250 2. Number of Advice and Referral enquiries Qtr 3 Performance: 6598 (up to Nov) Qtr 3 Target: 5250 3. Number of caseload enquiries Qtr 3 Performance: 3673 (up to Nov) Qtr 3 Target: 4500 4. Number of CAF assessments completed Qtr 3 Performance: 588 Qtr 3 Target: 886
			2012/13 Q1	2012/13 Q2	2012/13 Q3	2012/13 Q4	2013/14 Q1	2013/14 Q2	2013/14 Q3	2013/14 Q4																						
			n/a	n/a	925	925	775	800	825																							
n/a	n/a	800	800	800	800	800																										
We will help people take control of their lives and communities.	Increase the number of adults and families able to stay in their own home and communities.	P15	<table border="1"> <thead> <tr> <th>2012/13 Q1</th> <th>2012/13 Q2</th> <th>2012/13 Q3</th> <th>2012/13 Q4</th> <th>2013/14 Q1</th> <th>2013/14 Q2</th> <th>2013/14 Q3</th> <th>2013/14 Q4</th> </tr> </thead> <tbody> <tr> <td>n/a</td> <td>n/a</td> <td>n/a</td> <td>n/a</td> <td>833</td> <td>867</td> <td>933</td> <td></td> </tr> <tr> <td>n/a</td> <td>n/a</td> <td>n/a</td> <td>n/a</td> <td>800</td> <td>800</td> <td>800</td> <td></td> </tr> </tbody> </table>	2012/13 Q1	2012/13 Q2	2012/13 Q3	2012/13 Q4	2013/14 Q1	2013/14 Q2	2013/14 Q3	2013/14 Q4	n/a	n/a	n/a	n/a	833	867	933		n/a	n/a	n/a	n/a	800	800	800		<p>Stay in own Communities</p>	<p>The housing related measures (CAT 1 hazard removal and major adaptations to homes) have historically performed well against target. Numbers in receipt of housing related low level preventative services is a new local measure with no historic performance against target or benchmarking.</p>	<p>This indexed measure is achieving target at quarter 3 with performance particularly strong in housing related targets (CAT 1 hazard removal and DFG grants). The numbers accessing low level preventative services (inc. for example homeless hostels, support accommodation, floating support) has also increased this year and is on target. This target reports one quarter behind.</p>	<p>All elements of this indexed measure are likely to achieve target. There are however service pressures associated with these indicators, current preventative support needs to be maintained to meet demand of increasing numbers of households being made at risk of homelessness.</p>	<p>Performance Data: Indexed measure</p> <ul style="list-style-type: none"> 1. Number of new clients accessing low level preventative housing related services (one quarter behind) Qtr 2 Performance: 1461 Qtr 2 Target: 1450 2. Total number of Category 1 hazards removed Qtr 3 Performance: 303 Qtr 3 Target: 188 3. Major Adaptations to homes Qtr 3 Performance: 264 Qtr 3 Target: 207
			2012/13 Q1	2012/13 Q2	2012/13 Q3	2012/13 Q4	2013/14 Q1	2013/14 Q2	2013/14 Q3	2013/14 Q4																						
			n/a	n/a	n/a	n/a	833	867	933																							
n/a	n/a	n/a	n/a	800	800	800																										
We will help people take control of their lives and communities.	Improve life expectancy particularly in those areas where it is the lowest / lower than the average.	P16	<table border="1"> <thead> <tr> <th>2006-08</th> <th>2007-09</th> <th>2008-10</th> <th>2009-11</th> <th>2010-12</th> <th>2011-13</th> <th>2012-14</th> <th>2013-15</th> </tr> </thead> <tbody> <tr> <td></td> <td></td> <td>78.2</td> <td>78.2</td> <td>78.12</td> <td>Available 2015</td> <td>Available 2016</td> <td>Available 2017</td> </tr> <tr> <td>n/a</td> <td>n/a</td> <td>78</td> <td>78.2</td> <td>78.5</td> <td>78.6</td> <td>78.7</td> <td>78.8</td> </tr> </tbody> </table>	2006-08	2007-09	2008-10	2009-11	2010-12	2011-13	2012-14	2013-15			78.2	78.2	78.12	Available 2015	Available 2016	Available 2017	n/a	n/a	78	78.2	78.5	78.6	78.7	78.8	<p>Improve Life Expectancy</p>	<p>Historically the life expectancy within the 6th most deprived of neighbourhoods has been at a level expected so previously this has been RAG rated as green.</p>	<p>The latest figures calculated by the Public Health Team show that life expectancy in the most deprived group of neighbourhoods (eight areas) is 78.12 years for the three-year period 2010-12. This is a drop of 0.08 years compared to the 2009-11 value. This equates to a drop of approximately one month. The 2010-12 value is statistically significantly different to the 2009-11 value and is 0.1 years higher than 2008-10 value (78.02 years).</p>	<p>Continued efforts will be made to improve the health of the Plymouth population with annual indicators monitored in relation to life expectancy, teenage conception, excess weight, smoking prevalence, circulatory disease and alcohol. The drive towards achieving these targets should see the longer term target to increase life expectancy being achieved.</p>	
			2006-08	2007-09	2008-10	2009-11	2010-12	2011-13	2012-14	2013-15																						
					78.2	78.2	78.12	Available 2015	Available 2016	Available 2017																						
n/a	n/a	78	78.2	78.5	78.6	78.7	78.8																									
We will help people take control of their lives and communities.	Percentage of residents who believe they can influence decisions affecting their local area.	P17	<table border="1"> <thead> <tr> <th>2009/10</th> <th>2010/11</th> <th>2011/12</th> <th>2012/13</th> <th>2013/14</th> <th>2014/15</th> <th>2015/16</th> <th>2016/17</th> </tr> </thead> <tbody> <tr> <td>24%</td> <td></td> <td></td> <td>19%</td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>26%</td> <td>27%</td> <td>28%</td> <td>29%</td> <td>30%</td> <td></td> <td></td> <td></td> </tr> </tbody> </table>	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	24%			19%					26%	27%	28%	29%	30%				<p>Influence Decisions</p>	<p>Historically the percentage of residents who believe that they can influence decisions affecting their local area has been very low achieving 19% during the last Place survey which was a reduction from 24% the last time this perception was gained.</p>	<p>The most up-to-date data regarding this measure indicated a decrease in this measure. No current data is currently available for 2013/14.</p>	<p>Work is taking currently taking place focusing on community engagement. Action plans are being created and therefore it is expected that future performance for this measure will be good. However future targets have still to be set.</p>	
			2009/10	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17																						
			24%			19%																										
26%	27%	28%	29%	30%																												
Children, young people and adults are safe and confident in their communities.	Reduce the gap between the worst 10 neighbourhoods and city average rate per 1000 population for overall crime.	P18	<table border="1"> <thead> <tr> <th>2012/13 Q1</th> <th>2012/13 Q2</th> <th>2012/13 Q3</th> <th>2012/13 Q4</th> <th>2013/14 Q1</th> <th>2013/14 Q2</th> <th>2013/14 Q3</th> <th>2013/14 Q4</th> </tr> </thead> <tbody> <tr> <td>17.9</td> <td>37.6</td> <td>67.2</td> <td>75</td> <td>19.3</td> <td>39.5</td> <td></td> <td></td> </tr> <tr> <td>22.64</td> <td>45.28</td> <td>67.93</td> <td>90.57</td> <td>18.3</td> <td>42.7</td> <td></td> <td></td> </tr> </tbody> </table>	2012/13 Q1	2012/13 Q2	2012/13 Q3	2012/13 Q4	2013/14 Q1	2013/14 Q2	2013/14 Q3	2013/14 Q4	17.9	37.6	67.2	75	19.3	39.5			22.64	45.28	67.93	90.57	18.3	42.7			<p>Reduce the Crime Gap</p>	<p>In 2012/13 this target was achieved. Performance against this target is driven by overall crime levels. Historically, priority neighbourhoods are most vulnerable to increases in crime given their geographical and social economic nature. Conversely therefore when overall crime falls it falls most in these neighbourhoods. Long term trends have shown a considerable fall in overall crime levels.</p>	<p>This target is amber. This is largely due to increase in less serious violence, other theft and shoplifting. In recent months the gap has closed slightly with partnership activities appearing to impact positively on overall crime levels. The launch of the "Community Action Against Crime" small grant fund and shoplifting action plan should also have a positive impact.</p>	<p>Despite partnership efforts and focus on reducing crime in the neighbourhoods with the highest crime rate, it is likely that this target will remain amber until the end of the year. In January the Community Safety Plan will be signed off at Safer Plymouth, the plan will focus on the city's crime priorities outlined in the Strategic Assessment.</p>	
			2012/13 Q1	2012/13 Q2	2012/13 Q3	2012/13 Q4	2013/14 Q1	2013/14 Q2	2013/14 Q3	2013/14 Q4																						
			17.9	37.6	67.2	75	19.3	39.5																								
22.64	45.28	67.93	90.57	18.3	42.7																											
Children, young people and adults are safe and confident in their communities.	Children's Safeguarding timing of Core Assessments.	P19	<table border="1"> <thead> <tr> <th>2012/13 Q1</th> <th>2012/13 Q2</th> <th>2012/13 Q3</th> <th>2012/13 Q4</th> <th>2013/14 Q1</th> <th>2013/14 Q2</th> <th>2013/14 Q3</th> <th>2013/14 Q4</th> </tr> </thead> <tbody> <tr> <td>80.1</td> <td>87.9</td> <td>85.2</td> <td>86.3</td> <td>76.9</td> <td>73.7</td> <td>78.1</td> <td></td> </tr> <tr> <td>80</td> <td>80</td> <td>80</td> <td>80</td> <td>90</td> <td>90</td> <td>90</td> <td>90</td> </tr> </tbody> </table>	2012/13 Q1	2012/13 Q2	2012/13 Q3	2012/13 Q4	2013/14 Q1	2013/14 Q2	2013/14 Q3	2013/14 Q4	80.1	87.9	85.2	86.3	76.9	73.7	78.1		80	80	80	80	90	90	90	90	<p>Core Assessments</p>	<p>Performance in 2012/13 was 2nd quartile and historically Plymouth Childrens Social Care has been a strong performing service in terms of timely completion of assessments.</p>	<p>The current status of performance has been rated at amber but improving. Considering current targets are met in month (90%) the end of year performance should outturn at 80.4%.</p>	<p>Forecast performance of 80.0%.</p>	
			2012/13 Q1	2012/13 Q2	2012/13 Q3	2012/13 Q4	2013/14 Q1	2013/14 Q2	2013/14 Q3	2013/14 Q4																						
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80	80	80	80	90	90	90	90																									
People are treated with dignity and respect.	Percentage of residents who believe Plymouth is a place where people from different backgrounds get on well together.	P20	<table border="1"> <thead> <tr> <th>2009/10</th> <th>2010/11</th> <th>2011/12</th> <th>2012/13</th> <th>2013/14</th> <th>2014/15</th> <th>2015/16</th> <th>2016/17</th> </tr> </thead> <tbody> <tr> <td>68.80%</td> <td>n/a</td> <td>n/a</td> <td>n/a</td> <td>TBC</td> <td></td> <td></td> <td></td> </tr> <tr> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> </tbody> </table>	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	68.80%	n/a	n/a	n/a	TBC												<p>Get on Well together</p>	<p>The place survey of 2008 indicated that 69% of people in Plymouth believed people from different backgrounds get on well together in their local area. The Plymouth Points of View Survey 2009 asked the same question and received a 68.8% response. The 2012 Listening Plymouth survey showed that 53% of people agreed that their local area is a place where people from different ethnic backgrounds get on well together (note question changed to specifically ask about ethnicity). Where community engagement work has been targeted, community cohesion has shown a marked improvement e.g. after holding a series of community events in North Prospect, the neighbourhood's "community cohesion" rating increased from 41% of people believing that people from different backgrounds get on well together to 57%.</p>	<p>Performance data</p> <p>2008 Place Survey - 69% believed people from different backgrounds get on well together.</p> <p>2009 Plymouth Points of View - 68.8% believed people from different backgrounds get on well together.</p> <p>2012 Listening Plymouth - 53% believed people from different ethnic backgrounds get on well together.</p>	<p>Responses to this question will next be asked in the 2014 and reported upon when results are available.</p>	
			2009/10	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17																						
			68.80%	n/a	n/a	n/a	TBC																									
People are treated with dignity and respect.	Increase the number of service providers who are awarded a quality mark.	P21	<table border="1"> <thead> <tr> <th>2012/13 Q1</th> <th>2012/13 Q2</th> <th>2012/13 Q3</th> <th>2012/13 Q4</th> <th>2013/14 Q1</th> <th>2013/14 Q2</th> <th>2013/14 Q3</th> <th>2013/14 Q4</th> </tr> </thead> <tbody> <tr> <td>n/a</td> <td>n/a</td> <td>n/a</td> <td>n/a</td> <td>900</td> <td>850</td> <td>800</td> <td></td> </tr> <tr> <td>n/a</td> <td>n/a</td> <td>n/a</td> <td>n/a</td> <td>800</td> <td>800</td> <td>800</td> <td></td> </tr> </tbody> </table>	2012/13 Q1	2012/13 Q2	2012/13 Q3	2012/13 Q4	2013/14 Q1	2013/14 Q2	2013/14 Q3	2013/14 Q4	n/a	n/a	n/a	n/a	900	850	800		n/a	n/a	n/a	n/a	800	800	800		<p>Quality Mark</p>	<p>The first part of the project to roll out the new 'Support with Confidence' quality mark was to invest time in designing the new system and then testing it. The second half is to roll out the new accreditation.</p> <p>Prior to the introduction of this new quality mark 454 care providers were in receipt of the Adult Social care quality mark.</p>	<p>The number of services in receipt of a dementia quality mark is on target insert number while the numbers in receipt of the new support with confidence mark is on target against quarter 2 expectations insert number.</p>	<p>It is anticipated the number of services in receipt of this mark will increase significantly in quarters 3 and 4.</p>	<p>Performance Data: Indexed measure</p> <ul style="list-style-type: none"> 1. Number of Providers in receipt of Adult Social Care Confidence Mark or 'Support with Confidence Mark' Qtr 3 Performance: -27 Qtr 3 Target: -30 2. Number of Providers in receipt of Dementia Quality Mark Qtr 3 Performance: -26 Qtr 3 Target: -23
			2012/13 Q1	2012/13 Q2	2012/13 Q3	2012/13 Q4	2013/14 Q1	2013/14 Q2	2013/14 Q3	2013/14 Q4																						
			n/a	n/a	n/a	n/a	900	850	800																							
n/a	n/a	n/a	n/a	800	800	800																										

Outcome	Measure	Ref	Performance	Graph	Historic Performance against target, benchmark and influences	Current Performance and trajectory	Performance forecast (link to Action Plan)	Links to outcome																																				
Citizens enjoy living and working in Plymouth.	Percentage of residents who are satisfied with Plymouth as a place to live.	P22	<table border="1"> <thead> <tr> <th></th> <th>2009/10</th> <th>2010/11</th> <th>2011/12</th> <th>2012/13</th> <th>2013/14</th> <th>2014/15</th> <th>2015/16</th> <th>2016/17</th> </tr> </thead> <tbody> <tr> <td>Actual</td> <td>79%</td> <td></td> <td>79%</td> <td></td> <td>73%</td> <td></td> <td></td> <td></td> </tr> <tr> <td>Target</td> <td>79%</td> <td></td> <td>82%</td> <td></td> <td>83%</td> <td></td> <td>85%</td> <td></td> </tr> <tr> <td>Forecast</td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td>85%</td> <td></td> </tr> </tbody> </table>		2009/10	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	Actual	79%		79%		73%				Target	79%		82%		83%		85%		Forecast							85%			<p>Pre 2009, performance did not deviate very much from the current position. The target has not been achieved since the benchmark was set. Plymouth sits 4th in its family benchmark group, although bottom quartile nationally.</p> <p>The latest performance reflect the 2011 PLACE survey where performance neither increased nor decreased. Despite a number of key initiatives during 2010 and 2011, and focused political and organisational initiatives, performance has not improved.</p>	<p>The forecast for the next 4 years is good. This is because in our action plan which aims to focus on identifying the priorities of Plymouth residents in order to enable them to inform decisions made by the Council.</p>	<p>The measure captures the views of those living in Plymouth only. It does not capture the experiences of those working in the city as no measure for this exists. It is also collected bi annually. However, it is a robust measure which will give a good indicative measure of the outcomes progress.</p>	
				2009/10	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17																																	
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Forecast							85%																																					
Influences?	<ul style="list-style-type: none"> Legislation Resources 	Direction of current trajectory?	Static	Forecast?	Amber																																							
Plymouth's brand is clear, well-known and understood globally.	**Attract more people to live, work and visit the city from both the UK and overseas.	P23	<table border="1"> <thead> <tr> <th></th> <th>2009/10</th> <th>2010/11</th> <th>2011/12</th> <th>2012/13</th> <th>2013/14</th> <th>2014/15</th> <th>2015/16</th> <th>2016/17</th> </tr> </thead> <tbody> <tr> <td>Actual</td> <td>600</td> <td>540</td> <td>580</td> <td>730</td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>Target</td> <td>800</td> <td>800</td> <td>800</td> <td>800</td> <td>800</td> <td>800</td> <td>800</td> <td>800</td> </tr> <tr> <td>Forecast</td> <td></td> <td></td> <td></td> <td></td> <td>750</td> <td>760</td> <td>770</td> <td>780</td> </tr> </tbody> </table>		2009/10	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	Actual	600	540	580	730					Target	800	800	800	800	800	800	800	800	Forecast					750	760	770	780		<p>Both the population and jobs performance has historically fallen short of target. Performance would be much worse if visitor numbers and inward investments had not performed so well.</p> <p>Current performance has been influenced by increased inward investments and increased numbers of visitors to the city. However, we do see year on year increases in both the population and jobs, just not enough to reach their respective targets.</p>	<p>The forecast for next year is good with planned increases in houses, jobs and people coming to live in the city. However it is unlikely that the target will be reached in 2013/14.</p>	<p>The measure is indexed to capture as many of the key elements as possible. There are 4 elements. Population, Jobs, Visitor numbers and inward investments. Whilst there is no Brand specific measure as described in the outcome, the combination of the 4 will give a good indicators of Plymouth as a destination.</p>	
				2009/10	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17																																	
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Government and other agencies have confidence in the Council and partners: Plymouth's voice matters.	An increase in the amount of external funding and support from Government and other agencies.	P24	<table border="1"> <thead> <tr> <th></th> <th>2009/10</th> <th>2010/11</th> <th>2011/12</th> <th>2012/13</th> <th>2013/14</th> <th>2014/15</th> <th>2015/16</th> <th>2016/17</th> </tr> </thead> <tbody> <tr> <td>Actual</td> <td></td> <td></td> <td></td> <td></td> <td>TBC</td> <td></td> <td></td> <td></td> </tr> <tr> <td>Target</td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>Forecast</td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> </tbody> </table>		2009/10	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	Actual					TBC				Target									Forecast													<p>Initial data for this performance measure has now been obtained and is currently being worked up in order to set a baseline and set performance targets. This data will be included in the Quarter 4 monitoring report.</p>
				2009/10	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17																																	
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Influences?		Direction of current trajectory?		Forecast?																																								
Our employees are ambassadors for the city and the Council and proud of the difference we make.	Staff Survey – would you talk positively about the Council outside work.	P25	<table border="1"> <thead> <tr> <th></th> <th>2009/10</th> <th>2010/11</th> <th>2011/12</th> <th>2012/13</th> <th>2013/14</th> <th>2014/15</th> <th>2015/16</th> <th>2016/17</th> </tr> </thead> <tbody> <tr> <td>Actual</td> <td></td> <td>58%</td> <td>56%</td> <td>57%</td> <td>64%</td> <td></td> <td></td> <td></td> </tr> <tr> <td>Target</td> <td></td> <td></td> <td>56%</td> <td>57%</td> <td>59%</td> <td>60%</td> <td>61%</td> <td>62%</td> </tr> <tr> <td>Forecast</td> <td></td> <td></td> <td></td> <td></td> <td></td> <td>59%</td> <td>60%</td> <td>61%</td> </tr> </tbody> </table>		2009/10	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	Actual		58%	56%	57%	64%				Target			56%	57%	59%	60%	61%	62%	Forecast						59%	60%	61%		<p>The Staff Survey has aimed to identify whether staff would talk positively about the council outside of work on an annual basis in recent years. The outcome of this has remained fairly static with minimal fluctuations</p> <p>The interim Staff Survey results 2013 were published in quarter 3 and identify a significant increase in how positively staff would speak about the Council outside of work. The outcome of 64% is 5% of the target that had been set and an increase of 7% from the last full Staff Survey that had been carried out in 2012.</p>	<p>The forecast for next year is 60%. This is because in action plan Organisational and Effectiveness Framework, focus is made on staff engagement and development. This is anticipated to have a positive impact on the outcome of this performance measure.</p>		
				2009/10	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17																																	
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Influences?		Direction of current trajectory?	Upward	Forecast?	Good																																							

Corporate Plan Performance Indicator explanation



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CO-OPERATIVE SCRUTINY BOARD

Corporate Monitoring Report



This report is the third quarterly monitoring report for 2013/14 and outlines the finance monitoring position of the Council as at the end of December 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 £0.993m which is an improvement of £0.529m compared to the September 2013 report. The current estimated position shows an overspend of £0.956m in the People Directorate, an overspend of £0.119m in the Place Directorate, an underspend of £(0.006)m in Corporate Services and an underspend of £(0.076)m in Corporate Items. This equates to a forecast net spend of £213.553m against a budget of £212.560m, which is a variance of 0.5per cent, although officers and members are working on actions to deliver a balanced outturn.

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 £162.484m as at the end of September 2013 (as reported in the quarter two monitoring report). The latest forecast at the end of December 2013 is £158.956m, which includes virements approved at Council in December, other delegated officer approvals, and assumes the approval of the recommendations for new schemes/scheme increases and reductions contained in this report.

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QUARTER 3 FINANCE MONITORING

Cooperative Scrutiny Board 19th February 2014

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 Qtr
	£m	£m	£m	£m	£m	£m	£m
People	129.749	0.745	130.494	131.450	0.956	0.126	(0.158)
Place	41.908	1.149	43.057	43.176	0.119	(0.108)	(0.345)
Corporate Services	29.883	0.881	30.764	30.758	(0.006)	0.000	(0.006)
Chief Executive's Office	1.991	0.248	2.239	2.239	0.000	0.000	0.000
Corporate Items	9.029	(3.023)	6.006	5.930	(0.076)	(0.000)	(0.020)
TOTAL	212.560	0.000	212.560	213.553	0.993	0.018	(0.529)

Key Issues and Corrective Actions (if required)

Issue	Variation £m	Direction of Travel	Management Corrective Action
<p>PEOPLE – Joint Commissioning & Adult Social Care. The current overspend can be attributed to unexpected sustained pressures including winter and summer “spikes” from Derriford Hospital being on black and red alert for longer than in previous years, an increase in the overall number and cost of Supported Living Learning Disability clients with increasing complexity of need and the increase to care home fees. Ongoing utility pressure following rebasing of consumption at the Life Centre.</p>	1.226	Increase	<ul style="list-style-type: none"> • A Project Review Team has been assembled including a commissioned Social Work Service to target high cost packages of care and other internal resources are targeting the remaining legacy packages of care. Progress is monitored on a fortnightly basis at Adult Social Care Management Team meetings. • Additional controls on approval limits for Care packages, escalation to senior management of any new high cost packages such as Residential Care for challenge and approval • The new multi-agency Care Co-ordination Team went live in September 2013. 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. The new joint Reablement service contract commenced in December 2013 • Maximising ODPH Grant Funding and negotiating additional income from the North, East & Western Locality Clinical Commissioning Group to support the Care Co-ordination Team including the new reablement service and step down beds. • Officers are reviewing opportunities within the Leisure Management Contract to deliver savings.

<p>PEOPLE – Children’s Social Care. The current overspend can be attributed to pressures on continuing increases in children in care and complexity of placements together with risks around Delivery Plans.</p>	0.310	Same	<ul style="list-style-type: none"> • Developing an alternative delivery plan to reduce risk and deliver a balanced budget. • Children’s Social Care have set up two specific panels (over the next two weeks) where the Assistant Director and Senior Managers will review all residential and secure placements. • Maximising grant funding. • Maximising joint funding for complex residential placements. • Quarterly Star Chambers have been arranged to cease all non-essential expenditure.
<p>PEOPLE – Homes & Communities. Underspend as result of management actions.</p>	(0.485)	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>	(0.105)	Same	<ul style="list-style-type: none"> • Sustained management action to reduce non-essential expenditure and maximise grant income.
<p>PLACE – Economic Development. 155k pressure includes: 260k - 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 retails units and falling rents on the geared head leases at rent reviews and lease renewals. This is offset by some savings within other parts of ED (20k) – Review of income opportunities</p>	0.155	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. • Reviewing contingencies and trading functions

from tourist information centres (75k) - After analysis of current bad debt and existing provisions only 50k top up required so residual 75k not needed this year. (10k) additional income from City Business park through increasing income streams			
PLACE – Transport & Infrastructure. There are various pressures within Transport and (excluding street lighting energy) it is hoped can these be contained within existing budgets for 13/14. Budgets and forecasts will continue to be reviewed and any material variations will be reported as they are identified.	0.00	Same	<ul style="list-style-type: none"> The street lighting energy cost pressure has reduced from £450k to £400k because of very favourable energy prices over the summer period. Winter energy prices are due soon and will be built into future forecasts. The remaining £400k cost pressure has been offset by the corporate £300k contingency and £100k Parking income (committed at DMT on 10/7/13).
PLACE - Environmental Services. Mercury Abatement 70k cost Recyclable commodity Prices are hitting a low period due to market conditions. Staff rationalisation in addition to delivery plan target Reduced maintenance costs of plant & equipment Increased income from Cemeteries and Crematoriums.	0.150	Improving	<ul style="list-style-type: none"> The new vehicles and plant ordered this year are beginning to show savings on defects and short term hire. Reduced spend on Private contractors, due to maximising own workforce capacity. Increased levels of Income from new landscaping schemes, Nature Reserves, as well as some additional funding from Greenspace challenge and Tree Partnership.
PLACE – Planning & Directorate Business Support. Savings realised from improved income projections as well as from identified vacancy savings.	(0.186)	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
CORP SERVICES – FETA. VFM & Efficiencies - Pressure due to HB subsidy 150K	0.000	Same	<ul style="list-style-type: none"> HB Subsidy full year targets of 0.300m, management continue to review and remodel but currently forecasting 50% achievement. Remedial action will put in place to generate savings elsewhere.

<p>Technology - Photocopier rentals pressure of 164k, offset by lower usage charges (89k), maintenance contracts (28k) and proactive management actions.</p>			<ul style="list-style-type: none"> • 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. • Management will continue to review expenditure and challenge down where appropriate in order to deliver a balanced budget.
<p>CORP SERVICES – D&G. Legal Services – Fees income pressure of 70k, and salary variations including temporary staff 84k, offset by land charge income and other savings (23k) Democracy & Governance – small salary variance, delivery plan pressures and management actions (83k) Registration Service – salary variations 40k Lord Mayoralty 18k in respect of vacancy saving, offset by (18k) in member support.</p>	0.000	Same	<ul style="list-style-type: none"> • Management will continue to review expenditure and challenge down where appropriate and look to maximise income opportunities where possible. • Action plans being established to reduce overspend and deliver a balanced budget.
<p>CORP ITEMS - Other Corporate Items & Capital Financing. Reduction in borrowing costs (66K) Review of Borrowing Portfolio (420K) Pressures due to unachieved delivery plans; Procurement 490K</p>	(0.076)	Same	<ul style="list-style-type: none"> • Treasury Management will continue to review Portfolio where possible to minimise borrowing costs. • 14/15 Management Action to reduce cost of borrowing by £1.000m has been bought forward to current year to provide part year saving of £0.420m • Procurement: full year target of £2.100m leaves £0.490m unachieved. Management continue to review to reduce the shortfall.

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			<ul style="list-style-type: none"> Senior Management Restructure: In year residual against full year target of £0.960 (full year base achieved for future years). ICT: Timing around DELT implementation. Customer Services Transformation: Delays with implementation of Customer Services Transformation Programme, management continue to develop an alternative delivery plan to reduce and deliver target. Corporate review of contingency – Council Tax collection rates have been retained above estimate following introduction of Council Tax Support scheme; Business rates pooling has generated revenue surplus in 2013/14.
Total Major Variances	0.989		

Virements over £100,000 for Cabinet to approve

Directorate	Utilities Cost Increase	Senior Management Delivery Plan	Realign budget targets	Total Virements
	£m	£m	£m	£m
People		(0.430)		(0.430)
Place	0.300			0.300
Corporate Services		0.415	0.750	1.166
Chief Executives' Office		0.015		0.015
Corporate Items	(0.300)		(0.750)	(1.050)
TOTAL	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 3 only, as those reported previously to cabinet in quarter 2 have been approved.

Virements over £0.100m requiring approval are as follows;

- Utilities Cost Increase – Corporate Funding for increase in utilities – Street Lighting.
- Senior Management delivery Plan – Movement of budgets from services to meet the senior management delivery plan.
- Realign budget targets – Transfer of Budgets targets to Corporate Items.

Virements over £0.100m, contained within Directorates, therefore net nil effect on the above tables, are as follows;

- The 16+ Service was disaggregated during the Spring of 2013 and the transfer of budget has been agreed by the Service Managers and Assistant Directors within Children’s Social Care and Homes & Communities. As part of the review of the transfer Departmental Management Team agreed to seek Cabinet approval for the transfer of additional budget amounting to £0.100m to Homes and Communities.
- Transfer of budgets previously shown under Programme Director for Leisure Management Contract to Joint Commissioning & Adult Health and Social Care.

Collection Rates

Council Tax

Target	December 13	81.00%	£82.157m
Actual	December 13	80.62%	£81.768m
2012/13	December 12	81.80%	£76.533m

Council Tax collection remains consistent, showing slight improvement, with figures at 80.62% against 81.00%.

National Non Domestic Rates

Target	December 13	85.60%	£76.640m
Actual	December 13	87.84%	£78.643m
2012/13	December 12	85.02%	£74.297m

Business Rates is showing a continued favourable forecast, being collection showing 87.84% against target of 85.60%

Voluntary Release & Redundancies

The closing date for the voluntary release scheme was Monday 13th January 2014 at which point 131 expressions of interest were received. These expressions of interest, if all approved would result in a payment of £0.878m to employees. To date a total of 31 employers have left via redundancies at a cost of £0.567m.

Capital Position

Spend to date

Spend/Forecast	People	Place	Corporate Services	Total
	£m	£m	£m	£m
Spend to date	23.587	9.365	2.799	35.751
Forecast 2013/14	31.364	18.106	9.461	58.931

Revised medium term programme 2013/14 – 2016/17 is £158.956m, 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
25.912	31.161	7.445	83.887	2.379	2.918	5.254	158.956

The capital position has been updated to reflect a number of items which either have delegated officer approval totalling £0.371m, or require Cabinet approval totalling £1.976. These are shown in the following table:

Table A

Scheme	Approval Value	Totals
	£m	£m
New Schemes - Already Approved as Delegated Officer Decision		
Barbican public toilets	0.371	
Total		0.371
New Schemes - Requiring Cabinet Approval		
Universal Free School Meals Programme	0.572	
The Big Greenspace challenge	0.150	
Flood Defence works at Millbay Tanks	0.278	
RTPI - Cumberland Road	0.015	
RTPI - Pocklington Rise & talking timetable	0.019	
RTPI - Staddiscombe	0.030	
RTPI - St Budeaux community centre	0.010	
RTPI - Oreston Road	0.020	
King's Tamerton & Efford Marsh wood enhancements	0.077	
Mayflower West Car Park	0.805	
Total		1.976

Virement of resources to new Investment funded projects		
Seaton Land acquisition (Investment Fund)	2.170	
Total		2.170
Virement of resources from unallocated budget following Cabinet Report		
Knowle Primary	2.475	
St Peters CE Primary	0.300	
Total		2.775
Reduction of resources following December funding announcement		
Basic Need (15/16 and 16/17)	(5.929)	
Total		(5.929)
Overall Total		1.363

Additional Information

Human Resources & Organisation Development Data;

- FTE numbers
- FTE head count
- Sickness

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WORK FORCE: FULL TIME EQUIVALENTS																	
	Dec-13																
				Change 2012 /												Change in	
	2010/11	2011/12	2012 / 13	13	Jan 13	Feb 13	Mar 13	Apr 13	May 13	June 2013	July 2013	Aug 2013	Sept 2013	Oct 2013	Nov 2013	Dec 2013	rolling 12 months
Council Wide	3671.60	3248.50	3063.00	-185.50	3193.90	3163.70	3063.00	3111.00	3077.21	3028.70	3013.40	2995.40	3002.60	3017.20	2962.30	2958.70	(235.20)
Executive Office																	
Corporate Communications					12.00	12.00	12.00	12.00	12.00	12.00	12.00	12.00	12.00	12.00	12.00	12.00	0.00
Management & Support (Chief Executive)					0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Policy, Performance and Partnerships					23.90	22.90	21.90	21.90	21.04	22.00	23.00	24.00	25.00	25.00	26.20	26.20	2.30
Total					35.90	34.90	33.90	33.90	33.04	34.00	35.00	36.00	37.00	37.00	38.20	38.20	2.30
Corporate Services																	
Customer Services					169.10	169.60	161.20	166.10	162.26	157.60	159.70	158.50	150.70	149.20	155.20	153.10	(16.00)
Democracy and Governance					89.20	87.20	86.50	87.50	89.74	90.30	88.30	87.30	87.20	86.40	87.00	88.00	(1.20)
Finance, Efficiencies, Technology & Asst					482.70	478.50	467.50	463.20	462.53	446.40	443.20	436.90	450.80	464.10	469.30	469.60	(13.10)
Human Resources and Organisational Dev					85.90	84.70	83.30	83.30	79.76	79.90	80.00	79.60	79.80	78.70	77.80	78.80	(7.10)
Management and Support					2.00	2.00	2.00	2.00	2.00	2.00	2.00	1.00	0.00	1.80	1.80	1.70	(0.30)
Total					828.80	819.30	800.50	802.10	796.30	776.20	773.20	763.30	768.50	780.20	791.10	791.20	(37.60)
People																	
Childrens Social Care					329.10	310.40	310.20	305.20	288.89	279.20	279.60	284.00	285.10	281.00	278.00	281.40	(47.70)
Education, Learning & Families					544.20	539.30	539.60	542.00	513.40	506.90	504.70	499.00	492.90	499.20	498.20	495.00	(49.20)
Homes & Communities					225.00	240.50	239.40	244.40	250.61	247.70	248.50	248.20	251.90	252.80	251.10	252.60	27.60
Joint Commissioning & Adult Social Care					433.90	416.40	344.00	386.10	376.88	373.90	370.10	365.50	371.00	375.50	321.80	322.00	(111.90)
Programmes Director					3.00	3.00	3.00	3.00	6.00	6.00	6.00	5.00	4.00	4.00	4.00	11.70	8.70
Public Health									11.93	11.90	11.90	12.90	12.70	12.70	11.70	4.00	4.00
Management and Support					1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	0.00
Total					1536.20	1510.70	1437.20	1481.70	1448.71	1426.60	1421.70	1415.60	1418.60	1426.20	1365.80	1367.60	(168.60)
Place																	
Business Team (Dev & Reg)					7.70	7.70	7.70	7.70	6.71	6.80	6.80	6.80	6.40	6.80	6.80	6.80	(0.90)
Economic Development					102.30	105.30	105.30	105.30	105.88	106.00	105.00	105.00	105.00	106.30	106.30	103.40	1.10
Environmental Services					475.20	470.70	467.10	464.10	471.89	467.90	463.50	460.50	457.00	452.00	448.00	446.00	(29.20)
Planning Services					72.50	77.50	77.50	79.50	79.40	78.40	77.40	77.40	78.10	76.70	73.50	72.70	0.20
Transport & Infrastructure					131.30	133.60	129.70	133.60	133.28	130.80	128.80	128.90	130.10	129.00	129.80	129.90	(1.40)
Management and Support					2.00	2.00	2.00	2.00	1.00	1.00	1.00	1.00	1.00	2.00	2.00	2.00	0.00
Total					792.00	797.80	790.30	792.20	798.16	790.90	782.50	779.60	777.60	772.80	766.30	760.90	(31.10)

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WORKFORCE: HEADCOUNT (NUMBER OF EMPLOYEES)																			
	Dec-13																		
Establishment Report (Headcount)	Mar-10	Mar-11	Mar-12	Mar-13	Change 2012/13	Jan-13	Feb-13	Mar-13	Apr-13	May-13	Jun-13	Jul-13	Aug-13	Sep-13	Oct-13	Nov-13	Dec-13	Change in rolling 12 months	
Council Wide	4,751	4,713	4,155	3,838	(249)	4,025	3,993	3,838	3,909	3,924	3,862	3,837	3,816	3,781	3,791	3,708	3,706	(319)	
Executive Office																			
Corporate Communications					0	12	12	12	12	12	12	12	12	12	12	12	12	12	0
Management & Support (Chief Executive)					(3)	-	-	-	-	-	-	-	-	-	-	-	-	-	0
Policy, Performance and Partnerships					0	26	25	24	24	23	24	25	26	27	27	28	28	28	2
Total					(3)	38	37	36	36	35	36	37	38	39	39	40	40	2	
Corporate Services																			
Customer Services					15	228	229	216	222	217	213	215	213	202	200	206	204	(24)	
Democracy and Governance					0	103	101	100	101	103	104	102	101	102	101	102	103	103	0
Finance, Efficiencies, Technology & Asst					(66)	651	642	632	623	629	611	604	597	604	616	621	623	(28)	
Human Resources and Organisational Dev					(30)	95	93	91	91	89	89	89	89	88	86	85	86	(9)	
Management and Support					(1)	2	2	2	2	2	2	2	1	-	2	2	2	0	
Total					(82)	1,079	1,067	1,041	1,039	1,040	1,019	1,012	1,001	996	1,005	1,016	1,018	(61)	
People																			
Childrens Social Care					(21)	359	339	338	333	330	320	320	324	311	307	304	307	(52)	
Education, Learning & Families					178	853	852	841	856	852	832	828	819	803	807	806	803	(50)	
Homes & Communities					105	268	285	283	288	294	291	292	293	295	296	295	295	27	
Joint Commissioning & Adult Social Care					(123)	566	542	437	494	483	481	476	471	473	477	395	396	(170)	
Programmes Director					(2)	3	3	3	3	6	6	6	5	4	4	4	4	1	
Public Health										13	13	13	14	14	14	13	13	13	
Management and Support					0	1	1	1	1	1	1	1	1	1	1	1	1	0	
Total					(115)	2,050	2,022	1,903	1,975	1,979	1,944	1,936	1,927	1,901	1,906	1,818	1,819	(231)	
Place																			
Business Team (Dev & Reg)					0	9	9	9	9	8	8	8	8	8	8	8	8	(1)	
Economic Development					1	116	119	119	119	119	119	118	118	118	120	120	117	1	
Environmental Services					(29)	483	478	474	471	481	476	471	468	465	460	456	454	(29)	
Planning Services					5	80	86	86	88	90	89	88	89	88	88	84	83	3	
Transport & Infrastructure					46	166	171	166	169	170	169	165	165	164	162	163	164	(2)	
Management and Support					1	2	2	2	2	1	1	1	1	1	2	2	2	0	
Total					24	857	866	857	858	869	862	851	849	844	840	833	828	(29)	

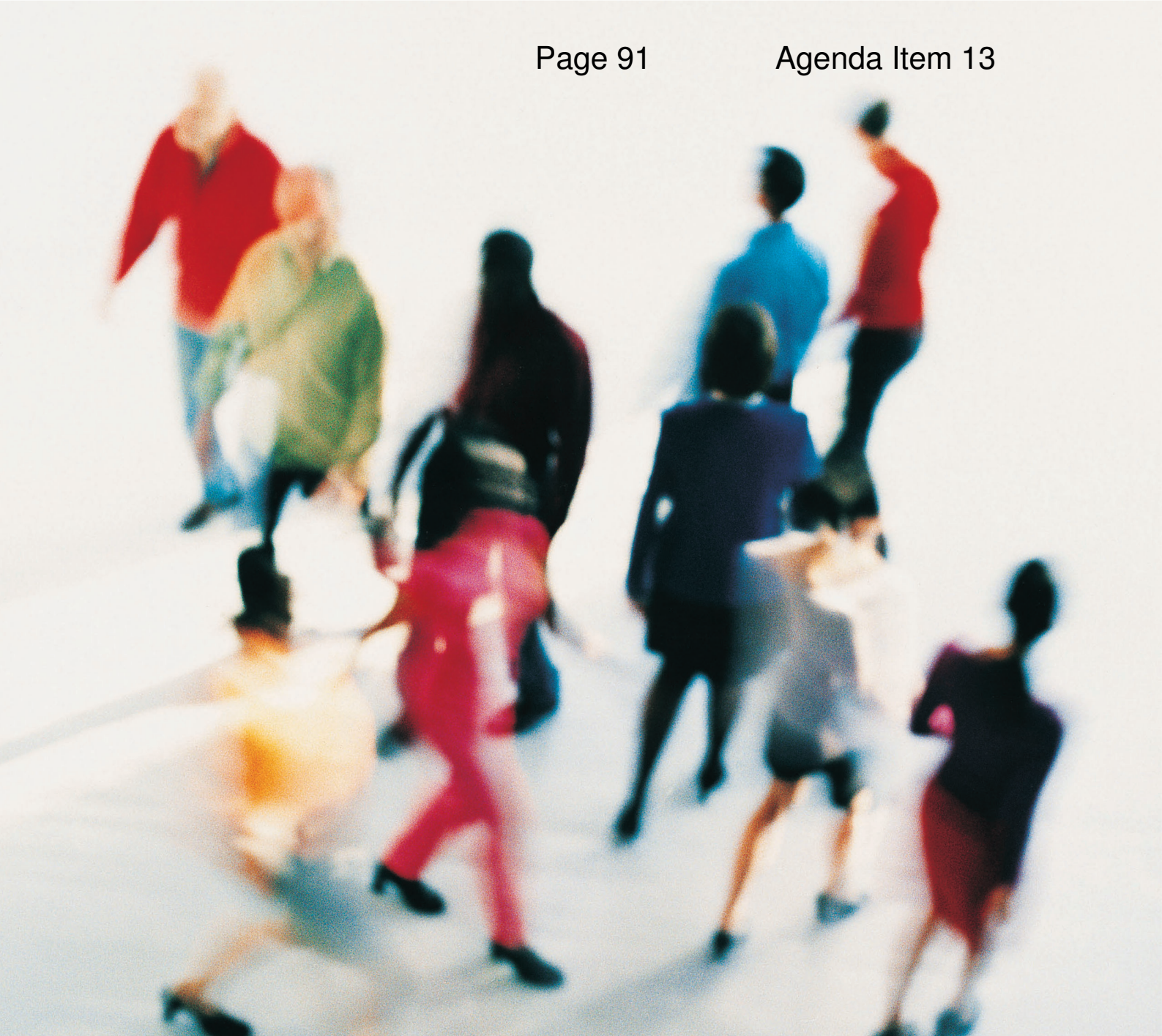
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AVERAGE NUMBER OF DAYS SICK PER FULL TIME EQUIVALENT (FTE)

Dec-13

Directorate	Department	Dec-12	Jan-13	Feb-13	Mar-13	Apr-13	May-13	Jun-13	Jul-13	Aug-13	Sep-13	Oct-13	Nov-13	Dec-13	Target	Threshold
Corporate Services	Democracy and Governance	10.81	8.93	9.35	9.04	8.42	7.14	6.60	7.01	7.41	0.00	6.16	6.34	5.84	9.00	10.50
	Finance, Efficiencies, Technology & Asst	9.92	10.23	9.63	9.26	9.47	9.05	8.94	8.95	8.18	7.22	7.02	6.62	6.72	9.00	10.50
	Human Resources and Organisational Dev	8.76	9.59	9.09	9.11	9.10	8.90	8.84	8.54	8.02	6.97	6.51	6.03	5.25	7.00	9.00
	Customer Services	7.11	6.90	6.47	6.40	6.84	6.56	6.71	7.22	6.91	7.15	7.82	7.78	8.48	7.00	9.00
	Management & Support (Corp Services)	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	3.00	0.00	0.00	0.00	5.00	7.00
DIRECTORATE TOTAL		9.31	9.33	8.88	8.63	8.77	8.29	8.18	8.30	7.80	7.11	7.02	6.76	6.84	8.50	
Executive Office	Policy, Performance and Partnerships	10.82	12.95	9.98	8.11	7.98	8.22	7.17	6.25	7.26	6.38	5.64	5.40	4.71	7.00	8.00
	Corporate Communications	5.25	5.33	5.17	5.58	5.58	5.00	3.42	1.58	0.50	0.50	0.58	0.58	0.92	7.00	8.00
	Management & Support (Chief Executives)	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	6.00	7.00
EXECUTIVE OFFICE TOTAL		8.72	10.13	7.99	7.01	6.93	6.84	5.68	4.52	4.87	4.46	3.98	3.86	3.49	7.00	
People	Joint Commissioning & Adult Social Care	15.11	14.74	13.69	13.23	13.14	12.38	11.75	12.01	11.72	11.06	10.24	9.90	9.87	11.00	12.00
	Homes & Communities	7.85	8.02	8.16	8.42	7.45	7.18	6.68	6.82	6.78	6.50	6.77	6.95	7.11	7.00	8.00
	Childrens Social Care	11.67	11.70	10.86	10.23	10.39	10.32	10.46	10.74	11.16	11.07	10.10	9.97	10.49	9.00	10.50
	Education, Learning & Families	8.86	9.15	9.06	8.68	8.88	7.91	7.98	8.13	7.86	7.76	7.94	7.65	7.13	7.00	9.00
	Programmes Director	2.33	2.33	3.33	3.33	3.33	1.67	1.67	1.50	5.20	7.00	7.00	7.00	7.00	6.00	7.00
DIRECTORATE TOTAL (excluding Schools)		11.07	11.07	10.55	10.18	10.06	9.43	9.14	9.33	9.25	9.02	8.74	8.55	8.45	9.45	
Place	Planning Services	4.96	3.86	4.79	3.45	4.26	4.73	4.74	5.09	4.58	5.13	5.64	6.09	5.64	7.00	9.00
	Business Team (Dev & Reg)	3.49	6.33	8.91	13.54	16.02	22.30	22.30	22.30	22.13	18.98	21.63	20.97	17.82	7.00	7.00
	Environmental Services	10.15	10.24	9.84	9.58	9.80	9.77	8.96	8.78	7.28	7.50	7.46	7.44	7.49	9.00	10.00
	Economic Development	4.80	5.10	5.45	5.78	6.12	6.49	4.58	4.33	4.37	4.20	4.09	3.72	4.07	7.00	9.00
	Transport & Infrastructure	9.46	9.12	7.84	7.18	6.86	3.46	7.53	8.07	8.39	7.45	7.60	9.21	10.70	9.00	10.50
DIRECTORATE TOTAL		8.59	8.69	8.33	8.18	8.32	8.39	7.80	7.78	6.91	6.89	6.92	7.18	7.49	8.50	
COUNCIL TOTAL (excluding Schools)		9.96	10.01	9.52	9.23	9.24	8.83	8.50	8.61	8.22	7.90	7.76	7.66	7.70	8.49	

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PLEDGE 90 REVIEW



PLYMOUTH
CITY COUNCIL

A report of the Caring Plymouth Co-operative Review
Scrutiny Group following a review of the Pledge 90 -
Mental Health Review Report

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FOREWORD

The emotional health and well-being of our citizens across Plymouth is a very important issue. In today's fast-paced, ever-changing society, people are faced with increasingly complex lives and a diverse set of challenges.

Pledge 90 was part of the 100 pledges announced by Plymouth City Council in July 2012. The purpose of pledge 90 was to 'Conduct a wide ranging review of the adequacy of mental health services and support in the city alongside local mental health providers and charities'.

Mental health of the population has been and will continue to be a core theme for the Caring Plymouth Scrutiny Panel; as such we have undertaken a scrutiny review to ensure the requirements of Pledge 90 are satisfied and identify where there are any gaps in the information.

Through this review, City Councillors now have a greater understanding of the mental health pathway which will assist further scrutiny in the new municipal year.

Finally, I would like to thank all those people who have contributed to and supported this review. Without their assistance it would not have been possible.

Councillor Mary Aspinall

Chair, Caring Plymouth Scrutiny Panel



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I. SUMMARY

- 1.1 The Caring Plymouth Scrutiny Panel agreed to hold a scrutiny review into the Pledge 90 – Mental Health, which was endorsed by the Cooperative Scrutiny Board on 27 November 2013.
- 1.2 A review of mental health services was undertaken and officers attended the Caring Plymouth panel to report findings in July and November. Following the November meeting the panel requested a further review to ensure that the review met the requirements of Pledge 90 and to identify whether there were any gaps in the information.
- 1.3 The panel, in analysing all of the information submitted by officers, witnesses and users of the mental health services, agreed that the Review had met the requirements of Pledge 90 and made a number of recommendations; these will be submitted to Cabinet via the Cooperative Scrutiny Board and are presented in section 8 of the report.

2. INTRODUCTION

- 2.1 This report presents the findings from the Caring Plymouth Scrutiny Panel's Cooperative Review on the topic of the Pledge 90 – Mental Health Review.
- 2.2 The Cooperative Review took place on 16 December 2013.
- 2.3 Members appointed to the Cooperative Review were as follows:
 - Councillor Mrs Aspinall (Chair)
 - Councillor Bowie
 - Councillor James
 - Councillor Mrs Nicholson
 - Councillor Parker
 - Karen Morse - Healthwatch
- 2.4 Officers supporting the Cooperative Review were as follows:
 - Katy Shorten – Strategic Commissioning Manager
 - Craig McArdle – Head of Joint Strategic Commissioning
 - Candice Sainsbury - Lead Officer
 - Amelia Boulter - Democratic Support Officer

3. BACKGROUND INFORMATION

3.1 Introduction

In May 2012 Plymouth City Council announced 100 pledges around the 10 priority areas in the Corporate Plan. Pledge 90 was to 'Conduct a wide ranging review on the adequacy of mental health services in the city alongside local mental health providers'.

4. COOPERATIVE REVIEW PROCESS

4.1 Aims and Objectives

The aims and objectives of the Pledge 90 – Mental Health Review were to consider all the findings to date and ensure all groups have been properly consulted. The panel reviewed –

- the needs assessment and supply of mental health services
- performance on mental health outcomes
- service user and carer views
- community and stakeholder views

4.2 Cooperative Review Methodology

4.2.1 The review took place over one day to review background information and to hear from a number of witnesses.

4.2.2 Meeting dates –

- 16 December 2013

4.2.3 The witnesses who presented evidence to the Panel were –

- Carol Hannaford – Principal, Stoke Damerel Community College
- Anita Frier – Vice-Principle, Stoke Damerel Community College
- Sarah Miller – Stoke Damerel Community College
- Sharon Claridge – Plymouth Mental Health Network Chair
- Mel McMahon – Excellence Cluster
- Lisa Hartley – Excellence Cluster
- Alan Fuller – Educational Psychologist, Plymouth City Council
- Georgia Rose – Plymouth Involvement and Participation Service (PIPS)
- Chris Everratt – Plymouth Involvement and Participation Service (PIPS)
- Dot Throssell – Plymouth Involvement and Participation Service (PIPS)
- Sarah Lees – Public Health Consultation, Plymouth City Council
- Michelle Thomas – Director of Operations, Plymouth Community Healthcare
- David McAuley – Plymouth Community Healthcare
- Emily Street – Commissioning Manager, NEW Devon CCG
- Lin Walton – Mental Health Commissioner, NEW Devon CCG
- Rob Sowden – Policy Officer, Plymouth City Council
- Ian Bowden - Rethink

5. PROCEEDINGS FROM THE COOPERATIVE REVIEW

5.1 The panel met on 16 December 2013 where they received an introduction from Katy Shorten (Strategic Commissioning Manager) and Councillor Sue McDonald, Cabinet Member of Public Health and Adult Social Care prior to interviewing a range of witnesses.

5.2 Stakeholder Feedback

- Early intervention and prevention was key in terms of mental health, children not identified early could develop serious and continuing mental health problems.
- It was essential that services are integrated and to look at the whole person, with clearer pathways to treatment. It was felt that the current system was not working.
- Low attendance of CAMHS at CAF or similar meetings was identified as a problem, leading to a child or young person losing days at school.
- More parents wanted support and the knowledge to access services, this need was increasing as more young people with mental health issues were being identified.
- Anecdotal evidence suggest that GP's awareness on mental health issues was low and where unaware of how to signpost those with mental health needs to the right services.
- There was a great deal of investment into secondary mental health services whilst there is minimal investment in looking at building mental health resilience in the community and raising awareness of mental ill health.
- Partnership working and revising mental health pathways could reduce the need for secondary services.
- People wanted to understand how they can look after themselves and their wellbeing.
- There was still a stigma around mental health issues.
- There were a significant number of children with hidden mental ill health problems in the city. This was having an adverse effect on their schooling and impact it had on their on families.
- The SHINE project aims to help teenage girl's recognise, with confidence, that they have worth, strength, choice and purpose and provides support to young girl's with eating disorders.
- One strategy was required for the city and all services should work towards that strategy.

5.3 Service and Carer Feedback

- Schools and GPs need more information on mental health illness and have a clearer pathway to access mental health support and services.
- The general public did not know how to access services and were unaware of how to get a referral to access other therapies such as Improving Access to Psychological Therapies (IAPT), counselling and social prescribing.

- An advanced statement of a person's wishes, which covers of the requirements a person may need during a time of crisis would be useful and should be highlighted as part of the review.
- Carers receive very little in the way of support and it was highlighted that there was no specific mental health carer group in the city.
- Plymouth Community Healthcare would firmly embed the triangle of care into the acute unit and roll out into the community.
- Anecdotal evidence suggested that many GPs did not have a great deal of knowledge on what mental ill health support was available. People who presented with physical and mental illnesses were not receiving the appropriate support as a result.
- Mothers were being sent home too early after giving birth and were not being properly discharged into the community where robust community care was required. Early transfers of mothers following delivery from hospital into the community required continued support to prevent post-natal depression.
- Black Minority and Ethnic (BME) groups were consulted with as part of this review, unfortunately this was minimal and further research was being undertaken.
- Carers were concerned that the transition from children to adult services seems to focus on age rather than need. It was felt that when a young person reached 18 years, they were overlooked or they were unsure on their continued support for their mental wellbeing.
- Those suffering with mental ill health were unaware of what services were available to them and clarity was needed on what services are available needs to be more clearly defined. There was still a stigma of being referred into mental health service.
- It was important to normalise mental health conversations and to get the message to the general public on the public health's 5 a-day promotion for wellbeing and looking after your own mental wellbeing should hold equal importance as physical health.

5.4 Needs Assessment Feedback

- Plymouth Community Healthcare and MIND provide a programme of mental health training for frontline workers or volunteers within community or service provider organisations in Plymouth.
- The demographics of Plymouth with high levels of deprivation, unemployment and an ageing population meant a higher level of people suffering with mental ill health. However, Plymouth has a good environment to enable people to look after themselves and their mental wellbeing.
- Suicide prevention rates for Plymouth were above the national average.

- The Mental Health and Wellbeing Strategy, promotes mental health in three key areas – stigma, life transitions and transition through bereavement.
- Transition from children to adult services was sometimes unclear and some services difficult to access, there was a need for a clear pathway for young people to follow for continued support for their mental wellbeing.
- Veterans are a hidden population unless they identify themselves to the GP. There is an improved offer through 'Plymouth Options' looking peninsula wide at veteran's health. A stakeholder event taking place early 2014 would help identify the gaps and feed into the clinical commissioning group. Work was undertaken at the Armed Forces event 2013 and PIPs were involved in the work.

5.5 Performance Feedback

- Plymouth Community Healthcare had been through a long process to resolve the issues with the CAMH service. Changes were put in place such as additional clinics and in January 2015 patients would not have to wait longer than 6 weeks, to achieve this they will look at referral routes and have a clear plan in place. They were also considering early intervention and preventative support.
- Commissioning teams met with the CAMH service on a monthly basis to monitor performance and further action would be undertaken by the provider if they were not meeting targets.
- Medium secure placements were not located in Plymouth and a programme of repatriation was in place with a prioritised list of people returning to the city. One person did slip through the system, this was addressed and subsequently new processes were put in place to ensure this does not happen again.
- Glenbourne had undergone significant change and had shifted from beds focus to community focus. They were confident the model developed was followed NICE guidelines, it was also reported that the Home Treatment Team would be available for 24 hours day from April 2014.
- Since 2001, 'Rethink Plymouth' had provided community based support for low level mental health symptoms and were working over and above capacity to meet targets. Their biggest challenge was helping resolve people's needs quickly and to providing support so that they did not end up in secondary care services.
- There was good partnership working with the police liaison service with the courts, street triage and section 136 and young people's place of safety would be based in Exeter and there were concerns raised that young people would be transferred to Exeter.

The Chair thanked Officers for their responses to questions and attendance at the meeting.

6. CONCLUSION

6.1 In reviewing all of the witness evidence and analysing all of the data provided the panel identified that the report met the requirements of Pledge 90 and was correct but would benefit from the following additions –

- to include scrutiny as a chapter;
- further work to identify the needs of the BME community and hard to reach groups and awareness on mental health,
- data on out of area placements;
- additional information on eating disorders.

The panel felt reassured that the report reflected the views from the feedback received from the witnesses, although it was apparent the views from service users, stakeholders, commissioners and providers views of the CAMH service were different. The panel highlighted that CAMHS as an issue despite previous interventions by scrutiny and the need to highlighting other services available to children and young people as an alternative to the CAMHS service.

6.2 Healthwatch's response

- The review detailed various consultations and surveys that were used to collate the status of services and the views of their users. However, upon further questioning of those attending the panel, these respondents were white british in all but two cases. Healthwatch would recommend that targeted consultation of non-white british service users and their families is undertaken to ensure a comprehensive review, and would urge the use of PIPS to facilitate this as a separate piece of work.
- Mental Health Community Champions – Healthwatch recommends that the option of trained and supported individuals within communities is explored, to enhance front line services in a less formal way. Existing services such as PIPS and MIND could be commissioned to roll out this project.
- Healthwatch would like to see CAMHS involving service users and their families in a more meaningful way.
- Healthwatch recommends that in depth consultation is carried out regarding enhancing the transition from child/young people's services to adult services. Users of services should detail their experiences, how they feel they could have been enhanced and become involved in future work around improvements.
- CAMHS – Following the information presented to the panel, and that contained within the various reports, further work with CAMHS made a priority.

7. RECOMMENDATIONS

It is recommended to cabinet that -

- in reviewing all of the witness evidence and analysing all of the data provided, the panel was assured that the Pledge 90 review and subsequent report satisfies the requirement on the Executive to 'conduct a wide ranging review of the adequacy of mental health service and support in the city alongside mental health providers and charities', but would benefit from the following additions –
- to include scrutiny as a chapter;
- further work to identify the needs hard to reach groups and increase awareness on mental health,
- data on out of area placements;
- further information on eating disorders.

The panel highlighted CAMHs as an issue despite previous interventions by scrutiny and the need to highlighting other services available to children and young people as an alternative to the CAMHs service.

It is recommended to the Caring Plymouth Panel that the future work programme considers –

- the remodelling of the children and young people pathway for mental health services and support referred to in the Pledge 90 report recommendations;
- action plans to improve the current CAMH service in Plymouth, in particular plans to reduce waiting times to six weeks by January 2015;
- the provision on 'places of safety' for vulnerable people in Plymouth.

It is recommended to the Health and Wellbeing Board that –

- early intervention and prevention of mental health problems should be delivered by a range of professionals. Identification and brief advice (IBA) training for all front line professionals would aid the identification of problems at an early stage, provide basic support and signposting / referral to most appropriate services;
- promotion and communication of mental health services available to young people and adults should be undertaken through schools and GP surgeries;
- awareness of mental health issues, particularly within hard to reach communities, is raised and adequate provision is in place;
- the partnership approach to mental health issues should be strengthened to ensure that service provision is integrated, as all public services could have an impact on an individual's mental health;
- a single mental health strategy is produced for the city and that it is resourced for delivery;

- a mental health champion is identified from the Health and Wellbeing Board to provide support to the carers support network;
- wider promotion by Public Health on health and wellbeing should include a focus on mental health awareness.

CO-OPERATIVE REVIEW PROJECT PLAN

PLEDGE 90 – MENTAL HEALTH REVIEW



Background	
Chair:	Councillor Mrs Aspinall
Lead Officer:	Katy Shorten – Strategic Commissioning Manager
Democratic Support Officer:	Amelia Boulter
Membership:	Councillor Bowie Councillor James Councillor Parker
Relevant Cabinet Member:	Councillor McDonald
Date review approved by the Co-operative Scrutiny Board:	27 November 2013
Summary of subject to be reviewed:	In May 2012, Plymouth City Council announced 100 pledges around the 10 priority areas identified in the Corporate Plan. Pledge 90 was to 'conduct a wide ranging review of the adequacy of mental health service and support in the city alongside mental health providers and charities'.
Reason(s) and rationale for the review:	Improved Mental Health Services.
Objectives of the review:	To ensure the review has met the requirements of Pledge 90. To identify whether there are any gaps in the information.
What will the review look at?	To consider all the findings to date and ensure all groups have been properly consulted. To review – - the needs assessment and supply of mental health services - performance on mental health outcomes - service user and carer views - community and stakeholder views
Which areas will be excluded from the review?	Dementia Care
What City and Council Priorities does the review relate to:	Caring Plymouth and Pioneering Plymouth
Identify links to other Council policies, projects or strategies:	Health and Wellbeing Strategy, Carers Strategy, Joint Strategic Needs Assessment, Commissioning of Services.
Who will benefit from the review:	Service users, carers, family, friends, health providers and charities.

Methodology	
The method and approach of the review:	<ul style="list-style-type: none"> • Document analysis; • Interviewing experts; • Interviewing witnesses and service users;
Witnesses and experts:	<ul style="list-style-type: none"> • Senior Managers/Chief Officers; • Service users; • External partners; • Voluntary and Community Groups; • Professional experts.
Co-opted representatives:	Healthwatch
Documents and/or reports for analysis e.g. internal/external reports or legislation):	The panel to review existing work/consultations already taken place.
Site visits:	Not applicable.
Consultations/Research:	Work/consultation already undertaken.
Publicity:	To be discussed/agreed.
Evaluation method	<p>Evidence based</p> <p>The recommendations of the review will be provided to the Cooperative Scrutiny Board for review in January 2014; the Caring Plymouth panel will review the progress and the Caring Plymouth Panel will undertake a progress review later in the year.</p>
Resource Requirements:	Cost of Lunch and officer time.
Barriers and Risks:	No barriers and risks identified.

Timetable		
Activity	Timescale / Date(s)	Intended Outcome(s)
Meeting 1:	Monday 16 December 2013	To interview stakeholders and service users
Draft report:	Friday 20 December 2013	To submit draft recommendations.
Submit report to the Co-	Due to tight	To agree the recommendations.

operative Scrutiny Board Meeting:	timescales Chair and Vice-Chair to agree outside of Cooperative Board Meeting.	
Submit to Cabinet Meeting:	N/A	Keep Cabinet Member for Public Health and Adult Social Care informed of progress.
Submit to other bodies/organisations:	Thursday 16 January 2014	Health and Wellbeing Board – the review and any recommendations to form part of the Health and Wellbeing Strategy.
Scrutiny Panel to evaluate and track the outcomes of the Co-operative Review:		

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GLOSSARY OF TERMS

PLEDGE 90 – MENTAL HEALTH REVIEW



PLYMOUTH
CITY COUNCIL

MIND	Provide advice and support to empower anyone experiencing a mental health problem and campaign to improve services, raise awareness and promote understanding.
IAPT	Improving Access to Psychological Therapies
PCH	Plymouth Community Healthcare
GPs	General Practitioner (Doctor)
NEW Devon CCG	Northern, Eastern and Western Devon Clinical Commissioning Group
CCG	Clinical Commissioning Group
PIPS	Plymouth Involvement and Participation Service
Rethink	Rethink helps millions of people affected by mental illness by challenging attitudes and changing lives.
Glenbourne Unit	Glenbourne is an acute hospital for people suffering from mental health problems aged between 18 - 65 who cannot be supported at home.
CAMHS	Child and Adolescent Mental Health Service
CAF	Common Assessment Framework
Section 136 'Place of Safety'	Section 136 of the Act gives police officers the power to remove a person with mental health issues from a public place who could be a danger to him/herself or to other people, to a "place of safety" where they may be assessed by a doctor.

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REQUEST FOR A CO-OPERATIVE 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?	Personal Problem Debt
Please provide a brief outline of the subject and scope of the review?	To ascertain the level and depth of personal problem debt in the city and the effectiveness of how we respond as a Council
Please outline the reasons as to why you believe a review needs to take place?	According to the Money Advice Service's report "Indebted lives: the complexities of life in debt" Plymouth has 29.3% of its population over-indebted, and ranks 48th out of 406 Authorities in a league table of local debt levels. This makes us the most indebted local authority area in the South of England. We need the review to establish whether we are providing the services needed to meet this need.
What will the review attempt to achieve?	The review will a) establish the causes b) the local impact and c) the quality of the response in respect of personal problem debt
Who will benefit from the review?	Members of the public, Councillors, Officers, Partners
How long do you think the review might take?	It is expected that the review would take one calendar month from start to finish. There is potential for a wide range of witnesses from across all sectors. This will include 3 separate days of witnesses.
When do you think the review should commence and why?	The review should commence by March 2014 in order to be completed prior to the end of the Civic Year.
When do you think the review should be completed by and why?	The review should be completed by April 2014 as above.
Review requested by?	Requested by Councillor Tuffin

Date:		Date:	
Scrutiny Review Approved/Rejected			
If approved initial Project Plan meeting date:			