



Democratic Support

Plymouth City Council
Civic Centre
Plymouth PL1 2AA

Please ask for Helen Wright, Democratic
Support Officer
T 01752 304022
E helen.wright@plymouth.gov.uk
www.plymouth.gov.uk/democracy
Published 11 November 2014

#coopscrutiny

CO-OPERATIVE SCRUTINY BOARD

Wednesday 19 November 2014
4.00 pm
Council House (Next to the Civic Centre)

Members:

Councillor James, Chair

Councillor Mrs Aspinall, Vice Chair

Councillors Mrs Beer, Bowie, Darcy, Philippa Davey, Jordan, Sam Leaves, Murphy, Mrs Parker
Delaz Ajete and Kate Taylor.

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 items on this agenda.

3. MINUTES (Pages 1 - 18)

The Co-operative Scrutiny Board will be asked to agree the minutes of the meetings held on 24 September 2014 and 22 October 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 19 - 24)

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

5a. DECISIONS TAKEN UNDER DELEGATED AUTHORITY

The Board will receive notification of the decisions taken under delegated authority with the Board's Lead Officer in consultation with the Chair and Vice Chair.

6. TRACKING DECISIONS (Pages 25 - 28)

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

7. FORWARD PLAN OF KEY DECISIONS AND PRIVATE BUSINESS (Pages 29 - 30)

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

8. CAPITAL AND REVENUE MONITORING REPORT 2014/15 (Pages 31 - 44)

The Co-operative Scrutiny Board will receive the capital and revenue monitoring report 2014/15.

9. CORPORATE PERFORMANCE REPORT QUARTER 2 2014/15 (Pages 45 - 82)

The Co-operative Scrutiny Board will receive the corporate performance report quarter 2 2014/15 and the Local Government Ombudsman annual review letter 2014.

10. CALL-INS

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

11. URGENT EXECUTIVE DECISIONS (Pages 83 - 84)

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 (Pages 85 - 86)

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

13. CO-OPERATIVE REVIEW(S)

The Co-operative Scrutiny Board will be asked to consider co-operative review(s) (if any).

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.

This page is intentionally left blank

Co-operative Scrutiny Board

Wednesday 24 September 2014

PRESENT:

Councillor James, in the Chair.

Councillor Bowie, Vice Chair.

Councillor Mrs Beer, Councillor Sam Davey (substitute for Councillor Philippa Davey), Councillor Michael Leaves (substitute for Councillor Sam Leaves), Councillor Morris (substitute for Councillor Mrs Aspinall), Councillor Murphy, Jon Taylor and Councillor Tuohy (substitute for Councillor Kate Taylor).

Apologies for absence: Councillors Mrs Aspinall, Darcy, Philippa Davey, Sam Leaves and Kate Taylor.

Also in attendance: Alex Claybrook (Deloitte), Malcolm Coe (Assistant Director for Finance), Alex Handley (Performance and Research Officer), Councillor Lowry (Cabinet Member for Finance), Tracey Lee (Chief Executive), Councillor Penberthy (Cabinet Member for Co-operatives, Housing and Community Safety), Giles Perritt (Assistant Chief Executive), Father Sam Philpott (Child Poverty Champion), Candice Sainsbury (Senior Policy, Performance and Partnerships Adviser), David Trussler (Interim Strategic Director for Transformation and Change), Councillor Ian Tuffin (Cabinet Member for Health and Adult Social Care) and Helen Wright (Democratic Support Officer).

The meeting started at 4.00 pm and finished at 6.05 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.

46. **APPOINTMENT OF VICE CHAIR**

The Board agreed to appoint Councillor Bowie as Vice Chair for this particular meeting.

47. **DECLARATION OF INTEREST**

In accordance with the code of conduct Councillor Michael Leaves declared a disclosable pecuniary interest relating to agenda item 55.

48. **MINUTES**

The Board agreed that the minutes of the meeting held on 13 August 2014 are confirmed as a correct record.

49. **CHAIR'S URGENT BUSINESS**

There were no items of Chair's urgent business.

50. **WORK PROGRAMMES**

The Board submitted its work programme for consideration together with the work programmes for Ambitious Plymouth Panel, Caring Plymouth Panel, Working Plymouth Panel and Your Plymouth Panel.

The Board agreed its work programme together with Ambitious Plymouth Panel, Caring Plymouth Panel and Your Plymouth Panel.

The Board further agreed that –

- (1) Collaborative Enforcement is included on the Working Plymouth Panel's work programme;
- (2) progress updates relating to the GAME Transformation Programme will be scrutinised by the Working Plymouth Panel; (as these items are included within the Your Plymouth Panel's terms of reference, the Panel will receive updates by email).

51. **DECISIONS TAKEN UNDER DELEGATED AUTHORITY**

The Chair reported that the Working Plymouth Panel and the Your Plymouth Panel had undertaken two joint meetings to review the Waste Collection Re-organisation business case and the Brilliant Co-operative Street Services, Category Management Fleet Services and Commercialism elements of the Growth and Municipal Enterprise Programme.

The recommendations arising from the two meetings had been agreed under delegated authority with the lead officer in consultation with the Chair and Vice Chair.

The Board noted the decisions taken under delegated authority.

52. **TRACKING DECISIONS**

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

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

The Board considered the following executive decisions contained in the Forward Plan which were scheduled to be discussed at Cabinet between November 2014 and January 2015 –

- review and prioritisation of the capital programme;
- collaborative enforcement, shared problems, shared solutions;
- Cities of Service;

- new Community Economic Development Trust;
- future delivery of Highways Services;
- parking IT and PCN processing contract;
- Tamar Bridge and Torpoint Ferry Joint Committee – bridge office development;
- transition support for young people into education, employment and training – tender of contract;
- residential and nursing care home fair price for care;
- contract award for community service equipment;
- implementing the Care Act 2014.

The Board agreed that the Caring Plymouth Panel include Implementing the Care Act 2014 on its work programme.

54. **CHILD POVERTY**

The Cabinet Member for Co-operatives, Housing and Community Safety (Councillor Penberthy), the Cabinet Member for Children, Young People and Public Health (Councillor McDonald), Senior Policy, Performance and Partnerships Adviser (Candice Sainsbury), Father Sam Philpott (Child Poverty Champion), Performance and Research Officer (Alex Handley) presented the annual update on the Child Poverty Strategy, which highlighted the following key issues –

- (a) child poverty was essentially a result of poverty in families; child poverty matters because it meant that children were suffering now and their future lives could be blighted;
- (b) in 1999, the Government made a commitment to end child poverty by 2020; the Child Poverty Act was published in 2010 in order to deliver this and also placed a number of duties on local authorities and other local delivery partners to work together to tackle child poverty;
- (c) Plymouth shaped its own response to child poverty based on its understanding of child poverty as the outcome of economic, environmental and social factors that could damage a child's development and limit or prevent children and young people from having many of the experiences and opportunities that others took for granted;
- (d) 'Child Poverty Matters – the Child Poverty Strategy' for Plymouth 2013-2016 was endorsed at Full Council in June 2013;
- (e) the child poverty cross party working group was established in June 2014 and included three Labour and three Conservative councillors, including the Cabinet Member with responsibilities for child poverty;
- (f) the update on the Child Poverty Action Plan had been provided to the child poverty working group over the past 12 months and provided updates on the following areas –

- financial support and independence;
 - family life and children's life chances;
 - communities and neighbourhoods;
- (g) the 'conversation' about child poverty in Plymouth, had been led by Father Sam Philpott and had taken place on 16 July 2014 with around 30 stakeholders from across the city; there were a number of key themes that emerged from the conversation which included –
- the need for active leadership to ensure intolerance of children living in poverty in the city;
 - the requirement for a holistic service planning and delivery approach.

Father Sam Philpott thanked the council for inviting him to take the role as Child Poverty Champion. His ambition was for Plymouth to be known as the child poverty free zone, intolerant of children living in poverty and his goal was for both councillors and council staff to become Child Poverty Champions (the council's partners would also need to be engaged in this process). Aspirations would also need to be raised and practical ways of helping children to climb out of poverty needed to be found.

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

- (h) the figures provided within the scorecard were based on the latest available data; the information highlighted how the performance had changed since 2010 against current performance also the national position;
- (i) Plymouth had a low income economy and had witnessed over the last three years a worrying trend with a drop in wages; one of the main reasons for this situation could be attributed to the higher than average part time jobs within the city;
- (j) the City Council as an employer had previously adopted the principles of the Living Wage and its implementation in 2013; it had also recently backed the Living Wage campaign for the city.

The Board agreed –

- (l) that scrutiny members participate in community walkabouts, facilitated by Father Sam Philpott and other child poverty champions to better understand the lived experience of children and young people living in poverty across the city;

- (2) to undertake a co-operative review, as part of the budget scrutiny process, to analysis the impact of the budget setting decisions 2015/16 – 2018/19 on the efforts to address child poverty in the city.

55. **TRANSFORMATION ASSURANCE REPORT**

The Chief Executive (Tracey Lee), the Cabinet Member for Finance (Councillor Lowry), the Cabinet Member for Health and Adult Social Care (Ian Tuffin), the Interim Strategic Director for Transformation and Change (David Trussler), the Assistant Director for Finance (Malcolm Coe) and Alex Claybrook from Deloitte presented the report which highlighted the following key areas –

- (a) the council was facing significant financial challenges as its Government funding was being reduced, whilst demand on its key services was increasing and the cost of providing services, such as Adult Social Care was rising; following analysis of the council's financial position for the next three years it had projected a reduction in spending of £64.5m;
- (b) the council was committed to avoiding large scale cuts in services that would be required in order to deliver savings on this scale and had embarked on an ambitious, large-scale transformation programme, the aim being to reduce costs by fundamentally changing the way services were delivered rather than simply stopping services;
- (c) the savings would be derived from a series of outline business cases from the five transformation programmes -
 - Co-operative Centre of Operations (CCO)
 - Customer Service Transformation (CST)
 - Growth, Asset and Municipal Enterprise (GAME)
 - People and Organisational Development (POD)
 - Integrated Health and Wellbeing (IHWB)
- (d) the five transformation programmes planned to deliver £6.5m savings for the council in 2014/15; it would not be possible to deliver this scale of change as part of the council's day to day business and in addition, the scale and timescales required to implement the changes required skills and planning not previously deployed by the council;
- (e) the Transformation Portfolio Office has run from August 2013 to date; it was established to oversee the change and to transfer new and specialist skills to the rest of the organisation; the total investment for 2014/15 in skills and capacity was £5.3m;
- (f) due to the ambitious scale of the programme, the council

commissioned Deloitte to undertake an independent assurance of the transformation scope to assess whether it had been appropriately set up to deliver the programme plans;

- (g) the review had identified a number of strengths and advantages to the council's approach to transformation, which included –
- strong programme management capacity, capability and tools;
 - strong governance arrangements with project and programme boards;
 - provided focus and accountability;
 - provided expertise and subject matter knowledge;
- (h) a series of overarching recommendations for improvement had also been identified in three areas -
- business cases;
 - pace;
 - transfer of skills;
- (i) in addition a number of specific recommendations had been identified for each of the transformation programmes;
- (j) a presentation was provided on the transformation capability maturity model and improvement plan, which included -
- the journey so far;
 - what is a capability maturity model?
 - why develop our capabilities? OGC common causes of programme failure;
 - evidence statements;
 - the capabilities in the transformation capability maturity model;
 - how this model would be used to measure the maturing ability to deliver transformational change;
 - what capability maturity would look like by Spring 2015?

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

- (k) following analysis of the information provided for the assurance report, none of the transformation programmes had been identified as being of concern;
- (l) a plan was currently being drafted which would provide details relating to the key dependencies and inter-dependencies of the transformation programmes;
- (m) residents would start to see fundamental changes to services with the delivery of the transformation programmes, such as the opening of the 1st stop shop, integrated health and social care, street

services, etc.

The Board agreed that –

- (1) the management actions contained in the report, are referred to the appropriate panels for inclusion in their work programmes;
- (2) it would monitor the overarching recommendations including the step down plan and engagement plan;
- (3) it will monitor the delivery against the planned improvements.

56. **CAPITAL AND REVENUE MONITORING REPORT 2014/15**

The Assistant Director for Finance (Malcolm Coe), the Cabinet Member for Finance (Councillor Lowry) and the Cabinet Member for Health and Adult Social Care presented the Capital and Revenue Monitoring report 2014/15 which highlighted the following key areas –

- (a) the estimated revenue overspend was £4.607m as at July 2014; the overall net spend equated to £209.387m against a budget of £204.680m which was a variance of 2.25 percent;
- (b) these figures needed to be taken within the context of setting £16m of management and net transformation savings in 2014/15; on the back of balancing the 2013/14 revenue budget where £17.8m of net revenue reductions were successfully delivered;
- (c) the key pressure points remained in Adult Social Care, where although client numbers were broadly in line with the set budget, the average cost per care package, per client was significantly higher (which reflected the more complex needs of clients that were being supported);
- (d) in addition the number of children within the council's care was approximately 40 more than the set budget which equated to a projected overspend of £1.45m; a thorough review of all high cost placements was being undertaken and a number of additional actions had been put in place to contain the spend on social care in the current year;
- (e) the projected council overspend had improved b £1.072m from the position reported at the end of May 2014;
- (f) the latest capital programme 2013/14 to 2016/17 stood at £207.670m which had been approved at Full Council on 24 February 2014 (including the Tamar Bridge and Torpoint Ferry at £7.445m);

- (g) following the approval of new schemes, re-profiling, variations and the inclusion of future years' Government grants and other identified income streams (such as increased developer contributions); the revised capital programme for 2013/14 to 2016/17 was £216.398m (an increase of £8.738m).

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

- (h) following the completion of the high cost placements review, an analysis of the information would be undertaken to ensure that the service was being provided efficiently; once this work had been undertaken decisions could be made on whether further reductions in other service areas would be required;
- (i) the savings identified from the integrated health and adult social care of £1.6m by 2014/15 had been included in the overall figures;
- (j) the delay with the Energy from Waste (EfW) plant had caused a timing delay in the receipt of PFI credits; in addition, the procurement of Materials Recycling Facility (MRF) had resulted in net costs of £720,000;
- (k) an improvement in the overspend had been reported which was currently under £4m.

An undertaking was made to the Board that the prevention and intervention strategy would be provided to the Caring Plymouth Panel.

The Board was assured that following the completion of the review looking at all high cost placements it would be brought back to the Board for consideration together with the action plan.

(Councillor Michael Leaves declared a disclosable pecuniary interest in the above matter).

57. **ANNUAL SCRUTINY REPORT 2013/14**

The Chair wished to convey his thanks to the Democratic Support Officers, Lead Officers and Helen Wright for their work on the report. The Chair further advised that he would be commending the report to the next full council meeting on 24 November 2014.

The Board agreed its Annual Scrutiny Report (subject to amending the membership page).

58. **CALL-INS**

There were no call-ins to consider.

59. **URGENT EXECUTIVE DECISIONS**

There were no urgent executive decisions to consider.

60. **RECOMMENDATIONS**

The Board agreed that a joint co-operative review is undertaken by the Caring Plymouth Panel and the Ambitious Plymouth Panel in early November 2014 to consider the final business case for Integrated Health and Wellbeing prior to its submission to Cabinet on 11 November 2014.

61. **CO-OPERATIVE REVIEW(S)**

There were no Co-operative Reviews to consider.

62. **EXEMPT BUSINESS**

There were no items of exempt business.

This page is intentionally left blank

Co-operative Scrutiny Board

Wednesday 22 October 2014

PRESENT:

Councillor Mrs Aspinall, Vice Chair, in the Chair.

Councillor Mrs Beer, Vice Chair.

Councillor Bowie, Mrs Bowyer (substitute for Councillor Darcy), Philippa Davey, Mrs Foster (substitute for Councillor Sam Leaves), Jordan, Murphy, Parker, Ricketts (substitute for Councillor James) and Kate Taylor.

Apologies for absence: Councillors Darcy, James and Sam Leaves and Giles Perritt (Assistant Chief Executive).

Also in attendance: Ross Jago (Performance and Research Officer), Chris Randall (Head of Finance Operations) and Helen Wright (Democratic Support Officer).

The meeting started at 4.00 pm and finished at 5.10 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.

63. **APPOINTMENT OF VICE CHAIR**

The Board agreed that Councillor Mrs Beer is appointed as vice chair for this particular meeting.

64. **DECLARATION OF INTEREST**

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

65. **CHAIR'S URGENT BUSINESS**

The Chair advised that Ofsted inspectors had arrived to inspect the council's effectiveness of its services for children and young people.

The Chair took this opportunity to welcome Councillor Parker to her first meeting of the Co-operative Scrutiny Board.

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

66. **WORK PROGRAMMES**

The work programme for the Co-operative Board, Ambitious Plymouth Panel and the Working Plymouth Panel were submitted for consideration and approval.

At the last meeting of the Board, it agreed that collaborative enforcement would be scrutinised by the Working Plymouth Panel (as originally it formed part of the Brilliant Co-operative Street Services concept); however it had been removed from the transformation programme and was being led by the Public Protection Service and as such sat with the Your Plymouth Panel.

A discussion took place relating to the relevance of including updates on work programmes. It was considered that where appropriate written updates could be appended to tracking decisions and where possible emailed to members prior to the meeting. This would provide members with sufficient time to review the update, and if appropriate, liaise with the Chair as to whether the officer(s) should attend the meeting (it would be at the Chair's discretion, as to whether officer(s) would be invited to attend the meeting).

The Board agreed –

- (1) its work programme subject to progressing the meeting with the City's MPs;
- (2) the provisional meeting scheduled for 3 December 2014 will be activated in order to prepare for budget scrutiny;
- (3) that budget scrutiny will take place over two days 12 and 14 January 2015 (the third date 7 January 2015 will at present remain in the diary to enable further budget preparation should it be required);
- (4) that all updates are removed from work programmes; written updates are to be appended to tracking decisions and where possible emailed to members prior to the meeting.

The Board further agreed –

- (5) that collaborative enforcement is removed from the Working Plymouth Panel's work programme and included on Your Plymouth Panel's work programme;
- (6) the work programme of the Working Plymouth Panel subject to the inclusion of the Growth Deal 2 (to include the implications for regional transport/City Deal) and Highways Maintenance (to include the future delivery of highways services as contained in the Forward Plan);

- (7) the work programme of the Ambitious Plymouth Panel subject to the inclusion of independent fostering/residential placements for children and young people and the preliminary outcomes of the Ofsted inspection.

66a. **DECISIONS TAKEN UNDER DELEGATED AUTHORITY**

There were no decisions taken under delegated authority.

67. **TRACKING DECISIONS**

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

The Chair advised that with regard to minute 55 –

- (a) the Prevention and Intervention Strategy should be submitted to the Ambitious Plymouth Panel and not the Caring Plymouth Panel;
- (b) the high cost placements review together with the action plan would be considered as part of the budget scrutiny process.

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

The Board considered the following executive decisions in the Forward Plan which were scheduled to be discussed at Cabinet between November 2014 and January 2015 –

- Plymouth Adult and Community Learning Service (PACLS) – business case;
- Co-operative Children and Young People's Services – updated business case;
- community domiciliary Care Services contract award;
- integrated commissioning – key decisions and next steps;
- integrated community health and social care delivery – key decisions and next steps;
- primary basic need awarding of contracts;
- contract award for the procurement of advocacy services;
- residential and nursing care home fair price for care.

The Chair advised a joint review would be held with the Caring Plymouth Panel and the Ambitious Plymouth Panel to scrutinise the integrated health and wellbeing transformation programme which would be held over two days (6 and 7 November 2014).

69. **CORPORATE MONITORING REPORT**

The Head of Finance Operations (Chris Randall) presented the corporate monitoring report (August 2014), which highlighted the following key points –

- (a) children's social care was currently showing an overspend of £2.367m; this position had worsened since July 2014 and could be attributed to the following -
- a significant increase in placements during the summer;
 - young people placed in independent foster care had increased by 12 to a total of 69, against a target budget of 60;
 - residential places had increased by 2 to 30 against a target budget of 18, with a significant number of these placements being high cost due to the complex nature of the children's needs.

An explanation was provided relating to the virements contained with revenue monitoring position table.

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

- (b) the target budgets relating to independent foster care and residential placements (as both of these areas were currently over target) would need to be reviewed;
- (c) in order to reduce the overspend within Children's Social Care key measures needed to be investigated such as what preventative care was being provided to prevent children from being taken into care and were there other ways of delivering support rather than placing children into foster care; analysis of the numbers and trends would need to be undertaken to ascertain whether there were opportunities to pre-buy places for independent foster care, as this would reduce costs.

The Chair thanked the Head of Finance Operations for attending the meeting.

70. **REVISED TERMS OF REFERENCE FOR OVERVIEW AND SCRUTINY**

The Board received a report on the revised terms of reference for overview and scrutiny, which highlighted the following key areas –

- (a) the proposed revisions to the terms of reference for the four Panels (Ambitious, Caring, Working and Your Plymouth Panels) reflected the changes within the local authority and partner organisations which had taken place since the restructure of the scrutiny function in 2013;
- (b) the revisions to the terms of reference would ensure a clear focus on the transformation programme and the activity which underpinned the Council's Corporate Plan;

- (c) corporate communications would become the responsibility of the Co-operative Scrutiny Board rather than the Ambitious Plymouth Panel;
- (d) the transformation programmes would be incorporated into the service areas so there would be no requirement to scrutinise transformation items separately.

The Board agreed that –

- (1) the revised terms of reference for the four panels (Ambitious, Caring, Working and Your Plymouth Panels) as set out in the report, with an amendment to remove the reference to the ‘transformation link’;
- (2) the revised terms of reference are submitted to Full Council on 24 November 2014 for approval and incorporated into the Council’s Constitution.

71. **FUTURE ARRANGEMENTS FOR BUDGET SCRUTINY**

The Board received a report of the future arrangements for budget scrutiny 2015/16 which highlighted the following key areas –

- (a) the report set out proposals for changing how the Council’s budget would be scrutinised by the Board during the 2015/16 financial year with a view to making the process more effective and efficient;
- (b) during the scrutiny of the Council’s budget in January 2014, the Board experienced difficulty in assessing and understanding some of the budget information within the tight timescales;
- (c) the costs incurred in scrutinising the budget over three day sessions had been estimated to be in the region of £5,000;
- (d) as in previous years, consultation would be undertaken with the business sector, voluntary and community sector, public and partners;
- (e) members of the Board would be invited to take part in training sessions which would allow members to familiarise themselves with the draft budget, identify areas for in-depth scrutiny and consider the impact of the Autumn Statement which would be announced on 3 December 2014.

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

- (f) it was anticipated that the agenda and supporting papers would be available on Wednesday 17 December 2014;

- (g) a representative from the Zebra/Octopus project would invited to be co-opted onto the Board to take part in the budget scrutiny process.

The Board agreed –

- (1) the proposed timetable for 2015/16 budget scrutiny, as outlined in paragraph 4.8 of the report; including the amendment to invite partners to attend specific sessions, rather than holding a dedicated partner session;
- (2) on-going in-year budget scrutiny should feature as part of the Panels' work programmes and the plans as outlined at 5.2 in the report are implemented.

72. **CALL-INS**

There were no call-ins to consider.

73. **URGENT EXECUTIVE DECISIONS**

The Chair advised that Councillor James (Chair of the Co-operative Scrutiny Board) had signed two urgent executive decisions, as follows –

- award of construction contract for Bay View Caravan Site and Saltram Gateway Works, Plymouth (Cabinet Member for Co-operatives, Housing and Community Safety);
- approval to complete the formal set up of Delt Shared Services Ltd and sign an ICT services agreement with the new company.

In response to a question raised, it was reported that a delay in awarding the construction contract, at this stage, would put £1.066m of funding at risk; the funding had been secured to support the refurbishment works from the Homes and Communities Agency.

The Board noted the urgent key decisions.

74. **RECOMMENDATIONS**

The Board agreed the recommendation received from the Working Plymouth Panel to support the recommendations contained within the City Centre Business Improvement District ballot which will be submitted to Cabinet in December 2014.

75. **CO-OPERATIVE REVIEW(S)**

The Board considered and agreed the –

- (1) joint co-operative review request relating to the transformation programme for integrated health and wellbeing submitted by the Caring Plymouth Panel and the Ambitious Plymouth Panel;
- (2) co-operative review request relating to Be-Wise to Child Sexual Exploitation submitted by the Ambitious Plymouth Panel;
- (3) minutes of the meeting held on 10 October 2014 to consider the Customer Services Strategy, submitted by the Your Plymouth Panel.

The Board agreed and recommended that the co-operative review into public funerals, submitted by the Your Plymouth Panel is considered by Cabinet.

76. **EXEMPT BUSINESS**

There were no items of exempt business.

This page is intentionally left blank

CO-OPERATIVE SCRUTINY BOARD

Draft Work Programme 2014 - 2015



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 Co-operative 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
25.06.2014	Financial Outturn 2013/14 Including Capital Programme Update	To identify areas of concern (if any).		David Northey, Head of Corporate Strategy
23.07.2014	Corporate Monitoring (Finance and HR) May/June 2014	To identify areas of concern (if any).		David Northey, Head of Corporate Strategy
	Review of Corporate Plan	To identify areas of concern (if any).		Giles Perritt, Assistant Chief Executive
	Scrutiny ELearning		To provide training for Members (and officers)	Lorraine Slinn, Senior ICT Trainer
	Costs and Benefits Monitoring Information for Transformation	To identify areas of concern (if any)		Malcolm Coe, Head of Finance
13.08.2014	Plymouth Plan	Pre decision scrutiny		Paul Barnard, Assistant Director for Strategic Planning and Infrastructure
	Co-operative Centre of Operations: Method and Approach (CCO) (Transformation)	The Board will receive an overview of this Transformation Programme		Ken Blunt, Co-operative Centre of Operations Manager
24.09.2014	Capital and Revenue Monitoring 2014/15	To identify areas of concern (if any)		David Northey, Head of Corporate Strategy
	Child Poverty	The Board will receive a 12 month progress update		Candice Sainsbury, Senior Policy, Performance and Partnership Advisor
	Annual Scrutiny Report	To meet statutory requirement		Giles Perritt, Assistant Chief Executive
	Transformation Assurance Report			Giles Perritt, Assistant Chief Executive

Date of meeting	Agenda item	Purpose of the agenda item	Reason for consideration	Responsible Officer
22.10.2014	Corporate Monitoring Report (August)	To identify areas of concern (if any).		Chris Randall, Head of Finance Operations
	Terms of Reference	To better align the Panel's areas of responsibility.		Ross Jago, Performance and Research Officer
	Future Arrangements for Budget Scrutiny	To agree future arrangements to Budget Scrutiny		Ross Jago, Performance and Research Officer
19.11.2014	Corporate Monitoring Report (Finance and HR)	To identify areas of concern (if any)		Chris Randall, Head of Finance Operations
	Corporate Plan Performance Monitoring Report	To identify areas of concern (if any)		Peter Honeywell, Transformation Programme Manager
December	City MPs	Provide an overview of current issues and areas of joint working.		Helen Wright, Democratic Support Officer
03.12.2014	Preparation for Budget Scrutiny			Helen Wright, Democratic Support Officer
17.12.2014	Co-operative Centre of Operations (CCO) (Transformation)	Pre decision Scrutiny		Ken Blunt, Co-operative Centre of Operations Manager
07.01.2015	Possible preparation for Budget Scrutiny			Helen Wright, Democratic Support Officer
12.01.2015	Budget Scrutiny (Day Two)	The Board's recommendations will form part of the consultation process.	Pre decision scrutiny	Giles Perritt, Assistant Chief Executive
14.01.2015	Budget Scrutiny (Day Three)	The Board's recommendations will form part of the consultation process.	Pre-decision scrutiny	Giles Perritt, Assistant Chief Executive
21.01.2015				
18.02.2015	Plymouth Plan	To form part of the consultation		Richard Grant, Local Planning Team Leader
11.03.2015				
15.04.2015				
Issues Identified for Scrutiny (no date agreed)				
	Flood Protection	Identified as a recommendation (15) from Budget Scrutiny.		Anthony Payne, Strategic Director for Development
	Review of Staff Engagement and Negotiation	Identified as a recommendation (17) from Budget Scrutiny.		Chris Squires, Assistant Director for HR and Organisational Development

Date of meeting	Agenda item	Purpose of the agenda item	Reason for consideration	Responsible Officer
	Leader and Chief Executive	Provide an overview of the council's priorities and progress		Helen Wright, Democratic Support Officer
	Assurance of Transformation Portfolio	Monitor		Giles Perritt, Assistant Chief Executive

This page is intentionally left blank

CARING PLYMOUTH

DRAFT - Work Programme 2014 - 2015


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 Amelia Boulter, Democratic Support Officer, on 01752 304570.

Date of meeting	Agenda item	Purpose of the agenda item	Reason for consideration	Responsible Officer
19.06.14	Cabinet Member for Public Health and Adult Social Care and Strategic Director for Place	The panel to be provided with an overview of the priorities for the next 12 months	Items for inclusion on the work programme	Carole Burgoyne
	Transformation	The panel to look at the Integrated Health and Wellbeing Transformation programme.		Craig Williams
	Work Programme	The panel to put forward items to be included on the work programme.		Candice Sainsbury
June/ July	Fairer Charging	To undertake a Scrutiny Review of Fairer Charging.	Key decision	David Simpkins
07.08.14	Carers Strategy			Katy Shorten
	Dementia Strategy			Katy Shorten
	NHS 111, Urgent Care and Out of Hours Doctor			Sharon Matson/ Nicola Jones
	Commissioning Strategy for Maternity Services			Gwen Pearson
11.09.14	Healthwatch	Presentation/overview of first 12 months		Karen Morse /Claire Anderson
	Better Care Fund and Transforming Community Services	Update		Craig Williams/ Craig McArdle/ Nicola Jones

Date of meeting	Agenda item	Purpose of the agenda item	Reason for consideration	Responsible Officer
11.12.14	Public Health Outcomes Framework			Rob Nelder
	4-4-54			Kelechi Nnoaham
	Alcohol Strategy			Kelechi Nnoaham
	CAMHS	Update		Plymouth Community Healthcare
	NHS Futures			Jerry Clough
29.01.15	Care Act	Impact on services		Dave Simpkins/ Craig McArdle
05.03.15	Commissioning Strategy for Children and Young People			Liz Cahill / Craig McArdle
	Devon Doctors Out of Hours	Progress Update		Nicola Jones
	Dementia	To present action plan outcomes.		Katy Shorten

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.
Maternity Services	PID to be produced.
Integrated Health and Wellbeing Transformation Programme	Subject to approval at the Co-operative Scrutiny Board on 24 September - a Co-operative Review to take place in early November to look at the final business cases for the Integrated Health and Wellbeing before going to Cabinet on 11 November 2014.

Co-operative Scrutiny Board

Tracking Decisions – November 2014



	Resolution	Target date, Officer responsible and Progress	
		Date:	Officer responsible and Progress
24.09.2014 Capital and Revenue Monitoring Report 2014/15 Minute 55	An undertaking was given to the Board that the Prevention and Intervention Strategy would be provided to the Caring Plymouth Panel. A further undertaking was given that once the review of all high cost placements had been completed it would be brought back to the Board together with the action plan.	Date:	October 2014
		Officer:	Malcolm Coe, Assistant Director for Finance
		Progress:	Officers have been requested to provide this information.
22.10.2014 Work Programme Minute 66.	The Board <u>agreed</u> – <ol style="list-style-type: none"> 1. Its work programme subject to progressing the meeting with the City's MPs; 2. The provisional meeting scheduled for 3 December 2014 will be activated in order to prepare for budget scrutiny; 3. That budget scrutiny will take place over two days 12 and 14 January 2015 (the third date 7 January 2015 will at present remain in the diary to enable further budget preparation should it be required); 4. That all updates are removed from work programmes; written updates are to be appended to tracking decisions and where possible emailed to members prior to the meeting. 	Date:	October 2014
		Officer:	Helen Wright, Democratic Support Officer
		Progress:	Arrangements are being made to meet the City's MPs. The provisional meeting on 3 December 2014 has been activated. Information fed back to the relevant DSOs. Completed

	Resolution	Target date, Officer responsible and Progress	
	<p>The Board further <u>agreed</u> –</p> <ol style="list-style-type: none"> 5. That collaborative enforcement is removed from the Working Plymouth Panel’s work programme and included on Your Plymouth Panel’s work programme; 6. The work programme of the Working Plymouth Panel subject to the inclusion of the Growth Deal 2 (to include the implications for regional transport/City Deal) and Highways Maintenance (to include the future delivery of highways services as contained in the Forward Plan). 7. The work programme of the Ambitious Plymouth Panel subject to the inclusion of independent fostering/residential placements for children and young people and the preliminary outcomes of the Ofsted inspection. 		
<p>22.10.2014</p> <p>Revised Terms of Reference for Overview and Scrutiny</p> <p>Minute 70</p>	<p>The Board <u>agreed</u> that –</p> <ol style="list-style-type: none"> 1. The revised terms of reference for the four panels (Ambitious, Caring, Working and Your Plymouth Panels) as set out in the report, with an amendment to remove the reference to the ‘transformation link’; 2. The revised terms of reference are submitted to Full Council on 24 November 2014 for approval and incorporated into the Council’s Constitution. 	<p>Date:</p>	<p>October 2014</p>
		<p>Officer:</p>	<p>Ross Jago/Performance and Research Officer Helen Wright, Democratic Support Officer</p>
		<p>Progress:</p>	<p>The revised terms of reference have been amended to reflect the amendment.</p> <p>Arrangements have been made to include this item on the agenda for Full Council on 24 November 2014.</p> <p>Completed</p>

	Resolution	Target date, Officer responsible and Progress	
22.10.2014 Future Arrangements for Budget Scrutiny Minute 71	The Board <u>agreed</u> – 1. the proposed timetable for 2015/16 budget scrutiny, as outlined in paragraph 4.8 of the report; including the amendment to invite partners to attend specific sessions, rather than holding a dedicated partner session; 2. on-going in-year budget scrutiny should features as part of the Panels' work programmes and the plans as outlined at 5.2 in the report, are implemented.	Date:	October 2014
		Officer:	Ross Jago, Performance and Research Officer/Helen Wright, Democratic Support Officer
		Progress:	The timetable for budget scrutiny would reflect the agreed change; budget scrutiny would be included in the work programmes of all the Panels. Completed
22.10.2014 Recommendations Minute 74	The Board <u>agreed</u> the recommendation received from the Working Plymouth Panel to support the recommendations contained within the City Centre Business Improvement District ballot which will be submitted to Cabinet in December 2014.	Date:	October 2014
		Officer:	Helen Wright, Democratic Support Officer
		Progress:	Information has been fed back to the relevant DSOs. Completed.
22.10.2014 Co-operative Review(s) Minute 75	The Board considered and <u>agreed</u> the – 1. joint co-operative review request relating to the transformation programme for integrated health and wellbeing submitted by the Caring	Date:	October 2014
		Officer:	Helen Wright, Democratic Support Officer
		Progress:	Information has been fed back to the relevant DSOs. Completed

	Resolution	Target date, Officer responsible and Progress	
	<p>Plymouth Panel and the Ambitious Plymouth Panel;</p> <p>2. Co-operative review request relating to be-wise to child sexual exploitation submitted by the Ambitious Plymouth Panel;</p> <p>3. Minutes of the meeting held on 10 October 2014 to consider the Customer Services Strategy, submitted by the Your Plymouth Panel.</p> <p>The Board <u>agreed</u> and <u>recommended</u> that the co-operative review into public funerals, submitted by the Your Plymouth Panel is considered by Cabinet.</p>		

Co-operative Scrutiny Board

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



LIST OF KEY DECISIONS AND PRIVATE BUSINESS

Reference	Title	Decision Maker and Date of Decision
I059756	REVIEW AND PRIORITISATION OF THE CAPITAL PROGRAMME	Council Leader Between 9 December 2014 and 31 March 2015
I063393	PLYMOUTH CITY CENTRE - BUSINESS IMPROVEMENT DISTRICT RENEWAL 2015 – 2020	Cabinet (on the recommendation of Councillor Evans) 9 December 2014
I063454	CITY DEAL: LAND TRANSFER AGREEMENT TO TRANSFER AREAS OF SOUTH YARD FROM THE MINISTRY OF DEFENCE TO PLYMOUTH CITY COUNCIL	Cabinet (on the recommendation of Councillor Evans) Between 9 December 2014 and 10 February 2015
I063453	PLYMOUTH EMPLOYMENT AND SKILLS PLAN	Cabinet (on the recommendation of Councillor Evans) 9 December 2014
I063489	2015/16 TO 2018/19 SUSTAINABLE BALANCED BUDGET AND COUNCIL TAX 2015/16	Cabinet (on the recommendation of Councillor Lowry) 9 December 2014
I063394	COST AND VOLUME FOR FOSTERING CONTRACT AWARD	Cabinet (on the recommendation of Councillor McDonald) 9 December 2014
I063451	ADOPTION AND IMPLEMENTATION OF ANTI-SOCIAL BEHAVIOUR, CRIME AND POLICING ACT 2014	Cabinet (on the recommendation of Councillors Penberthy and Vincent) 9 December 2014
I063488	MAJOR EVENTS 2015	Cabinet (on the recommendation of Councillor Peter Smith) 9 December 2014
I062730	IMPLEMENTING THE CARE ACT 2014	Cabinet (on the recommendation of Councillor Tuffin) 9 December 2014
I062772	COLLABORATIVE ENFORCEMENT, SHARED PROBLEMS, SHARED SOLUTIONS	Cabinet (on the recommendation of Councillor Penberthy) 9 December 2014
I061853	RESIDENTIAL AND NURSING CARE HOME FAIR PRICE FOR CARE	Cabinet (on the recommendation of Councillor Tuffin) 10 February 2015

PLYMOUTH CITY COUNCIL

Subject: Capital and Revenue Monitoring Report 2014/15
Committee: Cabinet
Date: 11 November 2014
Cabinet Member: Councillor Lowry
CMT Member: CMT
Author: David Northey, Head of Corporate Strategy
Contact Details Tel: 01752 305428
Email: david.northey@plymouth.gov.uk
Ref:
Key Decision: No
Part: 1

Purpose of the report:

This report outlines the finance monitoring position of the Council as at the end of September 2014.

The primary purpose of this report is to detail how the Council is delivering against its financial measures using its capital and revenue resources, to approve relevant budget variations and virements, and note the new schemes added to the Capital Programme in the quarter. It also updates Cabinet on the Interim staff spend and numbers as at the end of September 2014.

The estimated revenue overspend at the end of the financial year is £3.703m as at September 2014. The overall net spend equates to £208.383m against a budget of £204.680m, which is a variance of 1.81%. This needs to be read within the context of setting £16m of management and net transformation savings in 2014/15 on the back of balancing the 2013/14 revenue budget where £17.8m of net revenue reductions were successfully delivered.

As reported last quarter, the key pressure points are still in Adult Social Care where, although client numbers are broadly in line with the set budget, the average cost per care package per client is significantly higher (which reflects the more complex needs of clients that we are supporting).

Also, the summer has seen a significant increase in placements with young people placed in Independent foster care increasing by 5 to 74 against the target budget of 60. Residential placements have reduced by 3 to 27 against a target budget of 18 but with a significant number of these placements being high cost due to the complex nature of these children's needs. Due to 'Operation Triage' taking place in September an additional 15 young people had to be accommodated and this has put additional pressure on the placement budget.

Additional management solutions and escalated action to deliver further savings from the council's transformation programme are being worked up in order to address the in-year forecasted overspend.

Table 1: End of revenue forecast

	Budget £m	Forecast Outturn £m	Variance £m
Total General Fund Budget	204.680	208.383	3.703

This is an improvement of £0.904m on the previous quarter.

The latest Capital Budget, covering 2013/14 to 2016/17 stood at £216.398m which was approved at Full Council on 15th September 2014 (including Tamar Bridge & Torpoint Ferry at £7.445m). The forecast has now been amended to remove estimates in relation to 2013/14 and to incorporate income projections in respect of 2017/18 together with updated forecasts for the 2014-18 period. The Tamar Bridge & Torpoint Ferry element has also been removed from the reported value; this means we are now reporting Plymouth City Council's Capital only. The revised 2014-18 Capital Budget for approval is £210.154m.

Within this overall funding "envelope" the approved Capital Programme of projects for delivery totals £110.387m, a summary of which is attached. This report notes the new schemes and other movements for the quarter 2 period.

It should be noted that much of the Budget (or affordability envelope) is ring-fenced to the approval of specific projects in the pipeline, and that if these capital funding bids are unsuccessful, or a decision is taken not to progress these specific projects further, that the opportunity for the Council to make use of these ring-fenced budgeted capital resources will be lost to the Council, and the budget reduced.

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

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

Implications for Medium Term Financial Plan and Resource Implication: Including Finance, Human, IT and Land

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

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

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

Equality and Diversity

Has an Equality Impact Assessment been undertaken? No

Recommendations and Reasons for recommended action:

That Cabinet:-

1. Note the current revenue monitoring position and action plans in place to reduce/mitigate;
2. Approve the non-delegated revenue budget virements as set out in Table 4;
3. The City Council is recommended to approve the revised Capital budget for 2014-18 of £210.154m;
4. Note the movements to the approved Capital Programme;

Alternative options considered and rejected:

None – our Financial Regulations require us to produce regular monitoring of our finance resources.

Published work / information:

- 2014/15 [Capital & Revenue Monitoring Report Quarter 1 2014/15 Report](#)
 2014/15 Budget Reports [Co-operative Council Finance Plan 2014-2017](#)
 2014/15 Budget Reports [Delivering the Co-operative Vision within three years sustainable balanced budget](#)

Background Papers:

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

Sign off:

Fin	mc1415.49	Leg	DVS/21 467	Mon Off	DVS/214 67	HR		Assets		IT		Strat Proc	
Originating SMT Member: Malcolm Coe, AD for Finance													
Has the Cabinet Member(s) agreed the contents of the report? Yes													

Table 2: Revenue Monitoring Position

Directorate	2014/15 Council Approved Budget	2014/15 Budget Virements	2014/15 Budget	Forecast Outturn	Forecast Year End Overspend / (Underspend)	Movement in Month
	£m	£m	£m	£m	£m	£m
Executive Office	3.697	0.143	3.840	3.976	0.136	(0.064)
Corporate Items	11.008	4.283	15.291	14.396	(0.895)	(0.200)
Transformation and Change Directorate	31.335	(1.297)	30.038	30.038	0.000	0.000
People Directorate	122.746	(0.901)	121.845	126.307	4.462	0.000
Public Health	0.184	0.010	0.194	0.194	0.000	0.000
Place Directorate	35.710	(2.238)	33.472	33.472	0.000	0.000
TOTAL	204.680	0.000	204.680	208.383	3.703	(0.264)

Table 3: Key Issues and Corrective Actions

Issue	Variation £M	Direction of Travel	Management Corrective Action
<p>PLACE - Economic Development - Rents - The economic climate is resulting in lower rental income and current market position exposes the Council to a reduction in income on geared head leases, which are outside the Council's control. Increased pressure arising from the events programme</p>	0.168	Declining	A survey of the estate is in progress to identify the priorities for maintaining the stock and meeting contractual obligations to protect the level of rental income. Additional fee income and vacancies in strategic development are assisting the position
<p>PLACE – Street Services</p> <p>Impact of delay in 'readiness date' of Energy from Waste Plant has resulted in a corresponding delay in receipt of PFI grant.</p> <p>Some Car Parking Action Plans are now being deferred in 2014/15 resulting in a pressure of £395k. The bus lane enforcement action plan will not deliver fine income as expected as driver behaviour has changed. This will be offset by maximising (£160k) highways capital grants in order to reduce revenue expenditure.</p>	0.225	Declining	<p>A further and ongoing review of expenditure and options to increase income will continue in order to meet budget by year end</p> <p>MRF Recyclates Market and EfW tonnages continue to be monitored monthly to track any movement</p> <p>Agency spend continues to be reduced. But until front line structures are reviewed, agency staff need to be employed to maintain services. The best example of this is the drop of use when the Waste Collection Rezoning takes place.</p> <p>Analysis of the work completed by EDGE is being actioned to determine which additional savings can be implemented in the current financial year</p>
<p>PLACE - Strategic Planning and Infrastructure</p> <p>There is more planning fee income than originally forecast and restructures have generated additional savings</p>	(0.170)	Improving	Planning fee income will continue to be monitored closely

<p>PLACE - Management & Support</p> <p>GAME</p> <p><u>Commercialisation</u> Whilst the Trade Waste Service will generate a surplus based on normal operational assumptions the stretch target within GAME commercialisation is proving to be unrealistic given the current market conditions</p> <p>OTHER INCOME and COST REDUCTIONS</p> <p>The Directorate has significant income streams as a whole, and are always looking to ensure that these are maximised for the benefit of the Community and the Council.</p>	(0.223)	Improving	<p>The GAME Programme Team are continuously exploring new commercial income streams</p> <p>The management team have also put in place additional controls to prioritise and limit expenditure</p>
<p>TRANSFORMATION & CHANGE – Legal</p> <p>Trend increase in Child placement court fees £70k partly offset by new income streams</p>	0.060	Declining	<p>Managers are reviewing further income generation opportunities to offset this pressure</p>

<p>TRANSFORMATION & CHANGE – Departmental Management</p> <p>Potential pressure due to shortfall on planned efficiency savings.</p>	<p>0.200</p> <p>(0.260)</p>	<p>Same</p> <p>Improving</p>	<p>Some planned efficiency savings have not been realised fully</p> <p>Further areas for savings that have been identified include:</p> <ul style="list-style-type: none"> • Integrated Assurance and Compliance Unit • Improve controls around external procurement and recruitment • Review of business requirements for elements of support services
<p>PEOPLE – Children’s Social Care</p> <p>Pressure with Children & Young People’s placement numbers and costs. Significant increase in placements during the summer, young people placed in Independent foster care has increased by 5 to 74 against target budget of 60. Residential placements have reduced by 3 to 27 against a target budget of 18 with a significant number of these placements being high cost due to the complex nature of these children’s needs.</p> <p>Due to ‘Operation Triage’ taking place in September an additional 15 young people had to be accommodated this has put additional pressure on the placement budget. However, if it had not been for ‘Operation Triage’ there would have been a significant reduction in the number of children in care.</p>	<p>2.454</p>	<p>Declining</p>	<p>The annual round of ‘Star Chambers’ together with all external placements being reviewed and challenged. People DMT saving target (£200k) from negotiation with providers on commissioned contracts and maximisation of health and education funding against secure welfare placements</p> <p>There are a number of initiatives either implemented or in the process of being implemented as part of a containment plan to address the increasing numbers of children in care including:</p> <ul style="list-style-type: none"> • Completed reconfiguration of the Childrens Social Care family support service to create an intensive family support team focusing on children on the cusp, at risk of coming into care, as well as working to return children home from care where possible • Regular review of internal and external

			<p>placements, including requesting external providers to review costs. Block contracts for suitable providers being considered where appropriate</p> <ul style="list-style-type: none"> • New emergency placements for 16 year olds have been commissioned • The fostering recruitment campaign earlier this year has shown very promising signs that we will be successful in reaching our target to increase the number of in house carers to 200 <p>A bid to the Department of Education Innovation fund for £3.5m to implement a new multi-agency way of meeting the needs of our most complex adolescents in care. An outcome is expected in early October. Whilst this grant will be ring-fenced to new activities only, the impact of these activities is anticipated to reduce costs in other areas.</p>
<p>PEOPLE – Co-operative Commissioning & Adult Social Care</p> <p>There has been a significant pressure created by cost and volume changes, and a reduction in income</p> <p>The impact of a Supreme Court judgement in relation to Deprivation of Liberty Safeguarding (DoLS) assessments have impacted the service significantly, with resources having to be diverted to meet this statutory requirement</p>	2.570	Same	<p>The department are reviewing and right sizing packages of care, as well as reviewing the budget for any savings to be made.</p> <p>These include:</p> <ul style="list-style-type: none"> • Reviewing the way resources are allocated through the Resource Allocation System (RAS) to ensure a consistent approach • Review of Service vacancies and management costs • Further review of Commissioning spend

PEOPLE – Homes & Communities Identification of additional external funding.	(0.493)	Improving	People DMT agreed increase from maximisation of external funding (Families with a Future) and reviewing the commitments against specific reserves
PEOPLE – ELAFs Release of contingency for legal costs.	(0.070)	Improving	Release of contingency relating to expected legal costs not materialising.
PUBLIC HEALTH There is a pressure resulting from lower cemetery and cremation fees of £240k	0.000	Same	Officers continue to review other areas of expenditure to alleviate £240k pressure.
CORPORATE ITEMS - Transformation Currently forecasting an underspend in transformation.	(0.099)	Same	Forecast continually under review.
CORPORATE ITEMS - Capital Financing Reduction in interest payable on loans	(0.646)	Improving	Re-profiling the borrowing portfolio and seeking greater returns on investments has delivered a surplus against the required £1m revenue savings on Treasury Management in 2014/15. Management will continue to review the borrowing portfolio for further savings opportunities
CORPORATE ITEMS – Business Rates The Council is part of a business rates pool with other Local Authorities in the Devon which is in its second year of operation.	(0.150)	Same	The current forecasts indicate additional income due to the Council from the pooled arrangement
EXECUTIVE OFFICE Pressure due to shortfall on planned efficiency savings.	0.136	Improving	Managers to continue to review budgets to identify potential savings to address issues, and hold positions vacant where possible.
TOTAL	3.702		

Table 4 Virements description (1)

Description	Detail
ICT staff not transferring to DELT	ICT staff supporting Carefirst that are not transferring to DELT moved to be part of people directorate and the Intelligent client function that will manage the relationship between PCC and Delta will sit within the Chief Executive directorate
Transformation	Budget adjustment to transfer back budget for HR & OD employees now working in Transformation
Corporate transfers from reserves	Moving agreed amounts from reserves to fund Real-Time Passenger Info Project, Community Transport and Summer Concerts

Table 4 Virements detail (2) £m

	ICT staff not transferring to DELT	Transformation	Corporate transfers from reserves	Total virements
Executive Office	0.130	0.000	0.000	0.130
Corporate Items	0.000	(0.154)	(0.481)	(0.635)
Transformation and Change	(0.250)	0.154	0.000	(0.096)
People Directorate	0.120	0.000	0.000	0.120
Public Health	0.000	0.000	0.000	0.000
Place Directorate	0.000	0.000	0.481	0.481
TOTAL	0.000	0.000	0.000	0.000

Capital Programme 2014/15 – 2017/18

Our Capital Programme is critical to the growth of this city and how we operate as a Brilliant Co-operative Council. We have transformed the way we make decisions on capital investments by increasing Member involvement whilst also enabling us to react quickly to new opportunities.

The Council approves a **Capital Budget**, representing the overall “affordability envelope” within which a **Capital Programme** of projects for delivery is agreed.

Changes to Capital Budget

The latest approved capital budget of £216.398m (including Tamar Bridge & Torpoint Ferry at £7.445m) was approved at Full Council on 15th September 2014. The forecast has now been amended to remove estimates in relation to 2013/14 and to add income projections in respect of 2017/18, together with other updates to income forecasts for the 2014-18 period. The revised 2014-18 budget for approval is £210.154m (excluding the Tamar Bridge & Torpoint Ferry).

A summary of the Capital Budget and changes for the Quarter 2 period are detailed in the following Table 6.

Changes to Capital Programme (Approved projects within the Capital Budget)

Within the above Capital Budget or “affordability envelope”, authority has been delegated to the Leader (or responsible finance officer for items below £0.2m), to add new or approve changes to existing capital schemes.

New projects added to the Capital Programme, under delegated authority, together with other changes for the Quarter 2 period, are detailed in Table 5 below.

Table 5 Capital Programme Movements £m

TABLE 5 - Capital Programme Movements	£m
Total Approved Programme - June 2014 (Q1)	103.997
Flood Defence Schemes (EA Funded)	1.225
Demolition of Mayflower Car Park (Additional Costs)	0.629
Traffic Control Unit and CCTV (Additional Costs)	0.920
Green Deal - Funding from DECC	3.069
Drug and Alcohol Prevention Grants - Health England	0.186
Repairs to Midland House Lifts	0.142
Separation of Council House (Additional Costs)	0.128
Other Programme Movements	0.091
Total Approved Capital Programme - September 2014	110.387

TABLE 6 - INCOME ASSUMPTIONS

LATEST APPROVED (Q1)

CURRENT (Q2)

	Responsible AD	Original Budget Total £'000s	LATEST APPROVED (Q1)					CURRENT (Q2)					Overall Movement Q1 to Q2 £'000s	Removal of 2013/14 £'000s	Addition of 17/18 (As Introduced Aug 14) £'000s	Other Movment (Q1 to Q2) £'000s
			2013/14 £'000s	2014/15 £'000s	2015/16 £'000s	2016/17 £'000s	Total £'000s	2014/15 £'000s	2015/16 £'000s	2016/17 £'000s	2017/18 £'000s	Total £'000s				
UNRINGFENCED:																
Capital Receipts	David Draffan	28,791	3,114	10,078	9,447	2,237	24,875	17,632	3,783	7,236	1,577	30,227	5,352	-3,114	513	7,952
Un-ring-fenced Grants	Paul Barnard	50,574	11,669	16,180	14,360	7,756	49,965	24,202	6,257	6,256	5,905	42,619	-7,346	-11,669	5,315	-992
Unsupported Borrowing	Malcolm Coe	0	0	0	0	0	0	905	1,422	0	2,396	4,723	4,723	0	2,396	2,327
Developer Contributions - CIL (123 List)	Paul Barnard	0	0	0	0	0	0	425	1,536	1,582	1,072	4,615	4,615	0	1,072	3,543
Developer Contributions - CIL (Neighbourhood Use)	Paul Barnard	0	0	0	0	0	0	75	271	279	189	814	814	0	189	625
Sub-total unringfenced resources		79,366	14,783	26,258	23,807	9,992	74,840	43,238	13,268	15,352	11,139	82,998	8,158	-14,783	9,485	13,455
RINGFENCED:																
Capital Receipts	David Draffan	0	0	0	0	0	0	2,014	455	5	0	2,474	2,474	0	0	2,474
Loans repaid (investment fund)	Paul Barnard	1,405	0	1,042	109	636	1,786	21	1,040	636	109	1,806	20	0	109	-89
Ring-fenced Grants	Paul Barnard	66,538	22,469	20,193	19,678	4,510	66,851	16,899	28,481	11,690	7,170	64,240	-2,611	-22,469	3,370	16,488
Unsupported / Internal Borrowing (cash flow)	Malcolm Coe	35,205	4,545	9,921	9,721	5,000	29,187	9,336	7,980	5,000	2,000	24,315	-4,872	-4,545	2,000	-2,327
Section 106 - Negotiated Obligations and Tariff	Paul Barnard	7,081	539	10,535	7,142	4,704	22,920	12,303	6,525	3,628	2,169	24,624	1,705	-539	2,169	75
External Contributions	Paul Barnard	3,434	992	956	500	500	2,948	837	500	500	500	2,337	-611	-992	500	-119
Internal Funds / Revenue	Malcolm Coe	7,197	3,889	2,925	3,078	528	10,420	1,878	4,425	528	528	7,359	-3,061	-3,889	528	300
Sub-total ringfenced resources		120,859	32,434	45,573	40,228	15,878	134,113	43,288	49,406	21,987	12,476	127,156	-6,957	-32,434	8,676	16,802
Total PCC Programme		200,225	47,217	71,832	64,035	25,870	208,953	86,526	62,675	37,339	23,615	210,154	1,201	-47,217	18,161	30,257
Tamar Bridge - Cornwall County Council Unsupported borrowing		7,445	3,615	2,430	1,400	0	7,445	0	0	0	0	0	-7,445	-3,615	0	-3,830
Total Programme		207,670	50,832	74,262	65,435	25,870	216,398	86,526	62,675	37,339	23,615	210,154	-6,244	-50,832	18,161	26,427

Spend on Interim Support

Our revised Pay Policy Statement presented to Full Council on 31 March 2014, requires us to report on all interim spend where we have used such support for a period of more than 3 months, with a day rate of more than £500. Table 7 details the position at September 2014, the end of the second quarter of 2014/15.

The majority of interims are adding capacity to our Transformation Programme which aims to deliver over £30m of net revenue benefit over three years. Spend on all interim posts, as detailed in Table 7, is within the approved revenue budget allocations for 2014/15.

As at the end of September 2014, the council is utilising 11 interim posts, (compared to 17 as at June 2014), of which 6 contracts, covering established senior management posts, end during October 2014. Permanent appointments have now been made for the majority of these posts.

Table 7 Summary of Interim Appointments @ September 2014

Plymouth City Council - Summary of Interim Appointments as at September 2014			
Role	Daily Charge Rate (inc agency fee)	Start Date	Finish or Estimated Finish Date
Interims covering established PCC posts (currently out to advert)			
Director for Corporate Services	£812.00	12/08/2013	24/10/2014
Assistant Director for Street Services	£652.80	16/12/2013	31/05/2015
Human Resource Director - NHS secondment for 2 days per week	£590.00	07/01/2014	31/03/2015
Head of Portfolio Office - post approved by Appointments Panel	£644.00	14/10/2013	24/10/2014
Head of Business & Technical Architecture - approved by App Panel	£840.83	20/01/2014	24/10/2014
Interims providing capacity to transformation programme			
Programme Manager - Children & Young People	£669.50	21/07/2014	20/01/2015
Programme Manager - Integrated Health & Wellbeing	£572.00	25/11/2013	24/10/2014
Programme Manager - Co-operative Centre of Operations	£723.30	14/07/2014	13/10/2014
Organisational Development Specialist	£644.83	16/12/2013	22/10/2014
Business Architect - Co-operative centre of operations	£729.30	22/05/2014	21/11/2014
Interim Project Manager - Customer Services	£580.00	16/06/2014	05/12/2014

This page is intentionally left blank

PLYMOUTH CITY COUNCIL

Subject: Corporate Performance Report – Quarter 2 - 2014/15
Committee: Cabinet
Date: 11 November 2014
Cabinet Member: Councillor Evans
CMT Member: Tracey Lee, Chief Executive
Author: Peter Honeywell, Transformation Programmes Manager
Contact details: Email: peter.honeywell@plymouth.gov.uk
Tel: 01752 305603

Ref:

Key Decision: No
Part: 1

Purpose of the report:

This is the Quarter 2 2014/15 Corporate Performance monitoring report which shows progress and the emerging trends of the Corporate Plan and progress of the new 50 Pledges. Attached to this report are a report on a page which summarises the Key Action and Performance Measure progress, a Highlight Report which provides more detail of the Corporate Plan monitoring and a progress report of the 2014 Pledges.

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

The Council remains committed to the vision, values, objectives and outcomes set out in the Corporate Plan, but will seek to update the milestones and actions to reflect the new pledges appended to this report, before seeking approval of the Council of the updated plan.

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

The Council set a three year balanced budget in February 2014, and will continue to manage its commitments within the revenue and capital envelope agreed at that time.

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

The new pledges complement the Council's existing policy framework with respect to the above.

Equality and Diversity:

Where potential equality and diversity implications are identified from the implementation of any new activities arising from the pledges, assessments will be undertaken in line with the Council's policies.

Recommendations and Reasons for recommended action:

That the Cabinet commits to the delivery of the commitments appended to this report
 That the Corporate Plan is updated to take account of the new commitments for consideration by the Cabinet on 15 July 2014

Alternative options considered and rejected:

None

Published work / information:

The Brilliant Co-operative Council Corporate Plan 2013/14 -2016/17
<http://www.plymouth.gov.uk/homepage/councilanddemocracy/aboutus/ourplan.htm>

Background papers:

None

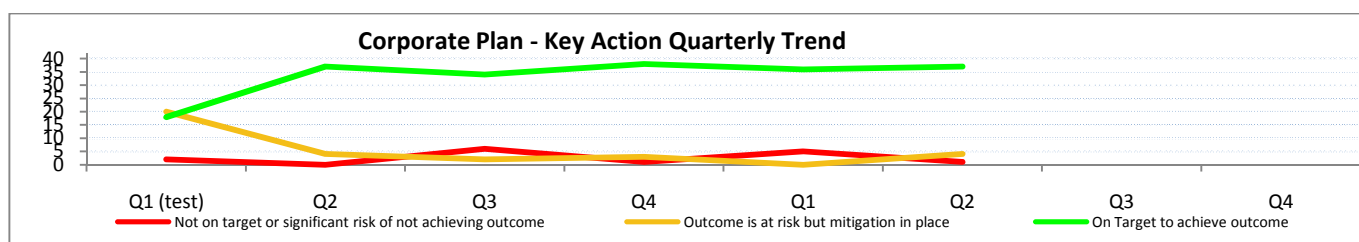
Sign off:

Fin	cdr l 415. 63	Leg	DVS /lt/2 1580 /311 014	Mon Off	DVS /lt/2 1580 /311 014	HR		Assets		IT	lt/2 l 580	Strat Proc	
Originating SMT Member: Giles Perritt													
Has the Cabinet Member(s) agreed the content of the report? Yes													

I. Corporate Plan Performance Monitoring Report

In summary, the majority of the Corporate Plan "Key Actions" are on target to achieve their milestones so that Outcomes are completed by the end of 2016/17.

Key Actions	2013/14				2014/15			
	Q1 (test)	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Not on target or significant risk of not achieving outcome	2	0	6	1	5	1		
Outcome is at risk but mitigation in place	20	4	2	3	0	4		
On Target to achieve outcome	18	37	34	38	36	37		



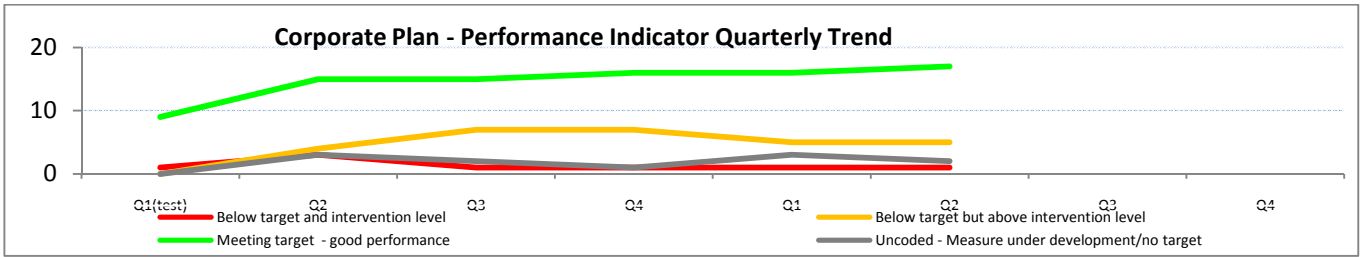
Of the 42 "Key Actions" reported, only 1 is not on target (RED), and has had challenges achieving milestones. K41 which requires us to "Implement People and Organisational Development Framework", has encountered issues relating to two milestones; the design of both the 'Behavioural Competencies Framework' and the 'Leadership, competencies, skills and knowledge framework'. In relation to the former, we are awaiting additional resource in order to be able to identify resolution date, and the latter, have identified additional activities and therefore the scope of the milestone is reset resulting in the milestone target date now set for Quarter 3.

There are 4 Key Actions where milestones have not been completed, but there are mitigating factors which mean that the outcome is not at risk (AMBER). These include K27(B) Adult Safeguarding, K39 City Deal, K44 Housing Supply and K49 Dementia Friendly city. More detail is described in the Key Action highlight Report attached.

Performance Measures.

Of the 25 performance measures tracking outcomes of the Corporate Plan the majority are performing well, however, 1 (P17), is below target. This measure relates to the "The % of residents who believe they can influence decisions affecting their local area." Action is being taken to find better ways of improving this measure. In contrast, 16 measures are performing well and this has remained very consistent compared to previous quarters. The remaining 5 (P10, P18, P21, P22 and P23) are 15% or less below target and are not being escalated for action. There are 2 performance measures which are still to be developed and no data currently exists.

Key Measures	2013/14				2014/15			
	Q1(test)	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Below target and intervention level	1	3	1	1	1	1		
Below target but above intervention level	4	4	7	7	5	5		
Meeting target - good performance	9	15	15	16	16	17		
Uncoded - Measure under development/no target	10	3	2	1	3	2		



2. Pledge Summary

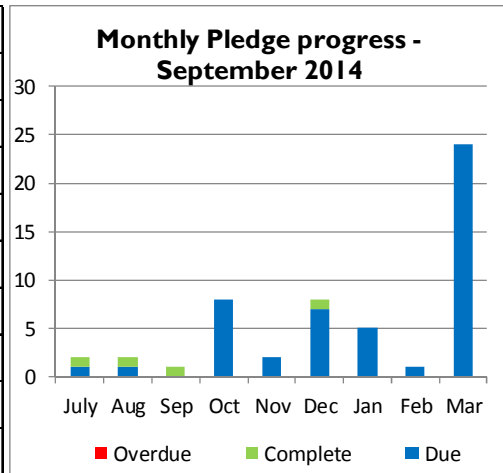
As at 30 September 2014, 4 of all 50 pledges have been completed against a target of 2.

Total Pledges planned for completion by this date	2
Total Pledges completed to date	4

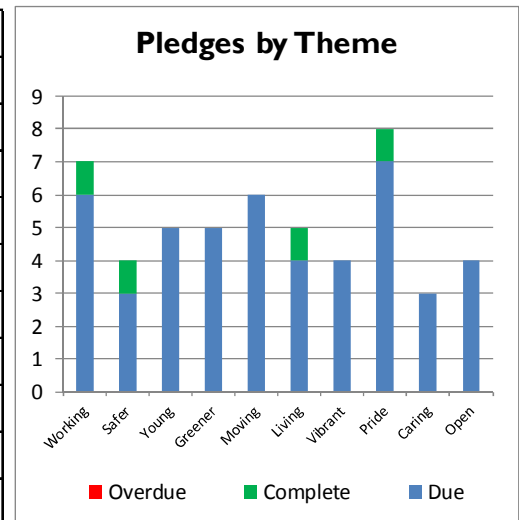
The graph below compares the number over overall pledges completed against those expected to have been completed each quarter.

Progress summary

Month	Due	Complete	Overdue
July	1	1	
Aug	1	1	
Sep	0	1	
Oct	8		
Nov	2		
Dec	7	1	
Jan	5		
Feb	1		
Mar	24		



Pledges by Theme	Due	Complete	Overdue
Working	6	1	
Safer	3	1	
Young	5		
Greener	5		
Moving	6		
Living	4	1	
Vibrant	4		
Pride	7	1	
Caring	3		
Open	4		



Pledges Overdue

There are currently 0 pledges which should have been completed by the end of September 2014, and so far remain incomplete.

Overdue pledges will be highlighted in attached appendices in RED:

- Appendices A - Corporate Plan Monitoring - 2014-15 Q2 - Report on a page
- Appendices B - Corporate Plan Monitoring - 2014-15 Q2 – Highlight Report
- Appendices C - Corporate Plan Monitoring - 2014-15 Q2 – Performance Report
- Appendices D - 50 new pledges -September report

This page is intentionally left blank

Our Plan - A Brilliant Co-operative Council

City Vision

Britain's Ocean City



Corporate Plan Performance monitoring

A Report on a page

Quarter 2
2014/15

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	K43
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	K44	K12 K13	K14 K15	K16 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 K45 K21 K46 K47 K22	K23 K24 K25 K47	K26 K27 A K27B	K29 K30 K31 K48 K49
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 K50 K51 K36	K37	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

This page is intentionally left blank

Corporate Plan 2013/14 to 2016/17 - Key Action Highlight Report

Pioneering				Quarter 2 2014/15				Page 1		
Outcome	Portfolio Leads	Outcome Lead	Officer Leads	Key Action Description	RAG	2014/15 Key	Milestones due for completion during current quarter	Status	Proposed resolution (overdue Milestones)	Milestones due for completion next Quarter
The Council provides and enables brilliant services that strive to exceed customer expectations.	Pete Smith	Faye Batchelor-Hambleton	Pete Honeywell	Speed up the delivery of Customer and Service Transformation Programme service reviews through developing a Council wide Customer and Service delivery blueprint and Customer Access Strategy.	Green	<u>K1</u>	<ol style="list-style-type: none"> 1. Implement the split of staff in Revs and Bens to create teams working in the shop, the contact centre and on case work 2. Deliver new technology for shop and train staff 3. Commence rationalisation of web content on www.plymouth.gov.uk 4. Develop customer service principles and draft Customer Service Strategy with a roadmap and implementation plan for deployment 	<ol style="list-style-type: none"> 1. Complete 2. Complete 3. Complete 4. Complete (Presented at Your Plymouth Scrutiny 10.10.14 and to be presented at Cabinet on 11.11.14)		<ol style="list-style-type: none"> 1. Pre decision scrutiny on draft Customer Service Strategy and implementation plan for initial tranches 2. Cabinet approval of Customer Service Strategy and implementation of initial tranches 3. Pothole reporting available on Plymouth App - this must be confirmed with Amey before it can be included on this report 5. Open new shop
	Pete Smith		Giles Perritt	Focus performance improvement on top priorities identified by Plymouth residents.	Green	<u>K2</u>	<ol style="list-style-type: none"> 1. Increase number of free early years places across the city 2. Children's Social Care to move to single assessment, an approved frontline assessment process for vulnerable people 3. Update road resurfacing programme to reflect current intelligence and priority for intervention 4. Launch £3m Green Deal for Communities Fund 	<ol style="list-style-type: none"> 1. Complete 2. Complete 3. Complete 4. Complete 		<ol style="list-style-type: none"> 1. Set up a forum to help women return to work on family friendly policies after maternity or childcare leave 2. Begin to introduce free Wi-Fi in the city centre 3. Relaunch a home composting scheme
Plymouth's cultural offer provides value to the city.	Tudor Evans	David Draffan	David Draffan	Support the Culture Board in refreshing and implementing a city-wide cultural strategy - the Vital Spark.	Green	<u>K3</u>	<ol style="list-style-type: none"> 1. Refresh of the Plymouth Culture Board trustees (complete – closing date for applicants completed and shortlisting is now underway) 2. Review of the Plymouth Culture Board priorities (complete) 	<ol style="list-style-type: none"> 1. Complete 2. Complete 		<ol style="list-style-type: none"> 1. Development of funding application to Arts Council to support the development and delivery of the priorities
	Tudor Evans		David Draffan	Support Destination Plymouth to deliver the Visitor Plan and a programme of events to raise the profile of the city to investors as a major stepping stone towards Mayflower 2020	Green	<u>K4</u>	<ol style="list-style-type: none"> 1. Continue with City Centre company ballot process – business consultation 2. Start to develop Mayflower 2020 programme 3. Start to develop 10 year major event strategy 	<ol style="list-style-type: none"> 1. Complete 2. Complete 3. Complete 		<ol style="list-style-type: none"> 1. Present City Centre Company business plan to cabinet for approval – Dec 2. Present draft major event plan to CMT – Dec 3. Present draft Mayflower programme to CMT – Dec 4. Agree event and marketing priorities for 2015/16 – Dec 5. Commence refresh of Visitor Plan – Mar 2015
	Tudor Evans		David Draffan	Transform the city's cultural assets to provide greater value to the city through the development of the Plymouth History Centre	Green	<u>K5</u>	<ol style="list-style-type: none"> 1. Recruitment for new programme director of Plymouth History Centre (complete – appointment of Paul Brookes confirmed 10th October) 2. Procurement of design team for the Plymouth History Centre (complete – design team appointed and start-up meeting scheduled for Friday 17th October) 	<ol style="list-style-type: none"> 1. Complete 2. Complete 		<ol style="list-style-type: none"> 1. Completion of interpretation master plan 2. Completion of first phase of the organisation project
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.	Green	<u>K6</u>	<ol style="list-style-type: none"> 1. Revise the Council's Revenue Financial Resources Forecast incorporating sensitivity analysis to reflect a high level 5 year horizon 2. Review initial Ernst and Young Transformation benefit modelling to reflect current Transformation Programme information and ensure accurate benefit assumptions are presented 3. Co-operative Capital Investment Board to approve the 2017/18 Capital Resources Forecast 4. Produce initial draft of the Integrated Health and Wellbeing resource plan incorporating budgets and benefits 	<ol style="list-style-type: none"> 1. Complete 2. Complete 3. Complete 4. Complete 		<ol style="list-style-type: none"> 1. 2015/16 - 2016/17 detailed budget to be presented to Cabinet (October 2014) Indicative budget for 2017/18 & 2018/19 2. Refreshed Transformation Programme benefits to be presented to Cabinet 3. Adult Social Care and Children's Social Care budgets to be presented to the Corporate Management Team and Cabinet using cost and volume methodology – demonstrating impact of planned health integration.
	Mark Lowry		Malcolm Coe	Maximise Plymouth's opportunities to secure external funding.	Green	<u>K7</u>	<ol style="list-style-type: none"> 1. Forward projections of projected income streams to be presented and targets to be set via Co-operative Council Investment Board (CCIB) and the Leader 2. Submit bid for £1.4m Transformation Challenge award funding in partnership with Clinical Commissioning Group and Plymouth Community Healthcare 	<ol style="list-style-type: none"> 1. Complete 2. Complete 		<ol style="list-style-type: none"> 1. Draft City Deal governance arrangements focusing on maximising return on the funding 2. Define principles in agreement in partnership with the University regarding energy sharing in relation to the History Centre
Pioneering in reducing the city's carbon footprint and leading in environmental and	Brian Vincent	Malcolm Coe Paul Barnard	Paul Barnard	Work with Plymouth residents, as well as the private and public sector within Plymouth, to create a low carbon city.	Green	<u>K43</u>	<ol style="list-style-type: none"> 1. Launch Green Deal Communities Scheme in targeted areas 2. Publish Low Carbon Topic Papers for Plymouth Plan 	<ol style="list-style-type: none"> 1. Complete 2. Complete 		<ol style="list-style-type: none"> 1. Recruit PEC volunteer co-ordinator and launch apprentice scheme

Outcome	Portfolio Leads	Outcome Lead	Officer Leads	Key Action Description	RAG	2014/15 Key	Milestones due for completion during Quarter 2	Status	Proposed resolution (overdue Milestones)	Milestones due for completion during Quarter 3
More decent homes to support the population.	Chris Penberthy	Paul Barnard	Paul Barnard	Encourage more homes to be available to rent or buy accelerating 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.	Amber	<u>K44</u>	<ol style="list-style-type: none"> 1. Agree the final phase 2 City Council sites to proceed, subject to further consultation with ward Councillors and Portfolio Holders 2. Submit planning applications on two City Council sites for 8 self build serviced plots 3. Release of Phase 3 City Council sites with supporting site planning statements to support increased housing delivery 4. Support PHDP to secure capital funding under the HCA Affordable Housing Programme 2015-18 	<ol style="list-style-type: none"> 1. Incomplete 2. Complete 3. Complete 4. Complete 	1. 8 out of 10 phase 2 sites agreed to proceed – 2 'on hold' subject to further information and consultation. Due to be agreed in November.	<ol style="list-style-type: none"> 1. Release of Phase 4 of remaining City Council sites, including self build sites, with supporting site planning statements to support increased housing delivery 2. Agree criteria for the £50m Affordable Housing Loan facility. 3. Secure planning consent for the first RENTplus homes at Mannamead Centre, to pilot institutional investment model of affordable housing. 4. Secure planning consent for Nelson Project to deliver custom build scheme for ex-service personnel
A strong economy creating a range of job opportunities.	Tudor Evans	David Draffan	David Draffan	Work with the Plymouth Growth Board and partners to deliver the Local Economic Strategy through systems leadership	Green	<u>K12</u>	<ol style="list-style-type: none"> 1. Business Growth and Investment flagship report to the Growth Board. 2. Digital Economy flagship report to the Growth Board. 	<ol style="list-style-type: none"> 1. Complete 2. Complete 		<ol style="list-style-type: none"> 1. Delivery team and structure in place for each LES flagship. 2. Learning and Talent Development flagship report to the Growth Board. 3. People, Communities and Institutions flagship report to the Growth Board. 4. Quarterly newsletter started, with headline economy updates.
	Tudor Evans		David Draffan	Support the Local Enterprise Partnership to maximise investment and economic growth in the Heart of the South West area through a Growth Deal and EU	Green	<u>K13</u>	<ol style="list-style-type: none"> 1. Secure a Growth Deal for the LEP / Plymouth, above the national average. 2. Establish a Business Leadership Group. 3. Sign a Service Level Agreement between LEP and Plymouth. 	<ol style="list-style-type: none"> 1. Complete 2. Complete 3. Complete 		<ol style="list-style-type: none"> 1. Establish Growth Deal 'Asks' for Plymouth 2016/17. 2. Identify and agree funding allocations for the LEP's Smart Specialisation areas. 3. Support businesses with RGF applications.
A top performing education system from early years to continuous learning opportunities.	Ian Tuffin	Judith Harwood	Judith Harwood	Deliver Children and Young People's Plan	Green	<u>K14</u>	<ol style="list-style-type: none"> 1. Complete needs analysis and draft a commissioning plan to inform priorities in Children and Young People's Partnership Plan. 2. Agree plan and strategies with Partnership against priority one - 'Raise Aspiration'. 3. Populate Partnership plan with agreed measures for 2014-17 4. Using system leadership methodology agree detailed actions for 2014-15 with 'owners'. 5. Agree Communication Plan and have Plan endorsed by Cabinet. 	<ol style="list-style-type: none"> 1. Complete. 2. Complete. 3. Complete. 4. Complete. 5. Complete. 		<ol style="list-style-type: none"> 1. Commence integration of the school improvement functions and pool budgets and capabilities to meet resource need of Plan. 2. Work with headteachers and governing bodies to map progress against targets and re-align interventions or support as necessary.
	Tudor Evans		Judith Harwood	Develop and deliver a skills plan for the city, in line with the future growth agenda.	Green	<u>K15</u>	<ol style="list-style-type: none"> 1. Draft Strategy and action plan for 'Plymouth Employment and Skills' drawn up following skills need analysis. 2. Establish employer led Employment Skills Board to monitor plan and provide direction and promotion 3. Prioritise actions within plan based on need and agree with ESB events and implementation to have greatest impact. 4. Agree employer engagement in actions (construction / IT/ Manufacturing) 5. Develop Employability Passport for young people and agree Communication Strategy./ Consider, using JCP and CSW data new interventions around NEETs and Youth Unemployment 	<ol style="list-style-type: none"> 1. Complete. 2. Complete. 3. Complete. 4. Complete. 5. Complete. 		<ol style="list-style-type: none"> 1. Refresh Raising Participation Age plan using latest data. 2. Review Employment and Skills plan in light of first year of ESB and amend.
Plymouth is an attractive place for investment.	Tudor Evans	David Draffan	Paul Barnard	Creation of the Plymouth Plan	Green	<u>K16</u>	<ol style="list-style-type: none"> 1. 3 month consultation launched 2. Publication of topic papers 3. Initiation of content developed 4. Structure of plan developed 5. Strategic Objectives developed. 6. Presentation of progress to CMT (away day) 7. Update Cabinet Planning with progress 8. Update Scrutiny with progress. 	<ol style="list-style-type: none"> 1. Complete 2. Complete 3. Complete 4. Complete 5. Complete 6. Complete 7. Complete 8. Complete 		2. Review Employment and Skills plan in light of first year of ESB and amend.
	Tudor Evans/ Mark Lowry		David Draffan	Support the Local Enterprise Partnership to maximise investment and economic growth in the Heart of the South West area through a Growth Deal and EU	Green	<u>K18</u>	<ol style="list-style-type: none"> 1. Support LEP at Farnborough Airshow. 2. Host TSB Director. 3. Visit 10 businesses as part of Business Relationship Programme. 4. Appoint LEP Inward Investment Manager. 5. Launch the GAIN Growth Hub. 	<ol style="list-style-type: none"> 1. Complete 2. Complete 3. Complete 4. Complete 5. Complete 		<ol style="list-style-type: none"> 1. Attend MIPIM London. 2. Support Clove 400 celebration. 3. Produce new inward investment display. 4. Complete hotel demand research. 5. Visit an additional 10 businesses as part of the Business Relationship Programme.

Outcome	Portfolio Leads	Outcome Lead	Officer Leads	Key Action Description	RAG	2014/15 Key	Milestones due for completion during Quarter 2	Status	Proposed resolution (overdue Milestones)	Milestones due for completion during Quarter 3
We will prioritise prevention.	Ian Tuffin	Dave Simpkins Alison Botham	Alison Botham	Deliver the Early Intervention and Prevention Plan.	Green	<u>K19</u>	1.Implementation of a new contract for Children Centres. 2.Participation work with young carers has been undertaken. 3.FWAF Government target achieved. 4.Increased the number of free early years places . Please Note: A number of the milestones previously held within the Early Intervention Plan are now being reshaped and new delivery vehicles established. These are predominantly via Transformation and the Children and Young Peoples Commissioning Strategy which is being developed. The situation will be reviewed in quarter 3 to ensure on going management of milestones can continue.	1.Complete. 2.Complete. 3.Complete. 4.Complete.		TBC Milestones for quarter 3 are currently under review with relevent parties to ensure that they deliver the required outcomes.
	Sue McDonald		Judith Harwood	Deliver both the Early Years Strategy and SEN/D Strategy	Green	<u>K45</u>	1.Complete needs analysis. 2. Review and agree strategic outcomes as a partnership and work with the Early Years Strategic Partners to agree priorities, activities, and targets and complete the Early Years Strategic Partnership plan for the financial year. 3. Ensure that there are sufficient places available to meet Plymouth's 1400 place target for disadvantaged 2 year olds. 4. Ensure that performance management systems promote the early identification of potential slippage and address them in a timely manner. 5. Complete the commissioning of the last of the PCC Children's Centres and promote a smooth transition to the new providers. 6. Implement Contract and Performance management monitoring to ensure organisations are meeting the Children's Centre specification and agreed targets.	1.Complete. 2.Complete. 3.Complete. 4.Complete. 5.Complete. 6.Complete.		1. Agree new leases and timetabled activities with schools that have satellite children's centre provisions on site. 2. Recommission support for childminders through tendering or consider other models of service delivery. 3. Ensure that the Great Expectations programme in Children's centres is delivered consistently across the city, with effective co-ordination.
	Sue McDonald		Kelechi Nnoaham	Lead on the city's strategy for health and wellbeing	Green	<u>K21</u>	1.Develop revised approach to health inequalities 4 4 54 and supporting action plan 2.Engage with development of Plymouth Plan 3.4 4 54 Paper taken through CMT, Member Briefings and Cabinet Planning 4.Engage city wide partners to socialise 4 4 54 Plan Launch Event for November 2014 5.Public Health Workshop with Plymouth Plan Team and continued input to drafting of Topic Papers	1.Complete 2.Complete 3.Complete 4.Complete 5. Complete		1.4 4 54 Health & Wellbeing Board Solution Shop 16/10/14 2.Launch event for 4 4 54 focussing on workplace wellbeing 10/11/14 3.4 4 54 to Cabinet 11/11/14 4.HWB 20/11/14 5.Caring Plymouth 11/12/14 6.Input and finalise Health Module of Plymouth Plan
	Sue McDonald		Kelechi Nnoaham	Develop a clear research and evidence base to understand health inequalities across the city	Green	<u>K46</u>	1.Commission a wellbeing survey in Plymouth to understand the baseline wellbeing in the city 2.Engage local academic institutions in drafting a memorandum of understanding 3.Initiate discussions with internal partners on integrated intelligence function 4.Draft Plymouth Report - Narrative JSNA document 5.Set up Pharmacy Needs Assessment Steering Group to agree universal approach in the region. 6.Refresh JSNA web pages and publish Census and Area Profiles - continue to make local needs assessments available e.g. Sexual Health Needs Assessment, Health Visitor Caseload Survey 7.Undertake Fieldwork for Wellbeing Survey Sep 2014 8.Memorandum of Understanding with Plymouth University, University of St Mark & St John drafted. City College now joining. 9.Initial meeting with CCO and key staff across PCC on integrated intelligence function. 10.Draft PNA sections in line with legislation	1.Complete 2.Complete 3.Complete 4.Complete 5.Complete 6.Complete 7.Complete 8.Complete 9.Complete 10. Complete		1.Publicise results of Wellbeing Survey, initial release at 4 4 54 Event 2.Publish Plymouth Report and present to HWB 20/11/14 3.Follow up meeting on integrated intelligence to move forward actions with CCO 4.Begin 60 day consultation on Pharmacy Needs Assessment 10/11/14 5.Draft and finalise Health Module of Plymouth Plan 6.Publish Health Visitor Caseload Survey and associated comms
	Sue McDonald		Kelechi Nnoaham	Deliver strategies that reduce individual risk factors and strengthen the role and impact of early intervention and prevention	Green	<u>K47</u>	1.Develop Healthy Weight Strategic Action Plan with partners including Physical Activity Needs Assessment 2.Convence Alcohol Programme Board 3.Develop business case for Reducing the Strength campaign 4.Develop staff health promotion programme with HR and Health & Safety 5.Engage Partners through Healthy Weight Strategic Group 6.Begin planning with NHS England for transfer to PCC of commissioning responsibility for Health Visiting 7.Provide report on status of deliver of Health Check programme in Plymouth.	1.Complete 2.Complete 3.Complete 4. Complete 5.Complete 6.Complete 7.Complete		1.Launch of Reducing Strength Campaign 2.PCC sign up to new national Workplace Wellbeing Charter and develop programme for staff 3.Develop business case to increase NHS Health Check offer and uptake in the City through alternative delivery vehicles to primary care 4.Consultation and EIA on Healthy Weight Strategic Action Plan (plan to take to HWB Q4)
	Chris Penberthy			Stuart Palmer	Deliver the Housing Plan Objectives	Green	<u>K22</u>	1. Provide analysis to ensure new housing development meets presenting needs 2. Implementation of commissioned supported accommodation and outreach service for young parents 3. Increase capacity in young person's supported accommodation pathway (including 4 bed crisis/assessment centre)	1. Complete 2. Complete 3. Complete	

Outcome	Portfolio Leads	Outcome Lead	Officer Leads	Key Action Description	RAG	2014/15 Key	Milestones due for completion during Quarter 2	Status	Proposed resolution (overdue Milestones)	Milestones due for completion during Quarter 3
We will help people take control of their lives and communities.	Sue McDonald	Dave Simpkins	Kelechi Nnoaham	Strengthen the public health offer to integrated commissioning to ensure access to modern, integrated services that are fit for purpose and provide value for money	Green	K23	<ol style="list-style-type: none"> Gain membership of work streams in IHWB Jointly with Cooperative Commissioning develop a commissioning strategy for complex needs based on Alliance Contracting model Support NEW Devon CCG to investigate the reasons for high levels of unplanned care at Derriford Hospital Work with CCG to investigate the reasons for the high levels of unplanned care at Derriford Hospital DPH to lead "prevention "programme in NHS Futures (NEW Devon CCG) 	<ol style="list-style-type: none"> Complete Complete Complete Complete Complete 		<ol style="list-style-type: none"> Workshop held with Cooperative Commissioning on Alliance Contracting. Commissioning Strategy drafted. (Undertaken on 16/10/14) Publicise results of Wellbeing Survey, initial release at 4 4 54 Event Publish Plymouth Report and present to HWB 20/11/14 Follow up meeting on integrated intelligence to move forward actions with CCO Begin 60 day consultation on Pharmacy Needs Assessment Profile the unplanned care population to support wider communication campaign to get people accessing the right services in an attempt to reduce inappropriate attendance and unplanned admissions
	Pete Smith		Stuart Palmer	Review and Support co-ordination and capacity building in the voluntary sector and reinvigorate volunteering	Green	K24	No Milestones			<ol style="list-style-type: none"> Website and communications plan to start from 22/10/14 Volunteering service contract specification agreed - services to start from 1/10/14
	Pete Smith		Stuart Palmer	Lead agreement on and implementation of a new framework for working with citizens and communities for the city	Green	K25	<ol style="list-style-type: none"> Pre decision scrutiny of framework and recommendations to cabinet . Share with partners and develop a community of practice Framework approved by Cabinet. Role of Scrutiny agreed Scope of community of practice agreed 	<ol style="list-style-type: none"> Complete Complete Complete Complete 		<ol style="list-style-type: none"> Run workshops for partners and members to scope activity aligned to the framework
	Ian Tuffin		Dave Simpkins	Deliver an Increase in personalised packages of care to support people to live as independently as possible	Green	K48	<ol style="list-style-type: none"> Creation of performance dashboard tracking timeliness of care planning cycle Embed performance reporting process using redeveloped department overview dashboard 	<ol style="list-style-type: none"> Complete Complete 		<ol style="list-style-type: none"> Following restructure, to have allocated general managers ownership and responsibility to service areas.
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.	Green	K26	<ol style="list-style-type: none"> Agree plan with Safer Plymouth partners Start implementation of plan and monitor performance 	<ol style="list-style-type: none"> Complete Complete 		<ol style="list-style-type: none"> Monitor performance and address under-performance
	Ian Tuffin/ Sue McDonald		Alison Botham	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.	Green	K27A	<u>Children's Safeguarding</u> <ol style="list-style-type: none"> Complete review of provision of therapeutic services to C&YP at risk of CSE undertaken by MACSE Action plan in place and improving trend in child protection plans in line with national expectations 	<ol style="list-style-type: none"> Complete Complete 		<u>Children's Safeguarding</u> <ol style="list-style-type: none"> Confirm that government recommendations to improve outcomes for children of prisoners and better support their families are being met. Confirm arrangements are in place to address a lack of confidence in some day care provisions in working with looked after children and infant care. Confirm that ongoing work with Families with a Future is having a positive outcome on the safeguarding of children and young people
			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.	Amber	K27 B	<u>Adult Safeguarding</u> <ol style="list-style-type: none"> Complete review of training strategy (frontline council staff) Review Terms of Reference and membership of the Safeguarding Adults Board, in line with the Care Act Ensure that Partnership agreement is revised and signed by statutory partners and wider SAB partners Commission SAB Development Day to ensure partners and Elected Members understand and comply with roles and responsibilities Complete review of Police Detention Order (place of safety) for detained adults and young people Adult Safeguarding policy and procedures updated and available on PCC website 	<ol style="list-style-type: none"> Complete Not Complete Not Complete Complete Complete 	<ol style="list-style-type: none"> Now reviewed as part of Peer challenge preparation. To be recorded as complete in Qtr 3 report. Discussed at October board. To also be discussed with incoming chair on 12th November before sign off at January 2015 board. Development day will be discussed with incoming chair on 12th Nov and again at Jan board. Discussions to ascertain if development day remains necessary 	<u>Adult Safeguarding</u> <ol style="list-style-type: none"> Protocol with adult mental health services complete and in place

Outcome	Portfolio Leads	Outcome Lead	Officer Leads	Key Action Description	RAG	2014/15 Key	Milestones due for completion during Quarter 2	Status	Proposed resolution (overdue Milestones)	Milestones due for completion during Quarter 3
People are treated with dignity and respect.	Pete Smith	Dave Simpkins	Stuart Palmer	Become a welcoming city that is diverse, inclusive and that combats hate crime.	Green	K29	1. Review Welcoming City plan and agree hate/mate incident Targets 2. Review Welcoming City plan in light of Fairness Commission response	1. Complete 2. Complete		1. Agree Welcoming City actions with partners. 2. Safer Plymouth to commence Systems Leadership approach to tackling Hate Crime
	Chris Penberthy		Giles Perritt	Implement the findings of the Fairness Commission.	Green	K30	1. Agree Lead officers for PCC led recommendations 2. Lead officer to draft outline response to recommendations 3. PCC response to recommendations agreed at Council	1 Complete 2 Complete 3 Complete		1. Ensure that the financial consequences of the responses to the fairness commission form part of the budget setting process for 15/16 2. Arrangements for implementation of other, none PCC led recommendations are in place 3. Publicise PCC response to Fairness Commission recommendations
	Ian Tuffin		Dave Simpkins	Improve the quality of the care and support market	Green	K31	1. Liaise with Legal services pre-placement contract criteria for care homes in line with the Care Act 2. Support the Integration Agenda Staff attend development workshops on integration	1. Complete 2. Complete		1. Develop Fair Fee model for care home providers considering Living Wage implications 2. Consultation on Fair Fee model for care home providers 3. Cabinet Report on Fair Fee model for care home providers 4. Consultation on Fairer Charging Policy 5. Cabinet Report on Fairer Charging Policy 6. Review accreditation of Leadership programme course (Leadership Programme for Care Home Managers)
	Ian Tuffin	Dave Simpkins	Dave Simpkins	Working with Partners to create a Dementia Friendly City	Amber	K49	1. Communications and Media campaign in place in conjunction with Public Health and Alzheimer's Society 2. Workforce development strategy for PCC staff in place 3. Social Care and Health PVI providers workforce development programme in place 4. Deliver workshop at GP Forum 5. Review and promote e-learning packages 6. Dementia embedded within University Social Work and OT Courses 7. Letter to GPs sent out encouraging sign-up to Direct Enhanced Service (DES) 8. Dementia Strategy implementation co-ordination within CCG - action plan agreed at Cabinet 9. Eligibility criteria and referral processes shared between agencies 10. Implement Reader group for people with dementia 11. Review of the support groups for people with dementia to ensure there is equity of access and needs are addressed	1. Complete 2. Complete 3. Complete 4. Not Complete 5. Complete 6. Complete 7. Complete 8. Complete 9. Not Complete 10. Complete 11. Complete	4. This will be delivered at the December GP Forum and was deferred due to the availability of the national dementia lead. 9. Pathway map produced but not yet published. This will be discussed at the next multi agency stakeholder group to be held on the 5th November. At which point this action will be completed.	1. Diagnosis information pack produced in consultation with specialists and service users, for GPs, ED, SWAST, police, 3rd sector, PCC departments, churches, dom care, supported living and care homes 2. Links to Health Checks in Primary Care - Checks promoted to 'hard to reach' over 65s
	Ian Tuffin		Dave Simpkins	Continue to work closely with the NHS to provide a seamless service for older people's care including smoother discharge from hospitals	Green	K50	1. Fully integrated Community Care Team 2. Initial Business Cases in place for Integration of Health and Social Care 3. Increased staffing in place to support hospital discharge pathway	1. Complete 2. Complete 3. Complete		1. To complete review of hospital discharge practices (reablement and rapid response)

Outcome	Portfolio Leads	Outcome Lead	Officer Leads	Key Action Description	RAG	2014/15 Key	Milestones due for completion during Quarter 2	Status	Proposed resolution (overdue Milestones)	Milestones due for completion during Quarter 3
Citizens enjoy living and working in Plymouth.	Tudor Evans	David Draffan	David Draffan	Deliver a Skills Plan for the city working co-operatively with the Employment and Skills Board, Education, Learning and Families Service and the Local Enterprise Partnership	Green	K32	1. Promote construction skills at MTV event and four other events in the city. 2. Write consultants brief for Skills Audit.	1. Complete 2. Complete		1. Host 'Building Plymouth' construction skills summit. 2. ESB to review and consult on draft Plan for Employment and Skills.
	Chris Penberthy		Judith Harwood	Deliver the Child Poverty Plan.	Green	K51	1.The cross party child poverty working group became an advisory group to Cabinet in June 2014. The working group continued to receive quarterly progress reports against actions outlined in the child poverty action plan. 2.The child poverty standing conference (referred to publically as the conversation) was held in July 2014 with 30 child poverty champions across the city, and chaired by father Sam Philpott. This is the start of a number of conversations to take place over the coming year to raise awareness of child poverty. 3.Co-operative Scrutiny Board received the first annual update on progress against the child poverty action plan in September 2014, including a performance report using the child poverty basket of indicators	1.Complete. 2.Complete. 3.Complete.		1.Complete mid-term review of child poverty action plan 2.Commence initial scoping of the 2016/19 child poverty strategy 3.Develop child poverty communications and advocacy plan to cover; Citywide 'Conversations about Child Poverty' targeting GPs, children centres, primary schools and business leaders
	Chris Penberthy		Stuart Palmer	Develop a programme to improve the quality of private rented housing and take action against rogue landlords.	Green	K52	1. Evaluate Fairness Commission asks and scope a new charter for Private Housing 2. Agree consultation draft of charter to sign off by Portfolio Holder	1. Complete 2. Complete		2.Commence initial scoping of the 2016/19 child poverty strategy
	Mark Coker		Simon Dale	Reduce problems with potholes through increased investment in capital repair works.	Green	K36	1.Monitoring of progress against both Inspector reported and public reported defects with regard to timely intervention aimed at 10 working day turnaround for public report defects. 2.Reporting of progress with regard to funding externally provided by DFT. 3.Progress review of detailed survey of carriageway condition (GAIST) to inform future investment 4.Update resurfacing programme to reflect current intelligence and priority for intervention.	1. Complete 2. Complete 3. Complete 4. Complete		3.Develop child poverty communications and advocacy plan to cover; Citywide 'Conversations about Child Poverty' targeting GPs, children centres, primary schools and business leaders
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.	Green	K37	1. Develop initial draft 10 year major event strategy	1. Complete		1. Agree event and marketing priorities 2015/16
Government and other agencies have confidence in the Council and partners: Plymouth's voice matters.	Tudor Evans	Malcolm Coe / Giles Perritt	David Draffan	Implement City Deal for Plymouth	Amber	K39	1. Options for access and land use agreed by South Yard Programme Board 2. 15,000 businesses engaged through Growth Hub 3. Contractor procured for Wage Progression Pilot 4. Shadow Joint Committee meets	1. Complete 2. Incomplete 3. Complete 4. Complete	2. 10,000 not 15,000 Businesses engaged so far. This is due to lateness in starting the various business support schemes. We are anticipating that we will catch up with the year -end target of 20,000 businesses engaged by the end of the year.	1. Outline planning permission submittedfor South Yard 2. Procurement of contractors to deliver the personalised Caseworkers 3. Employability Gateway Challenge Fund launched
	Tudor Evans		Giles Perritt	Develop a proactive approach to lobbying Government, working with the LEP and neighbouring authorities.	Green	K40	1. Evidence to be provided on behalf of Peninsular Rail Taskforce (PRTF) to the Transport Select Committee on National Rail investment 2. Cross party Westminster launch of PRTF's 3 Point Plan for a Great South West Railway 3. Economic study commissioned to assess link between rail connectivity and productivity 4. Ensure City Deal Steering Group is in place	1. Complete 2. Complete 3. Complete 4. Complete		1. Chief Executive to present Peninsular Rail Task Force at October Transport Select Committee 2. Campaign to secure acceptable solution to flooding at Cowley Bridge through special PRTF and Network Rail and Environment Agency 3. Parliamentary Reception to galvanise South West business community on connectivity issues 4. Launch of electrification study findings to media and industry

Outcome	Portfolio Leads	Outcome Lead	Officer Leads	Key Action Description	RAG	2014/15 Key	Milestones due for completion during Quarter 2	Status	Proposed resolution (overdue Milestones)	Milestones due for completion during Quarter 3
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.	Red	<u>K41</u>	1. Present Work Force Deliver Validation Report to Project Board 2. Design Learning and Development Operating Framework 3. Design Career Transition Operating Framework 4. Design Behavioural Competencies Framework 5. Design framework for leadership, competencies, skills and knowledge	1. Complete 2. Complete 3. Complete 4. Incomplete 5. Incomplete	4. Awaiting additional resource and in order to be able to identify resolution date 5. Additional activities identified and therefore scope of milestone reset - milestone target date now set for Quarter 3	1. Design framework for leadership, competencies, skills and knowledge 2. Commence CMT / SMT Leadership development programme
	Pete Smith		Giles Perritt	Implement the Corporate Plan Communication strategy.	Green	K42	1. Refresh Corporate Plan Key Actions and Performance Measures via Cabinet approval to ensure the contents are reflective of current position	1. Complete		1. Approve 6 month forecast for Work Force Development objectives

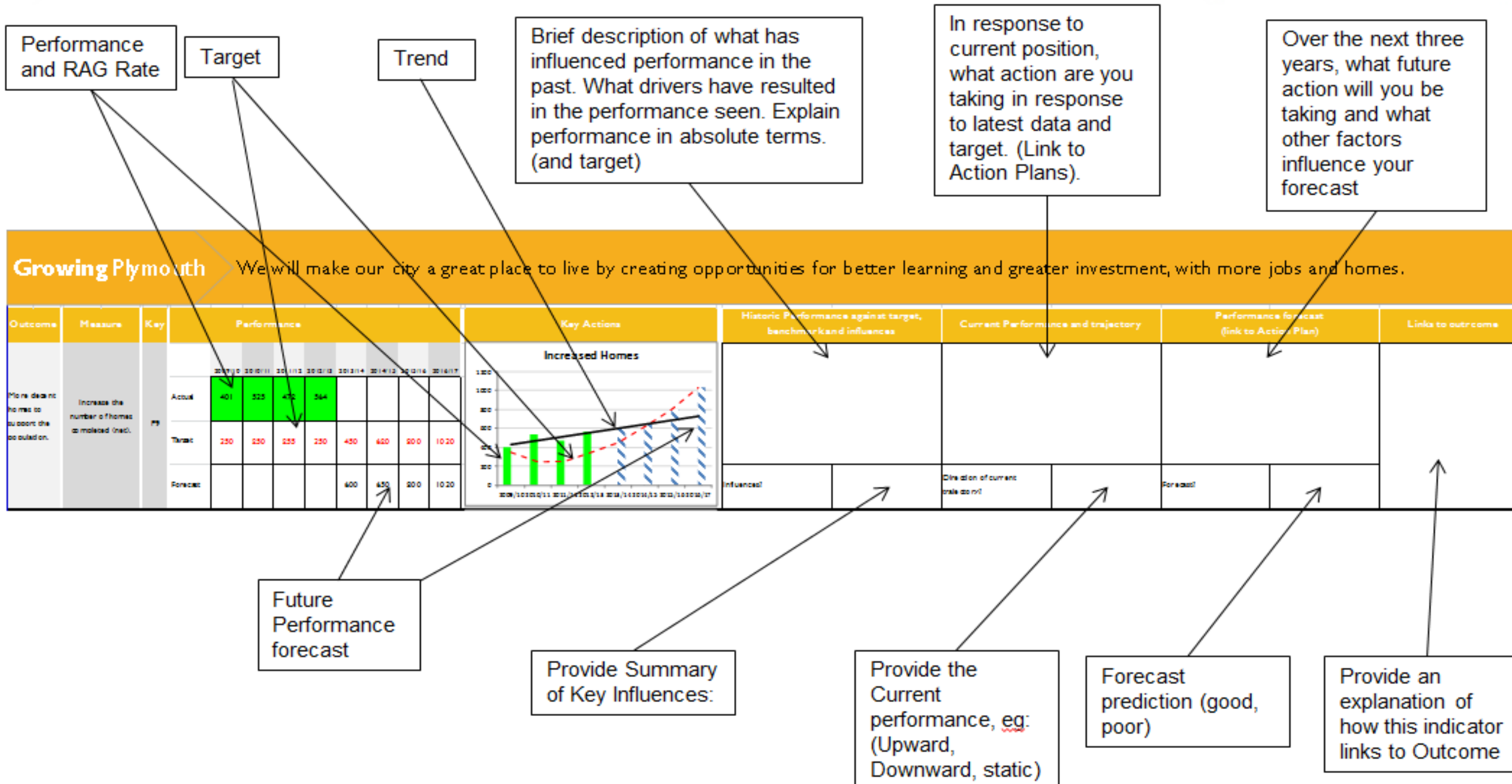
This page is intentionally left blank

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					
More decent homes to support the population.	Increase the number of homes completed (net).	P9	2009/10 2010/11 2011/12 2012/13 2013/14 2014/15 2015/16 2016/17									<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>	Measure has a very strong link to the outcome.					
			Actual	401	535	472	564	731												
			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	2009/10 2010/11 2011/12 2012/13 2013/14 2014/15 2015/16 2016/17									<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 12/13) 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>	Measure has a very strong link to the outcome.					
			Actual	104,400	102,200	102,600	105,100													
			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	2010 2011 2012 2013 2014 2015 2016 2017									<p>The OFSTED inspection ratings measures is an index measure which consists of Primary, Secondary & Children's Centre inspection ratings.</p> <p>The last few years have seen year on year improvements across all of the component measures. However in 2013 OFSTED sought to tighten their inspection framework and as such the service set a target going forward to maintain the current strong position.</p> <p>Data has been sourced through LG Informed part of the local government information unit (LGIU)</p>	<p>As of June 2014 (the latest benchmarking point) Plymouth had maintained the performance levels seen before changes to the inspection framework were made. Children's Centres has maintained performance and sits at the top of second quartile nationally at 82% (top quartile 83%) Primary schools has maintained performance and sits towards the top of second quartile at 81% (top quartile 83%) Secondary schools have seen a slight drop in performance to stand at 80% (81% in 2013) however Plymouth is still positioned top quartile nationally.</p>	<p>Despite changes to the inspection framework, performance continues to maintain at pre change levels. Going forward it is expected that performance continue to be maintained at a high level.</p>						
			Actual		70%	75%	81%	81%												
			Target				75%	81%	81%											
		Forecast						81%												
Raise the achievements of our most disadvantaged children.		P12	2009/10 2010/11 2011/12 2012/13 2013/14 2014/15 2015/16 2016/17									<p>The raise achievement measure is an index measure which consists of THE Foundation Stage Profile Inequality gap, KS2 LVL 4 RWM FSM/non FSM attainment gap & Achievement of 5 GCSE's grade A-C (Inc. English & Maths)FSM/non FSM attainment gap</p> <p>NB - Only 1 year of consistent data is available due to:</p> <ul style="list-style-type: none"> - A change in methodology for calculating EYFSP inequality gap in 2012/13 (previous is not comparable) - A new inequality measure for KS2 was released (KS2 M4+ WRM) in 2011/12 <p>Data sourced through DFE statistical releases 2012/13</p>	<p>Whilst this is the first year of being able to report against the indexed measure the performance of each individual measures is strong with: Plymouth's EYFSP inequality gap is 10% lower than national average with Plymouth sitting top quartile nationally</p> <p>The inequality gap at KS2 is just below national average at 21% (nationally 19%). This is primarily down to a large increase in attainment for those pupils not eligible for FSM</p> <p>The inequality gap at GCSE is also just below national average at 29.6% (nationally 27.7%) This I again down to a large year on year improvement seen in those pupils not eligible for FSM</p>	<p>2013/14 attainment data is being released over quarter 3 so will be reported as part of the Q3 report. 2014/15 target will be set following release.</p>						
			Actual	NA	NA	NA	31%													
			Target				31%	31%												
		Forecast					31%													
Plymouth is an attractive place for investment.	** Increase in the quality and availability of employment land and premises.	P13	2009/10 2010/11 2011/12 2012/13 2013/14 2014/15 2015/16 2016/17									<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>	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.					
			Actual	900	900	450	900													
			Target	800	800	800	800	800	800	800						800				
		Forecast				900	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)	Performance Data: Indexed measure																																								
We will prioritise prevention.	Increase access to early help and support.	P14	<table border="1"> <thead> <tr> <th></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> <th>2014/15 Q1</th> <th>2014/15 Q2</th> <th>2014/15 Q3</th> <th>2014/15 Q4</th> </tr> </thead> <tbody> <tr> <td>Actual</td> <td>925</td> <td>775</td> <td>800</td> <td>825</td> <td>875</td> <td>1000</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> <td>800</td> </tr> <tr> <td>Forecast</td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> </tbody> </table>		2012/13 Q4	2013/14 Q1	2013/14 Q2	2013/14 Q3	2013/14 Q4	2014/15 Q1	2014/15 Q2	2014/15 Q3	2014/15 Q4	Actual	925	775	800	825	875	1000				Target	800	800	800	800	800	800	800	800	800	Forecast											<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. Target was exceeded in 2013/14 and in 2014/15 the number of clients being seen</p>	<p>Current risks to the attainment of this measure are: This measure is on target across the board with Advice Plymouth achieving all contractual targets in terms of enquiries, referrals and caseloads. As targets are being exceeded this target will be achieved relatively easily.</p>	<p>Strong performance regarding enquiries and referrals to and from Advice Plymouth means that the target will be achieved.</p>	<p>Performance Data: Indexed measure 1. Number of Advice and Information enquiries Qtr 1 Performance 9808 Qtr 1 Target 5000 2. Number of Advice and Referral enquiries Qtr 1 Performance 3561 Qtr 1 Target 1375 3. Number of caseload enquiries Qtr 1 Performance 2749 Qtr 1 Target 1500</p>
				2012/13 Q4	2013/14 Q1	2013/14 Q2	2013/14 Q3	2013/14 Q4	2014/15 Q1	2014/15 Q2	2014/15 Q3	2014/15 Q4																																				
			Actual	925	775	800	825	875	1000																																							
Target	800	800	800	800	800	800	800	800	800																																							
Forecast																																																
Influences?	Social Economic factors, Service resource	Direction of current trajectory?	Advice Plymouth Improving re enquiries and referrals.	Forecast?	Green																																											
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></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> <th>2014/15 Q1</th> <th>2014/15 Q2</th> <th>2014/15 Q3</th> <th>2014/15 Q4</th> </tr> </thead> <tbody> <tr> <td>Actual</td> <td>n/a</td> <td>833</td> <td>867</td> <td>933</td> <td>900</td> <td>800</td> <td>833</td> <td></td> <td></td> </tr> <tr> <td>Target</td> <td>n/a</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></td> <td></td> <td></td> <td></td> <td></td> </tr> </tbody> </table>		2012/13 Q4	2013/14 Q1	2013/14 Q2	2013/14 Q3	2013/14 Q4	2014/15 Q1	2014/15 Q2	2014/15 Q3	2014/15 Q4	Actual	n/a	833	867	933	900	800	833			Target	n/a	800	800	800	800	800	800	800	800	Forecast											<p>The housing related measures (CAT 1 hazard removal and major adaptations to homes) have historically performed well against target. Since the introduction of the Government's personalisation agenda the proportion of clients receiving services through a self-directed support process has continued to increase. The proportion of clients who receive their directed support via a direct payment in Plymouth is amongst the highest in the country.</p>	<p>This indexed measure is achieving target at quarter 3 with performance particularly strong in the removal of CAT 1 hazards and the proportion of people in receipt of self-directed support. The number of major adaptations completed is slightly off target at the end of quarter 2 with 666 completed against a target of 77.</p>	<p>Cat 1 hazards and self-directed support measures are likely to remain on target and be achieved at the end of the year. This is also the case for major adaptations with sufficient commitment to exceed the target by the end of the year.</p>	<p>Performance Data: Indexed measure 1. Total number of Category 1 hazards removed Qtr 2 Performance 178 Qtr 2 Target 150 2. Major Adaptations to homes Qtr 2 Performance 66 Qtr 2 Target 76.5 3. Self Directed Support Qtr 2 Performance 82 Qtr 2 Target 70</p>
				2012/13 Q4	2013/14 Q1	2013/14 Q2	2013/14 Q3	2013/14 Q4	2014/15 Q1	2014/15 Q2	2014/15 Q3	2014/15 Q4																																				
			Actual	n/a	833	867	933	900	800	833																																						
Target	n/a	800	800	800	800	800	800	800	800																																							
Forecast																																																
Influences?	Social Economic factors, Service resource	Direction of current trajectory?	Improving	Forecast?	Green																																											
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></th> <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>Actual</td> <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>Target</td> <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> <tr> <td>Forecast</td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> </tbody> </table>		2006-08	2007-09	2008-10	2009-11	2010-12	2011-13	2012-14	2013-15	Actual			78.2	78.2	78.12	Available 2015	Available 2016	Available 2017	Target	n/a	n/a	78	78.2	78.5	78.6	78.7	78.8	Forecast										<p>Historically the life expectancy within the fifth 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 not 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 in Plymouth specifically through the implementation of the the 4-4-54 strategy in November. Annual indicators will be monitored in relation to life expectancy, teenage conception, excess weight, smoking prevalence, circulatory disease and alcohol.</p>					
				2006-08	2007-09	2008-10	2009-11	2010-12	2011-13	2012-14	2013-15																																					
			Actual			78.2	78.2	78.12	Available 2015	Available 2016	Available 2017																																					
Target	n/a	n/a	78	78.2	78.5	78.6	78.7	78.8																																								
Forecast																																																
Influences?	Lifestyle	Direction of current trajectory?	Static	Forecast?	Green																																											
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></th> <th>2012/13</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>24%</td> <td></td> <td></td> <td>19%</td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>Target</td> <td></td> <td>26%</td> <td>27%</td> <td>28%</td> <td>29%</td> <td>30%</td> <td></td> <td></td> <td></td> </tr> <tr> <td>Forecast</td> <td></td> <td></td> <td></td> <td></td> <td></td> <td>24%</td> <td></td> <td></td> <td></td> </tr> </tbody> </table>		2012/13	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	Actual		24%			19%					Target		26%	27%	28%	29%	30%				Forecast						24%					<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>	
				2012/13	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17																																				
			Actual		24%			19%																																								
Target		26%	27%	28%	29%	30%																																										
Forecast						24%																																										
Influences?	Community Engagement and Consultation	Direction of current trajectory?	Downward	Forecast?																																												
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></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> <th>2014/15 Q1</th> <th>2014/15 Q2</th> <th>2014/15 Q3</th> <th>2014/15 Q4</th> </tr> </thead> <tbody> <tr> <td>Actual</td> <td>75</td> <td>19.3</td> <td>39.5</td> <td>57.3</td> <td>74.4</td> <td>19.6</td> <td>32.5</td> <td></td> <td></td> </tr> <tr> <td>Target</td> <td>90.57</td> <td>18.3</td> <td>42.7</td> <td>54.9</td> <td>73.5</td> <td>19.05</td> <td>31.75</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> <td></td> </tr> </tbody> </table>		2012/13 Q4	2013/14 Q1	2013/14 Q2	2013/14 Q3	2013/14 Q4	2014/15 Q1	2014/15 Q2	2014/15 Q3	2014/15 Q4	Actual	75	19.3	39.5	57.3	74.4	19.6	32.5			Target	90.57	18.3	42.7	54.9	73.5	19.05	31.75			Forecast											<p>In 2013/14 this target was not 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. Overall crime increased by 3% in 2013/14, though the overall crime gap did not increase considerably.</p>	<p>At the end of September performance against target was amber with the distance between gap and target remaining consistent. The inability to close this target can be partly attributed to increased levels of violence without injury and improved recording of domestic abuse. Activity undertaken this year to tackle low level acquisitive crime has resulted in a drop in shoplifting and theft offences.</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. Trying to improve under reporting of domestic abuse and hate crime will be working against the achieve of this target.</p>	
				2012/13 Q4	2013/14 Q1	2013/14 Q2	2013/14 Q3	2013/14 Q4	2014/15 Q1	2014/15 Q2	2014/15 Q3	2014/15 Q4																																				
			Actual	75	19.3	39.5	57.3	74.4	19.6	32.5																																						
Target	90.57	18.3	42.7	54.9	73.5	19.05	31.75																																									
Forecast																																																
Influences?	Social Economic factors/ Overall Crime levels	Direction of current trajectory?	Static	Forecast?	Amber																																											
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></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> <th>2014/15 Q1</th> <th>2014/15 Q2</th> <th>2014/15 Q3</th> <th>2014/15 Q4</th> </tr> </thead> <tbody> <tr> <td>Actual</td> <td>86.2</td> <td>85.6</td> <td>82</td> <td>84.2</td> <td>85.7</td> <td>90.8</td> <td>90.8</td> <td></td> <td></td> </tr> <tr> <td>Target</td> <td>80</td> <td>90</td> <td>90</td> <td>90</td> <td>90</td> <td>87.5</td> <td>87.5</td> <td>87.5</td> <td>87.5</td> </tr> <tr> <td>Forecast</td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> </tbody> </table>		2012/13 Q4	2013/14 Q1	2013/14 Q2	2013/14 Q3	2013/14 Q4	2014/15 Q1	2014/15 Q2	2014/15 Q3	2014/15 Q4	Actual	86.2	85.6	82	84.2	85.7	90.8	90.8			Target	80	90	90	90	90	87.5	87.5	87.5	87.5	Forecast											<p>Performance in 2012/13 was 2nd quartile and historically Plymouth Children's 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 green. The service has performed consistently above target in Q1 and Q2 which is encouraging.</p>	<p>The service has adopted the single assessment process from September and so reporting for quarter 3 will relate to this type of assessment. The transition is being closely managed.</p>	
				2012/13 Q4	2013/14 Q1	2013/14 Q2	2013/14 Q3	2013/14 Q4	2014/15 Q1	2014/15 Q2	2014/15 Q3	2014/15 Q4																																				
			Actual	86.2	85.6	82	84.2	85.7	90.8	90.8																																						
Target	80	90	90	90	90	87.5	87.5	87.5	87.5																																							
Forecast																																																
Influences?	Early Intervention Social Economic factors	Direction of current trajectory?	Static	Forecast?	Green																																											
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></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>68.80%</td> <td>N/a</td> <td>N/a</td> <td>53%</td> <td>N/a</td> <td>Data not yet available</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	68.80%	N/a	N/a	53%	N/a	Data not yet available			Target									Forecast										<p>The place survey of 2008 indicated that 69.9% 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 2008 Place Survey - 69.9% believed people from different backgrounds get on well together. 2009 Plymouth Points of View - 68.8% believed people from different backgrounds get on well together. 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																																					
			Actual	68.80%	N/a	N/a	53%	N/a	Data not yet available																																							
Target																																																
Forecast																																																
Influences?	Targeted Community Cohesion	Direction of current trajectory?		Forecast?																																												
People are treated with dignity and respect.	Overall satisfaction of people who use services with their care and support	P21	<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>62.1%</td> <td>70.3%</td> <td>68.1%</td> <td>67.8%</td> <td></td> <td></td> <td></td> </tr> <tr> <td>Target</td> <td></td> <td></td> <td></td> <td>70.0%</td> <td>70.0%</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		62.1%	70.3%	68.1%	67.8%				Target				70.0%	70.0%				Forecast										<p>Although the satisfaction target has not been achieved for the past two years we do benchmark very favourably and have among the highest satisfaction rates in the country. Since 2011/12 the satisfaction rates among clients has remained relatively steady around the 68 - 70% mark.</p>	<p>The 2013/14 satisfaction rate of 67.8% compares favourably to the national average of 64.9% and is the 26th highest satisfaction rate in the country.</p>	<p>Performance against this indicator is based on response to the annual adult social care statutory survey of clients so it is relatively hard to predict. As efforts continue to deliver against the quality improvement plan satisfaction rates will be expected to remain amongst the best in the country. We have retained the relatively tough improvement target of 70% so the forecast is currently amber.</p>					
				2009/10	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17																																					
			Actual		62.1%	70.3%	68.1%	67.8%																																								
Target				70.0%	70.0%																																											
Forecast																																																
Influences?	Quality Improvement Plan	Direction of current trajectory?	Static	Forecast?	Amber																																											

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																																
			Actual	79%		79%		73%																																			
Target	79%		82%		83%		85%																																				
Forecast							85%																																				
Influences?	* 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																																
			Actual	600	540	580	730																																				
Target	800	800	800	800	800	800	800	800																																			
Forecast					750	760	770	780																																			
Influences?	* Population * Jobs * Visitors * Inward investments	Direction of current trajectory?	Upward	Forecast?	Amber																																						
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>2013/14</th> <th>2014/15</th> <th>2015/16</th> <th>2016/17</th> <th>2017/18</th> </tr> </thead> <tbody> <tr> <td>Actual</td> <td>800</td> <td>800</td> <td>800</td> <td>800</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>800</td> <td>TBC</td> <td>TBC</td> <td>TBC</td> </tr> </tbody> </table>		2009/10	2010/11	2011/12	2013/14	2014/15	2015/16	2016/17	2017/18	Actual	800	800	800	800					Target	800	800	800	800	800	800	800	800	Forecast					800	TBC	TBC	TBC		<p>Recent years has shown a significant decrease in the amount of core funding that it receives. In light of this and the increased requirement for funding and support due to the rising population and demand on services further resources are required in order to meet the gap and continue with maintaining and delivering service delivery.</p> <p>Latest information indicates an increase in the external funding that that we receive from the government and other agencies. This may be influenced by the reduction in core funding and therefore alternative sources are sought out by departments.</p>	<p>The forecast over the next three years is very good. This is due to the increased governance arrangements which have been developed by the Co-operative Capital Investment Board which looks at prioritising the Council's Capital programme in order to ensure that resources are being focussed towards the delivery of Plymouth's priorities.</p>	<p>This performance measure is indexed using two measurements, capital funding received and success rate on funding applied for. Qtr 1 and 2 has shown very good performance with capital grants received, with £19.24m being received from a variety of funders in order to support our current capital programme. This income is achieving the current target. Initial work has been carried out to determine a baseline for securing external funding from Government and other agencies, from which we will be able to measure our success rate. In Qtr 1 and 2 we have secured £4.956m. This shows a 100% success rate as up until this point our grant submission rate had not been maintained. This process is now in place therefore we will be able to evidence more reliably how successful we are in all future reports.</p>
				2009/10	2010/11	2011/12	2013/14	2014/15	2015/16	2016/17	2017/18																																
			Actual	800	800	800	800																																				
Target	800	800	800	800	800	800	800	800																																			
Forecast					800	TBC	TBC	TBC																																			
Influences?	* Funding opportunities * Successful bid submissions	Direction of current trajectory?	Upward	Forecast?	Good																																						
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>60%</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						60%	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 this year is 60%. This is forecast is based on work being carried out on the People and Organisational Development Transformation Programme. Focus is being made on staff engagement and development. This is anticipated to have a positive impact on the outcome of this performance measure, gradually increasing during the medium term forecast. The Staff Survey results for 2014 are due to be published following the survey in Quarter 3 2014/15</p>	
				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						60%	60%	61%																																			
Influences?		Direction of current trajectory?	Upward	Forecast?	Good																																						

Corporate Plan Performance Indicator explanation



Pledge list (in order of Pledge due date)

No	Theme	Pledge	Portfolio Holder	Lead	Dept	Description of "End State" What is required for sign off.	Due Date	Complete Date
28	Living Plymouth	2. Continue our multi-million pound investment through the ECO initiative to bring affordable warmth to people who live in private rented housing as well as housing association tenants. (28)	Cllr Penberthy	Paul Barnard	Strategic Planning	Launch £3 Million Green Deal for Communities Fund in July 2014.	Jul-14	Jul-14
8	Safer Plymouth	2. Ensure the street lights are kept on by replacing old bulbs with new energy saving and greener LED lights that will save money, reduce light pollution and save 3,200 tonnes of carbon a year. In 2012 we promised not to turn off street lighting as some councils are doing. We make that promise again now. (8)	Cllr Coker	Simon Dale	Street Services	Commencement of programme of replacement in August 2014. No further discussion required in respect of turn off because it has not been considered by PCC.	Aug-14	Aug-14
2	Working Plymouth	2. Begin to deliver the new plan for the city centre to attract shoppers and visitors. (2)	Cllr Lowry	David Draffan	Economic Development	Business plan for new innovation centre completed by October 2014. 10 Businesses approached March 2015.	Oct-14	
5	Working Plymouth	5. Launch the 'Building Plymouth' initiative, a new partnership to grow and support jobs in the construction industry. (5)	Cllr Evans	David Draffan	Economic Development	Awareness events (minimum of 4) by Sept 2014. Summit held to launch the initiative with public /private sector Oct 2014.	Oct-14	Sep-14
9	Safer Plymouth	3. Continue the programme of replacement or refurbishment of Plymouth's public toilets and investigate more businesses opening their toilets to the public. (9)	Cllr Vincent	Simon Dale	Street Services	Continue the programme of investment by forming the Capital Plan mandate "Public Conveniences proposals 2015/16 - 2016/17" into a business case for consideration by CP. The First phase of which is to ensure orders are placed for "New build projects" (manufactured off site) by Autumn 2014. Second phase by autumn 2015. New builds to be on site for February for completion April 2015 and 2016 respectfully.	Oct-14	
18	Greener Plymouth	3. Relaunch a home composting scheme to encourage more recycling of garden and vegetable waste. (18)	Cllr Vincent	Simon Dale	Street Services	VCS to be commissioned to undertake this work by October 2014	Oct-14	

No	Theme	Pledge	Portfolio Holder	Lead	Dept	Description of "End State" What is required for sign off.	Due Date	Complete Date
19	Greener Plymouth	4. Investigate replicating the successful 'Eyesore Gardens' project from Barking and Dagenham Council in Plymouth to deal with untidy and overgrown gardens in our community. (19)	Cllr Vincent	Kelechi Nnoaham	Street Services	Formal report back to Cabinet following visit to B&DC by October 2014	Oct-14	
23	Moving Plymouth	3. Slow traffic down in residential areas with plans for more 20mph zones. (23)	Cllr Coker	Simon Dale	Street Services	Identify locations in which zone is desired or been requested to be presented to Cabinet planning.	Oct-14	
30	Living Plymouth	4. Develop a programme to improve the quality of private rented housing and take action against rogue landlords. (30)	Cllr Penberthy	Stuart Palmer	Homes and Communities	Plymouth Private Sector Housing Charter launched by October 2014 - impact evaluated February 2015	Oct-14	
35	Vibrant Plymouth	4. Further develop the Plymouth Armed Forces Community Covenant to make sure more of our veterans, ex-service personnel and their families are properly supported. (35)	Cllr Smith	Stuart Palmer	Homes and Communities	A revitalised Plymouth community covenant work plan to be developed with veterans and complete/publicised by October 2014	Oct-14	
50	Open Plymouth	4. Continue the campaign to encourage people to register to vote so everyone in Plymouth is able to have their voice heard at election time. (50)	Cllr Smith	Giles Perritt	Policy Performance and Partnerships	Evidence of revitalised campaign in 2015 which will increase the total percentage of voter turnout	Oct-14	
13	Young Plymouth	3. Introduce a 'Young People's Skills Passport' so all our young people are 'job ready' after leaving school. (13)	Cllr McDonald	Judith Harwood	ELAFS	Available support with employability skills will be understood across partners and the 'passport' will be recognised. Identified through Skills Plan.	Nov-14	
47	Open Plymouth	1. Open a new one-stop shop in the City Centre so that more of the City Council's services are available in one prominent and cost-effective location. (47)	Cllr Smith	Faye Batchelor-Hambleton	Customer Services	Open the new 1st Stop in City Centre by Nov 14	Nov-14	
39	Pride Plymouth	4. Recognise the contribution of Plymouth's men and women who served in the First World War in the military and on the home front with a series of events marking the 100th anniversary of the Great War. (39)	Cllr Smith	David Draffan	Economic Development	Deliver the first in a series a commemorative events around the centenary of the great war - Dec 2014. Next in the series Dec 2015.	Dec-14	Aug-14

No	Theme	Pledge	Portfolio Holder	Lead	Dept	Description of "End State" What is required for sign off.	Due Date	Complete Date
4	Working Plymouth	4. Set up a forum to help women return to work on family friendly policies after maternity or childcare leave. (4)	Cllr Evans	David Draffan	Economic Development	A forum established with a terms of reference by December 2014.	Dec-14	
16	Greener Plymouth	1. Support the expansion of the Plymouth Energy Community that we launched as part of our last manifesto. (16)	Cllr Penberthy	Paul Barnard	Strategic Planning	Publish an action plan of new initiatives by December 2014.	Dec-14	
27	Living Plymouth	1. Deliver our plan for homes and maintain our commitment to build 1,000 homes every year for the next five years including homes affordable to rent as well as affordable to buy. (27)	Cllr Penberthy	Paul Barnard	Strategic Planning	1st Year Plan for Homes Monitoring Report to Working Plymouth Scrutiny Panel in December 2014.	Dec-14	
31	Living Plymouth	5. Continue to encourage self build, co-operative housing and the widest possible range of tenure and ownership. (31)	Cllr Penberthy	Paul Barnard	Strategic Planning	Promote self build opportunities through a Plymouth Housing Summit by December 2014.	Dec-14	
33	Vibrant Plymouth	2. Begin to introduce free Wi-Fi in the city centre and reinvest the proceeds to widen the Wi-Fi network so that everyone in Plymouth can get connected to the internet. (33)	Cllr Smith	David Draffan	Economic Development	Wi-Fi coverage operational in city centre by Dec 2014.	Dec-14	
38	Pride Plymouth	3. Campaign to open a walkway from Durnford Street in Stonehouse through Millbay Port to encourage greater use of the South West Coast Path. (38)	Cllr Coker	Paul Barnard	Strategic Planning	Hold a workshop with potential funding partners by December 2014.	Dec-14	
6	Working Plymouth	6. Consult local businesses and education leaders to create a 'Plymouth Plan for Skills' with an objective of increasing the effectiveness of money spent on training. (6)	Cllr Evans / Cllr McDonald	Judith Harwood	ELAFS	The Plan will clearly commit activity and resource to measurable improvement in training for the right skills to meet the growth in jobs. The Plan will signpost how the LEP can support employers in this endeavour.	Jan-15	
10	Safer Plymouth	4. Build a new CCTV control room to keep our streets safe. We will relocate the city's CCTV control centre from the soon to be demolished Mayflower Car Park to a new secure location to keep our city safe. (10)	Cllr Coker	Les Allen	Transformation	A relocated CCTV control unit in a location which facilitates its operations with the identified partners - In a timeframe which does not derail other projects. (Jan 2015).	Jan-15	

No	Theme	Pledge	Portfolio Holder	Lead	Dept	Description of "End State" What is required for sign off.	Due Date	Complete Date
17	Greener Plymouth	2. Identify more sites and locations for green energy generation especially for solar panels producing green energy. (17)	Cllr Lowry	Paul Barnard	Strategic Planning	Release of new sites for green energy generation by January 2015.	Jan-15	
29	Living Plymouth	3. Agree a plan with registered social landlords to create more social housing. (29)	Cllr Penberthy	Paul Barnard	Strategic Planning	Agree a plan with the PHDP for delivery of social homes by January 2015.	Jan-15	
42	Pride Plymouth	7. Use Plymouth's recent designation as a 'City of Service' to grow our reputation for volunteering by developing a programme to encourage people and communities from across the city to work together. (42)	Cllr Smith	Stuart Palmer	Homes and Communities	Launch Cities of Services energy and food initiatives, implement the Plymouth Pledge Programme and re-commission volunteering service citywide to support city priorities by January 2015	Jan-15	
11	Young Plymouth	1. Introduce a 'second chance to swim' scheme so that any child who didn't learn to swim in primary school gets another opportunity to learn this essential skill. (11)	Cllr MacDonald	Judith Harwood	ELAFS	Schools and facilities have agreed an extension of current activity and identified new opportunities to implement the scheme. Identified through agreed plan.	Feb-15	
48	Open Plymouth	2. Put more Council services online so you can do more with us on the internet at a time more convenient for you. (48)	Cllr Smith	Faye Batchelor-Hambleton	Customer Services	Significantly increase online usage (target and date to be set in-line with Customer Transformation Programme)	Mar-15	
1	Working Plymouth	1. Double the size of the award-winning and successful 1000 Club to help 2,000 more people into work and apprenticeships. (1)	Cllr Evans	David Draffan	Economic Development	Have assisted 2000 individuals into work and apprenticeships by March 2015.	Mar-15	
3	Working Plymouth	3. Increase the amount of local purchasing the Council does to keep more of Plymouth's wealth in our city. (3)	Cllr Lowry	Malcolm Coe	Finance	Increase PCC spend within the PL post code from 45% to 48% by Mar 15	Mar-15	
7	Safer Plymouth	1. Campaign against any further Government cuts to Police, PCSOs and Firefighters in Plymouth. (7)	Cllr Evans	Giles Perritt	Chief Executives	Evidence of campaign with Safer Plymouth and One Plymouth which will result in no cuts - Mar 15	Mar-15	
12	Young Plymouth	2. Increase the number of children leaving school with the ability to read and write. (12)	Cllr MacDonald	Judith Harwood	ELAFS	ELAFs staff will integrate resource with schools to provide additional support for literacy and promote aspiration as a citywide issue. Identified through targeted programme.	Mar-15	

No	Theme	Pledge	Portfolio Holder	Lead	Dept	Description of "End State" What is required for sign off.	Due Date	Complete Date
14	Young Plymouth	4. Improve the quality of careers advice for young people so whether they want to go to University, start an apprenticeship, start a business or get a job they have the additional help they need to succeed. (14)	Cllr McDonald	Judith Harwood	ELAFS	Scope and then provide additional support to complement and supplement existing provision. Progress identified through Skills Plan.	Mar-15	
15	Young Plymouth	5. Keep a discounted entrance fee for Plymouth's children to city leisure services and find more ways of getting young people engaged in sport. (15)	Cllr Smith	Stuart Palmer	Homes and Communities	Restate contractual obligation with provider and the delivery of 1,000 sporting opportunities for young people (14yrs +)	Mar-15	
20	Greener Plymouth	5. Encourage the use of unused land around the city to grow crops, fruit and vegetables via a new land share scheme. (20)	Cllr Vincent	Paul Barnard	Strategic Planning	Launch Land Share Scheme in March 2015.	Mar-15	
21	Moving Plymouth	1. Continue our programme of road resurfacing, repairing potholes and fixing pavements. (21)	Cllr Coker	Simon Dale	Street Services	Highways Action Plan delivered. VfM and Productivity demonstrated and work bank reduces to revised baseline.	Mar-15	
22	Moving Plymouth	2. Continue to press Government for improvements to the road and rail network to ensure that Plymouth is not cut off again by extreme weather in the future. (22)	Cllr Evans	Paul Barnard	Strategic Planning	Government confirms feasibility study into A303 improvements in 2014 Autumn Statement and confirms further feasibility work to take place on a fast and resilient rail line West of Exeter as part of Network Rail's Western Route Study	Mar-15	
24	Moving Plymouth	4. Propose more safer cycling and walking routes in and out of Plymouth for leisure and commuting. (24)	Cllr Coker	Paul Barnard	Strategic Planning	Finalise costed plans for Oreston Cycling and Walking Bridge by March 2015.	Mar-15	
25	Moving Plymouth	5. Welcome the Waterfront Partnership's review of Plymouth's potential as a cruise liner destination and evaluate options for growing the number of cruise ships that visit the city. (25)	Cllr Evans	David Draffan	Economic Development	Feasibility study and options analysis completed March 2015.	Mar-15	
26	Moving Plymouth	6. Seeking funding for the Forder Valley relief road to open up Derriford for new housing, jobs, a primary school and a community park. (26)	Cllr Coker	Paul Barnard	Strategic Planning	Agree Outline Business Case to HOTSW LEP to secure Growth Deal funding towards the FVLR by March 2015.	Mar-15	

No	Theme	Pledge	Portfolio Holder	Lead	Dept	Description of "End State" What is required for sign off.	Due Date	Complete Date
32	Vibrant Plymouth	1. Push for the Government to declare Plymouth as the centre for the Mayflower anniversary celebrations in 2020. (32)	ClIr Evans	David Draffan	Economic Development	Plymouth declared as the recognised lead city for the Mayflower 2020 celebrations. Dec 2015.	Mar-15	
34	Vibrant Plymouth	3. Host a conference in partnership with University of St Mark and St John to promote a plan for sport for the whole of the city. (34)	ClIr Smith	Stuart Palmer	Homes and Communities	Conference held and plan promoted by May 2015	Mar-15	
36	Pride Plymouth	1. Light our Landmarks by permanently lighting Smeaton's Tower and other prominent iconic structures and buildings so they can be enjoyed during the day and at night. (36)	ClIr Coker	David Draffan	Economic Development	Landmarks are identified and a funded plan is approved for new lighting to be installed. March 2015.	Mar-15	
37	Pride Plymouth	2. Having launched the celebration of Plymouth's 100 anniversary we will continue the festivities with a huge programme of cultural and historical events across the city. (37)	ClIr Smith	David Draffan	Economic Development	Programme of historic and culture events delivered by March 2015.	Mar-15	
40	Pride Plymouth	5. Press ahead with plans to improve Plymouth Museum. (40)	ClIr Smith	David Draffan	Economic Development	Completion of the mid term review of the HLF project. Preparations are in place for the second stage bid for the history centre to the HLF required mid 2015.	Mar-15	
41	Pride Plymouth	6. Start a public fundraising campaign for a fitting Mayflower memorial. (41)	ClIr Evans	David Draffan	Homes and Communities	Fund raising strategy written with key milestones. March 2015.	Mar-15	
43	Pride Plymouth	8. Begin a programme of commissioning public art for local and international artists. (43)	ClIr Evans	David Draffan	Economic Development	End State is still to be clarified with the Leader. Currently scoping what is expected.	Mar-15	
44	Caring Plymouth	1. Continue our pioneering work to make Plymouth a dementia friendly city. (44)	ClIr Tuffin	Dave Simpkins	Commissioning and Adult Social Care	The Joint Dementia Strategy & Action Plan approved by Plymouth City Council Governance arrangements in place to oversee and monitor the delivery of the Action Plan All actions due for completion in 2014/15 are delivered on time	Mar-15	

No	Theme	Pledge	Portfolio Holder	Lead	Dept	Description of "End State" What is required for sign off.	Due Date	Complete Date
45	Caring Plymouth	2. Continue to work closely with the NHS to provide a seamless service for older people's care including smoother discharge from hospitals. (45)	Cllr Tuffin	Dave Simpkins	Commissioning and Adult Social Care	Evidence that individuals whose health and social care services have been consulted and involved in the co-design of services. Evidence of joined up pathways of assessment and support for citizens building on the Care Co-ordination Team model. Exploration of shared IT systems to support the integrated service model.	Mar-15	
46	Caring Plymouth	3. Campaign for a fairer settlement for Plymouth for public health funding that sees our city receive £27 less per person than Portsmouth does. (46)	Cllr McDonald	Giles Perritt	Policy Performance and Partnerships	Implementation of Missing Millions campaign and evidence of a revision to Plymouths Public Health funding	Mar-15	
49	Open Plymouth	3. Further enhance the scrutiny programme of the City Council. By giving more responsibility to our City Councillors to scrutinise services offered across the city we have seen more transparency and shone a light onto services that are not performing at their best. (49)	Cllr Smith	Giles Perritt	Policy Performance and Partnerships	Demonstrate the impact of scrutiny recommendations on Council policy	Mar-15	

This page is intentionally left blank

PLYMOUTH CITY COUNCIL

Subject: Local Government Ombudsman Annual Review Letter 2014
Committee: Co-operative Scrutiny Board
Date: 19 November 2014
Cabinet Member: Councillor Peter Smith
CMT Member: Giles Perritt
Author: Marie-Odette Prêleur, Performance and Research Officer
Contact details: Tel: 01752 30 73 14
marie-odette.preleur@plymouth.gov.uk
Ref: LGO Annual Review 2014
Key Decision: No
Part: I

Purpose of the report:

This report provides analysis of the Local Government Ombudsman Annual Review Letter 2014 for noting.

The Local Government Ombudsman Annual Review Letter 2014 outlines the complaints monitoring position of the Council as at 31 March 2014. It presents the annual summary of statistics on the complaints made to the Local Government Ombudsman. After investigation, the Local Government Ombudsman has found that only 10 complaints out of 82 (12%) were upheld.

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

The Balanced Scorecards for each Directorate have measures for complaints to assist in the delivery of the Brilliant Co-operative Council Corporate Plan.

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

No additional implications associated with this report.

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

No additional implications associated with this report.

Equality and Diversity:

Has an Equality Impact Assessment been undertaken? No

Recommendations and Reasons for recommended action:

Note the report and analysis.

Alternative options considered and rejected:

None

Published work / information:

[Review of Local Government Complaints 2013/14](#) (Local Government Ombudsman website)

[Note on interpretation of local authority statistics](#) (Local Government Ombudsman website)

Background papers:

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

Sign off:

Fin		Leg		Mon Off		HR		Assets		IT		Strat Proc	
Originating SMT Member: Giles Perritt													
Has the Cabinet Member(s) agreed the content of the report? Yes / No													

Presentation of the Annual Review Letter

The Local Government Ombudsman (LGO) publishes annual statistics for each of the authorities within England. In the years 2013 and 2014, it modified how it classified the results of complaints; this change means that we are now unable to show breakdowns of comparative figures for the previous years. The categories presented this year were not used before.

In 2014, the LGO received for England 18436 complaints and made 19382 decisions on complaints received that year or before. It is very important to note that not all complaints are decided in the same year that they are received. This means that the number of complaints received and the number decided will be different.

Last year the LGO received 77 complaints and enquiries for Plymouth. The table below shows these figures are broadly consistent with national ones with the exception of the Environmental Services, Public Protection & Regulation category and the Planning & Development category.

Complaints and enquiries received in 2013/14 by the LGO	Adult Care Services	Benefits & Tax	Corporate & Other Services	Education & Children's Services	Environmental Services, Public Protection & Regulation	Highways & Transport	Housing	Planning & Development	TOTAL
Numbers for Plymouth City Council	10	10	4	13	12	13	10	5	77
Percentages for Plymouth	13%	13%	5%	17%	16%	17%	13%	6%	100%
Percentages for England	12%	16%	8%	17%	9%	11%	13%	14%	100%

The second table details the 82 decisions made by the Ombudsman for Plymouth in 2013/14. The process adopted by the LGO involves an initial investigation into a complaint/enquiry, which allows them to decide whether it warrants further more detailed investigation. The LGO has carried out only 21 detailed investigations (26% of the total) for Plymouth. These investigations led to 10 complaints being upheld (12% of the total decisions) and 11 not being upheld (13%). The appendix to this report details how to understand the categorisation of the decisions made by the LGO.

Decisions made by the LGO	Detailed investigations carried out		Advice given	Closed after initial enquiries	Incomplete / Invalid	Referred back for local resolution	Total
	Upheld	Not upheld					
Plymouth City Council	10	11	2	25	1	33	82

The complaints and customers' feedback is a topic that will be looked at by the Customer Services Transformation Programme in the next year.

Care is required in interpreting the report, for example, the numbers of complaints against an authority do not prove that it is a 'bad' or 'good' council. This is because the larger the population an authority serves, the higher the number of complaints and enquiries.

Also a significant uplift in complaint numbers does not necessarily show that a council has become worse at what it does. The LGO may have received several complaints about the same issue from different residents, for example a controversial planning decision or application.

This page is intentionally left blank

**APPENDIX TO THE LOCAL GOVERNMENT
OMBUDSMAN ANNUAL REVIEW LETTER 2014 REPORT
FOR THE CO-OPERATIVE SCRUTINY BOARD 19 NOV.
2014**



Policy, Performance and Partnerships

How to understand the categories in the breakdown tables on the Ombudsman's Annual Review Letter 2014

(extract from the [Local government Ombudsman website](#) November 2014)

Upheld: These are complaints where we have decided that an authority has been at fault in how it acted and that this fault may or may not have caused an injustice to the complainant, or where an authority has accepted that it needs to remedy the complaint before we make a finding on fault. If we have decided there was fault and it caused an injustice to the complainant, usually we will have recommended the authority take some action to address it.

Not upheld: Where we have investigated a complaint and decided that a council has not acted with fault, we classify these complaints as not upheld.

Advice given: These are cases where we give advice about why LGO would not look at a complaint because the body complained about was not within the LGO's scope or we had previously looked at the same complaint from the complainant, or another complaints handling organisation or advice agency was best placed to help them.

Closed after initial enquiries: These complaints are where we have made an early decision that we could not or should not investigate the complaint, usually because the complaint is outside LGO's jurisdiction and we either cannot lawfully investigate it or we decide that it would not be appropriate in the circumstances of the case to do so. Our early assessment of a complaint may also show there was little injustice to a complainant that would need an LGO investigation of the matter, or that an investigation could not achieve anything, either because the evidence we see shows at an early stage there was no fault, or the outcome a complainant wants is not one we could achieve, for example overturning a court order.

Incomplete/invalid: These are complaints where the complainant has not provided us with enough information to be able to decide what should happen with their complaint, or where the complainant tells us at a very early stage that they no longer wish to pursue their complaint.

Referred back for local resolution: We work on the principle that it is always best for complaints to be resolved by the service provider wherever possible. Furthermore, the Local Government Act 1974 requires LGO to give authorities an opportunity to try and resolve a complaint before we will get involved. Usually we tell complainants how to complain to an authority and ask them to contact it directly. In many instances, authorities are successful in resolving the complaint and the complainant does not recontact Us.

This page is intentionally left blank

7 July 2014

By email

Ms Tracey Lee
Chief Executive
Plymouth City Council

Dear Ms Tracey Lee

Annual Review Letter 2014

I am writing with our annual summary of statistics on the complaints made to the Local Government Ombudsman (LGO) about your authority for the year ended 31 March 2014. This is the first full year of recording complaints under our new business model so the figures will not be directly comparable to previous years. This year's statistics can be found in the table attached.

A summary of complaint statistics for every local authority in England will also be included in a new yearly report on local government complaint handling. This will be published alongside our annual review letters on 15 July. This approach is in response to feedback from councils who told us that they want to be able to compare their performance on complaints against their peers.

For the first time this year we are also sending a copy of each annual review letter to the leader of the council as well as to the chief executive. We hope this will help to support greater democratic scrutiny of local complaint handling and ensure effective local accountability of public services. In the future we will also send a copy of any published Ombudsman report to the leader of the council as well as the chief executive.

Developments at the Local Government Ombudsman

At the end of March Anne Seex retired as my fellow Local Government Ombudsman. Following an independent review of the governance of the LGO last year the Government has committed to formalising a single ombudsman structure at LGO, and to strengthen our governance, when parliamentary time allows. I welcome these changes and have begun the process of strengthening our governance by inviting the independent Chairs of our Audit and Remuneration Committees to join our board, the Commission for Administration in England. We have also recruited a further independent advisory member.


Future for local accountability

There has been much discussion in Parliament and elsewhere about the effectiveness of complaints handling in the public sector and the role of ombudsmen. I have supported the creation of a single ombudsman for all public services in England. I consider this is the best way to deliver a system of redress that is accessible for users; provides an effective and comprehensive service; and ensures that services are accountable locally.

To contribute to that debate we held a roundtable discussion with senior leaders from across the local government landscape including the Local Government Association, Care Quality Commission and SOLACE. The purpose of this forum was to discuss the challenges and opportunities that exist to strengthen local accountability of public services, particularly in an environment where those services are delivered by many different providers.

Over the summer we will be developing our corporate strategy for the next three years and considering how we can best play our part in enhancing the local accountability of public services. We will be listening to the views of a wide range of stakeholders from across local government and social care and would be pleased to hear your comments.

Yours sincerely

A handwritten signature in black ink that reads "Jane Martin". The signature is written in a cursive style with a long horizontal flourish at the end.

Dr Jane Martin
Local Government Ombudsman
Chair, Commission for Local Administration in England

Local authority report – Plymouth City Council

For the period ending – 31/03/2014

For further information on interpretation of statistics click on this link to go to <http://www.lgo.org.uk/publications/annual-report/note-interpretation-statistics/>

Complaints and enquiries received

Local authority	Adult care services	Benefits and tax	Corporate and other services	Education and children's services	Environmental services and public protection and regulation	Highways and transport	Housing	Planning and development	Total
Plymouth City C	10	10	4	13	12	13	10	5	77

Page 81

Decisions made

Local authority	<u>Detailed investigations carried out</u>		Advice given	Closed after initial enquiries	Incomplete/Invalid	Referred back for local resolution	Total
	Upheld	Not upheld					
Plymouth City C	10	11	2	25	1	33	82

This page is intentionally left blank

CO-OPERATIVE SCRUTINY BOARD

URGENT CABINET PRIVATE BUSINESS



PLYMOUTH
CITY COUNCIL

PLYMOUTH CITY COUNCIL

LOCAL AUTHORITIES (EXECUTIVE ARRANGEMENTS) (ACCESS TO INFORMATION) (ENGLAND) REGULATIONS 2012

NOTICE OF INTENTION TO CONDUCT BUSINESS IN PRIVATE

Notice was given on 13 October 2014 that the Cabinet (on the recommendation of Councillor McDonald) is to be asked to make a key decision and to consider the report of the Strategic Director for People on 11 November 2014 in respect of the following:

TITLE: PLYMOUTH ADULT AND COMMUNITY LEARNING SERVICE (PACLS) – BUSINESS CASE

PURPOSE OF DECISION:

To approve a Full Business Case that sets out how Plymouth Adult and Community Services would be transferred into a joint venture organisation with its partners, Shekinah and YMCA.

REASON FOR URGENT PRIVATE BUSINESS

The item was included in the Forward Plan published on 13 October 2014 as a key decision but since that date, legal advice has been received advising that confidential information will need to be presented to Cabinet on 11 November 2014 in order for members to make a decision. The item cannot be delayed to Cabinet on 9 December as there would be insufficient time to implement the Project Plan and establish the new trading company. It is also a “sub” section of the IHWB programme which goes on 11 November.

If 28 days statutory notice has not been given, the meeting can still be held in private if –

- (a) agreement has been obtained from the Chair of the Co-operative Scrutiny Board (or in his absence, the Lord Mayor) that the meeting is urgent and cannot be reasonably deferred. Agreement was obtained from Councillor James on 28 October 2014;
- (b) copies of that notice have been made available at the offices of the Council;
- (c) the notice is published on the local authority’s website.

Notice is given that the meeting is likely to move into private session to consider the decision for the reason outlined below:

Under Section 100A(4) of the Local Government Act 1972 the press and public may be excluded from the meeting for the business on the grounds that it may involve 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.

Further information can be obtained from: Judith Harwood, Assistant Director for Education, Learning and Families Windsor House Tel: 01752 305960 Email: judith.harwood@plymouth.gov.uk

COOPERATIVE SCRUTINY BOARD

Recommendations from Panels



Date/min number	Resolution / Recommendation	Response
Working Plymouth		
15 October 2014 23 (City Centre BID Ballot March)	<u>Agreed</u> to recommend to the Cooperative Scrutiny Board that – (2) the Working Plymouth panel are permitted to respond to the city centre BID consultation process.	

This page is intentionally left blank