



Democratic Support

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#coopscrutiny

CO-OPERATIVE SCRUTINY BOARD

Wednesday 18 February 2015
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, 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 - 12)

The Co-operative Scrutiny Board will be asked to agree the minutes of the meetings held on 5 December and 17 December 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 13 - 20)

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.

5.1. DECISIONS TAKEN UNDER DELEGATED AUTHORITY (Pages 21 - 28)

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 29 - 36)

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

7. FORWARD PLAN OF KEY DECISIONS AND PRIVATE BUSINESS (Pages 37 - 38)

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 39 - 56)

The Co-operative Scrutiny Board will receive the Capital and Revenue Monitoring Report 2014/15 and information relating to work related stress absence.

9. COST BENEFITS OF TRANSFORMATION PROGRAMME (Pages 57 - 78)

The Board will receive a report on the cost benefits of the Transformation Programme.

10. CORPORATE PERFORMANCE REPORT QUARTER 3 2014/15 (Pages 79 - 102)

The Board will receive a report on the Corporate Performance Report Quarter 3 2014/15.

11. CALL-INS

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

12. URGENT EXECUTIVE DECISIONS (Pages 103 - 104)

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

13. RECOMMENDATIONS

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

14. CO-OPERATIVE REVIEW(S)

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

15. 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.

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Co-operative Scrutiny Board

Friday 5 December 2014

PRESENT:

Councillor James, in the Chair.

Councillor Mrs Aspinall, Vice Chair.

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

Apology for absence: Councillor Murphy.

Also in attendance: Councillor Lowry (Cabinet Member for Finance), David Northey (Head of Corporate Strategy), Councillor Penberthy (Cabinet Member for Co-operatives, Housing and Community Safety), Giles Perritt (Assistant Chief Executive) 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.

91. **DECLARATION OF INTEREST**

In accordance with the code of conduct there were no declarations of interest made by Members.

92. **CHAIR'S URGENT BUSINESS**

There were no items of Chair's urgent business.

93. **CALL-IN - THE CREDIT UNION SCHOOL INITIATIVE "STARTER-4-TEN"**

The Co-operative Scrutiny Board considered the call-in of the Cabinet decision relating to the Credit Union School Initiative 'Starter-4-Ten'.

The Co-operative Scrutiny Board heard that –

- (a) Councillors Ball, Churchill and Ricketts had called the decision in for the following reasons -
 - the decision was outside of the budget because the monies, or part of, were being taken out of the Council's general fund;
 - the process by which the decision was made was deficient because Members were not properly consulted;

- the decision maker failed to consider alternative courses of action; the report under the heading 'alternative options considered and rejected' stated 'none';
 - the decision maker failed to take into account relevant factors; that the report was contradictory because the proposal supported the roll out of life skills programmes to help teach the young people of Plymouth to understand the value of money and promote the importance of money and savings, however the proposal would cost £50,000 in 2014/15 and would be funded from the general reserves; this did not represent sound financial management;
- (b) Councillors Ball, Churchill and Rickets considered that –
- the decision was reckless as the monies to fund the scheme would be drawn from the Council's reserves which was not a financially sound decision;
 - to give young people money to set up a savings plan was not the best method of educating them in order to become financially responsible;
 - constituents were not happy with the Council's decision as numerous complaints had been received;
 - alternative options had not been explored such as match funding from the credit unions;
 - they were unable to justify the decision to the hard working families of Plymouth;
- (d) Councillor Lowry (Cabinet Member for Finance), Councillor Penberthy (Cabinet Member for Co-operatives, Housing and Community Safety) and David Northey (Head of Corporate Strategy) responded that -
- the aim of 'Starter-4-ten' scheme was to teach young people the value and importance of money and savings, whilst promoting the services provided by the credit unions; the intention was to ensure awareness of alternatives to loan sharks and pay day lenders;
 - the scheme related to all eligible year seven students and provided them with an opportunity to open a credit union savings account in the Autumn term 2014;

it was proposed that the Council would give each child a voucher for £10 as a deposit, in order to start a savings plan; in addition, provided the child still had a minimum balance of £10 after 12 months, the Council would give each child a further £10 to top up the savings plan;

- there were 2,500 year seven students eligible for the scheme;
- as part of the delegated decision relating to the early intervention and prevention assistance from the emergency and welfare fund, published in March 2014, approval had been given to establish a children's credit union savings scheme; the scheme had been set up for all eligible year 11 students to open a credit union savings account; the Council would give each student a £10 voucher to deposit.
- Cabinet Members had been fully engaged with the decision which had been in response to the recommendations outlined in the Fairness Commission's report; the report had been fully debated by all Members at the Full Council meeting held on 12 September 2014;
- the estimated cost of the whole scheme would be £25,000 in total (£12,500 to be paid in 2014/15 and a further £12,500 paid in 2015/16);
- alternative options had been considered but 'to do nothing' had been rejected as this did not support the Council's co-operative values;
- the Council's Monitoring Officer had approved the delegated decision, as in his opinion it was inside of the budget and policy framework; (if the decision had been deemed to be outside of the policy and budget framework then the call-in would need to be considered by Full Council);
- Councillor Lowry had not received any complaints from residents regarding this scheme.

In response to question raised by the Board Members for clarity, it was reported that –

- (e) the estimated total cost of the scheme had been based on evidence provided from other schemes (such as Glasgow) where there had been a 50 percent take up;
- (f) the delegated decision approved in March 2014 related to year 11 students of which 3,500 were eligible for the scheme;

- (g) Councillors Ball, Churchill and Ricketts had deemed the decision to be outside of the budget and policy framework as the monies to fund it were being drawn from the Council's reserves rather than from revenue;
- (h) there were no separate arrangements for looked after children as they were being afforded the same opportunity to open a savings plan; arrangements were being made through schools as this was considered to be the fairest way to implement the scheme for the benefit of all the children;
- (i) the scheme would not be means tested.

The main points arising from the Board debating the call-in included –

- (j) the Child Poverty Working Group had considered the scheme to be positive and one which could change behaviours;
- (k) plans were being put in place to teach students the value and importance of money management; these sessions would be undertaken by Plymouth City Council staff and colleagues from Barclays Bank; this opportunity would allow the city's secondary schools to demonstrate their delivery of part of the 'personal finance education' programme relating to the national curriculum for Citizenship Education;
- (l) the projects formed part of the Life Skills programme and as such would offer an opportunity to break the cycle of debt by improving financial literacy, budgeting and savings skills;
- (m) currently 10 schools had taken up the offer of the scheme for year 11 students and initially four schools for the year seven children;
- (n) currently there was no data available as the year 11 scheme had just been launched; data would be gathered relating to the take up of the scheme in relation to the demographic areas.

The Board agreed to confirm that the decision should be implemented.

94. **EXEMPT BUSINESS**

There were no items of exempt business.

Co-operative Scrutiny Board

Wednesday 17 December 2014

PRESENT:

Councillor James, in the Chair.

Councillor Mrs Aspinall, Vice Chair.

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

Apology for absence: Councillor Darcy.

Also in attendance: Rob Pendleton (Programme Manager CCO), Giles Perritt (Assistant Chief Executive), Chris Randall (Head of Finance Operations), Chris Squire (Interim Assistant Director for HR and OD), Councillor Jon Taylor (Cabinet Member for Transformation and Change) and Helen Wright (Democratic Support Officer).

The meeting started at 4.00 pm and finished at 5.50 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.

95. **DECLARATION OF INTEREST**

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

96. **MINUTES**

Agreed that the minutes of the meeting held on 19 November 2014 are confirmed as a correct record.

97. **CHAIR'S URGENT BUSINESS**

There were no items of Chair's urgent business.

98. **APPOINTMENT OF CO-OPTED REPRESENTATIVE FOR BUDGET SCRUTINY**

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

99. **WORK PROGRAMMES**

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

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

The Board further agreed the Caring Plymouth Panel's work programme subject to the inclusion of a co-operative review into Plymouth's health economy.

100. **DECISIONS TAKEN UNDER DELEGATED AUTHORITY**

The Chair reported that the Caring Plymouth Panel and the Ambitious Plymouth Panel had undertaken a co-operative review of the Integrated Commissioning detailed business case, Integrated Community Health and Social Care Delivery detailed business case, Children and Young People full business case and Plymouth Adult and Community Learning Service full business case.

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

The Board noted the decision taken under delegated authority.

101. **TRACKING DECISIONS**

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

The Board was advised that with regard to minute 84 (19 November 2014) the information relating to occupancy levels and rents had been circulated prior to this meeting.

102. **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 January and April 2015 –

- review and prioritisation of the capital programme;
- implementing the Care Act 2014
- Plymouth Employment and Skills Plan;
- residential and nursing care home fair price for care;
- delivering the co-operative visions within a four year sustainable balanced budget and council tax 2015/16.

The Board noted that the Plymouth Employment and Skills Plan was being scrutinised by the Working Plymouth Panel.

103. **CORPORATE MONITORING INCLUDING OVERTIME, AGENCY AND SICKNESS**

The Head of Finance Operations and the Assistant Director for HR and Organisational Development presented the Corporate Monitoring report (including overtime, agency and sickness), which highlighted the following key areas –

- (a) the estimated revenue overspend at the end of the year was £3.112m as at October 2014; there had been a reduction of £0.5m since last reported to the Board;
- (b) management plans were in place to further reduce the overspend; there was the potential to use the contingency fund which had been built into the budget;
- (c) there has been a significant increase in placements for children and young people during the summer; the number of young people placed in independent foster care has reduced by 7 to 67 against an original estimate of 60; residential placements had reduced by 3 to 24 against an original estimate of 18 (a significant number of these placements were high cost due to the complex nature of the children's needs);
- (d) there had also been significant pressure within adult social care which had been created by cost and volume changes and a reduction in income relating in particular to the delay in implementing the Fairer Charing Policy;
- (e) an overspend within the Executive Office of £83,000 had been due to a shortfall on the planned efficiency savings; management were continually reviewing the budgets to identify potential savings to address issues and hold positions vacant where possible; work undertaken by the Co-operative Centre of Operations transformation work stream would result in ongoing sustainable solutions.

Following questions raised by members, it was reported that –

- (f) it was unlikely that there would be additional revenue costs as a result of the recent Ofsted inspection;
- (g) an undertaking was given to provide further information relating to the pressures within the Executive Office which had resulted in an overspend of £83,000;
- (h) within Co-operative Commissioning and Adult Social Care £1.1m of management actions had been identified; this would include reviewing the way resources were allocated through the Resource Allocation System which would ensure a consistent approach; further information relating to this matter would be sought;

- (i) an assurance was given that information on agency staff would be available for Budget Scrutiny in January 2015;
- (j) temporary members of staff employed through Pertemps (the council's agency staff provider), after 12 weeks, receive the same pay as permanent members of staff;
- (k) the containment plans for Children's Social Care referred to in the report were informal departmental documents;
- (l) it was possible to record zero sick days, if this related to a small team of staff who had not taken sick leave during this period of time;
- (m) information would be provided on the number of sick days being taken by staff due to stress related illnesses;
- (n) the overall sickness figure for the authority had reduced with an average of 7.37 sick days per full time equivalent; this was considered to be a favourable figure as the organisation employed a large number of front line staff.

The Board agreed that –

- (1) with regard to (f) above, the information relating to the cost of the recent Ofsted inspection is included on the work programme for the Ambitious Plymouth Panel;
- (2) with regard to (k) above, the containment plans within Children's Social Care are included on the work programme for the Ambitious Plymouth Panel.

The Chair thanked Chris Randall and Chris Squires for attending the meeting.

104. **CO-OPERATIVE CENTRE OF OPERATIONS (CCO) BUSINESS CASE**

Councillor Jon Taylor (Cabinet Member for Transformation and Change) together with Rob Pendleton (Programme Manager) and Giles Perritt (Assistant Chief Executive) provided members with the presentation, which highlighted the following key points –

- (a) as a brilliant co-operative council it needed to assure the delivery of high quality services, regardless of who delivered them and to make strategic decisions which considered the needs of all its residents, customers and partners;
- (b) in order to deliver this, three Co-operative Centre of Operations (CCO) project areas would create a series of capabilities backed by tools, guidelines and support teams; the project areas were -

- evolve, assure, advise and enable;
 - service integration and management;
 - transform;
- (c) in establishing the strategic layer, it would enable the council to make brilliant co-operative decisions with sound advice and smart information; it would help to evolve the council with proactive design, planning and business change functions and assure that the council would comply with standards, learn lessons and continuously improve quality;
- (d) in developing service integration and management capability, it would assist the council to manage services to a consistently high quality, whether in-house, traded, partnered or outsourced and integrate it by providing a bridge between strategy and delivery making decisions live and breathe;
- (e) transforming corporate services would assist in generating income, improving efficiency and reduce the overall cost of delivering services, as well as improving and optimising the quality of HR, Finance, Legal and other support services;
- (f) the CCOs capabilities would -
- ensure consistency of decision making, service delivery and commissioning across the council;
 - co-ordinate and support Subject Matter Experts (SMEs), Change Champions and Knowledge Networks;
 - provide common tools, frameworks, data and processes for use by staff within the directorates and guidance and mentoring ;
- (g) within each of the projects there would be three stages of capability progression which included early, interim and mature states;
- (h) work over the next three months would result in five projects being focused into three complementary, closely-related project areas;
- (i) all the tactical quick win projects would be prioritised and progressed;
- (j) the maturity within the council to manage change from its existing resources would grow as the systems, tools and knowledge were put into place; this would ensure that the CCO would more ably support the other transformation programmes in implementing critical changes that would benefit the city;
- (k) dependencies with other transformation programmes were being actively managed to ensure alignment and support.

Following questions raised by the members, it was reported that –

- (l) there were processes and tools in place to help deliver change in a managed way;
- (m) the council together with its health partners had been successful in securing funding from the Transformation Challenge fund in the sum of £1.4m; discussions would need to be held to agree the spend and split between the partners;
- (n) ICT service were now provided through the joint ICT venture between the council and CCG (Delt Shared Services Ltd); this arrangement benefited the local economy as it enabled jobs and expertise to be retained within the city; other options considered would not have guaranteed this benefit;
- (o) the establishment of the strategic layer would not be a new function; it would be based on the skills and expertise already available within the council;
- (p) there were inherently high risks associated with the five transformation programmes (each programme had a risk register), such as the increased demands on HR, Payroll, Legal and other resources from the Integrated Health and Wellbeing Programme at the same time as CCO was leading the transformation of these departments;
- (q) the assurance function within the service integration and management project would include the arrangements for scrutiny which would continue to hold the executive to account;
- (r) the continued engagement of staff was ensured through regular transformation communications via Staffroom and payslips;
- (s) consultation with members, officers and residents would be built in to the decision making process by seeking their views.

The Board agreed that –

- (1) measures for public consultation and engagement are to be built into the CCO programme;
- (2) the role and function of the decision making network are to be made clearer;
- (3) the CCO programme is reviewed by the Board in three months' time to report on the above and to include the quick wins with timescales and to also present the CCO blue print.

The Chair thanked Councillor Jon Taylor, Giles Perritt and Rob Pendleton for attending the meeting.

105. **CALL-INS**

The Chair advised that the Board had recently heard the call in for the Credit Union School Initiative 'Starter-4-Ten' and after considering the matter, had agreed to implement the decision.

106. **URGENT EXECUTIVE DECISION**

The Chair reported that he had agreed to an urgent executive decision relating to the contract award for domiciliary care.

The incumbent supplier had gone into liquidation providing only nine days' notice of their intention to cease trading. The provider supported over 80 vulnerable adults who required a continuous service. The proposed contractor was based locally, had experience of dealing effectively with similar situations and was well placed to offer the necessary services. The insolvency firm had indicated that they would support this approach.

The Board noted the decision.

107. **RECOMMENDATIONS**

There were no recommendations to consider.

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

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

109. **EXEMPT BUSINESS**

There were no items of exempt business.

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AMBITIOUS 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 Lynn Young, Democratic Support Officer, on 01752 304163.

Date of meeting	Agenda item	Purpose of the agenda item	Reason for consideration	Responsible Officer
9.6.2014	Overview of Priorities for Ambitious Plymouth	To help inform the work programme and cooperative review discussion		Carole Burgoyne – Strategic Director for People
	Presentation on People and Organisation Development (POD) Transformation Business Case	To help inform Members of the People and Organisation Development (POD) business case	Overview presentation to update Members	Les Allen – People and Organisation Development (POD) Programme Manager
	Plymouth Education Catering Services – Local Authority Trading Company	To enable Members to scrutinise the business case before it is submitted to Cabinet on 17 June 2014	Transformation Key Decision	Craig Williams
1.9.2014	Missing, Intervention and Support Team (MIST)	To review the service and delivery of the 'Be-Wise to Sexual Exploitation' training programme, in preparation for a review	Service Review	John Miller, Head of Youth Services and Stuart Palmer, Assistant Director for Homes and Communities
	Safeguarding POSTPONED	To provide Members with an overview of the work carried out by the Safeguarding Team	Performance and provision	Simon White, Safeguarding Children's Board Manager
	Children's Social Care	To receive an update of the Children's Social Care Service	Performance and Provision	Alison Botham, Assistant Director for Children's Social Care
	PACLS	To provide Members with an update on the transformation of PACLS	Overview report to update Members prior to Cabinet	Tracy Hewett – Principal Senior Education Officer
13.10.2014	Youth Services	To receive an update following the completion of the restructure of Youth Services	Service review	John Miller, Head of Youth Services and Stuart Palmer, Assistant Director for Homes and Communities
	City of Culture Bid	To review the provision and use of the city's libraries and museums, Mount Edgumbe House and Country Park, and other leisure facilities, with a focus on future City of Culture bids	Service review	David Draffan, Assistant Director for Economic Development and Nicola Moyle, Head of Arts and Heritage
	Presentation on People and Organisation Development (POD) Transformation Business Case	To provide Members with an update of the People and Organisation Development (POD) business case, in particular details of workforce development	Overview presentation to update Members	Les Allen – People and Organisation Development (POD) Programme Manager

Date of meeting	Agenda item	Purpose of the agenda item	Reason for consideration	Responsible Officer
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NEW – items not yet allocated a date

	Co-operative and Children and Young People's Services (IHWB)	To provide Members with an overview of the Co-operative and Children and Young People's Services (IHWB) section of the Integrated Health and Wellbeing Board (IHWB) Transformation Business Case	Overview report to update Members prior to Cabinet	Craig Williams – Interim Programme Manager, Integrated Health and Wellbeing
8.12.14	KS2 and KS4 results (school standards report)	To provide Members with the KS2 and KS4 results from summer 2014	Service review	John Searson, Principal Leadership Adviser
19.1.2015	OFSTED	To provide Members with the findings of the recent OFSTED inspection of Children's services	Service review	Carol Burgoyne, Strategic Director for People
	Fostering/residential placements for children and young people	To monitor the cost and volume contract for fostering following its submission to Cabinet on 9 December	Service review	Carol Burgoyne, Strategic Director for People
	Youth Service (Members will receive an update by report)	To provide Members with an update on the Youth Service, following the panel's presentation on 13.10.14	Service review	John Miller, Head of Youth Services
30.3.2015	Skills and Apprenticeships Review	To provide Members with an overview of the city's opportunities with regard to skills and apprenticeships following the appointment of a Head of Skills & Employability, and further to the submission of the Plymouth employment and Skills Plan to Cabinet on 9 December	Service review	Sue Smith, Early Years Consultant and Liz Hill, Strategic Commissioning Manager
	Plymouth Education Catering Services - Local Authority Trading Co-operative Company	To provide Members with an overview of Plymouth Education Catering Services following the creation of a Local Authority Trading Co-operative Company	Service review	Brad Pearce, Education Catering Manager
	Fostering/residential placements for children and young people MOVED FROM JANUARY MEETING	To monitor the cost and volume contract for fostering following its submission to Cabinet on 9 December	Service review	Alison Botham, Assistant Director for Social Care
	School organisation/Published Admission Numbers (PAN) (Members will receive an update by report)	To provide Members with an update of the Published Admission Numbers (PAN) for the academic year 2015-2016.	Service review	Daryl Wallace, School Admissions Team Leader
	Update on OFSTED Improvement Plan*	To provide Members with an updated Improvement Plan before it is submitted to OFSTED.		
	Plymouth Plan*	To provide Members with an overview of the Plymouth Plan.		

Information relating to the cost of the recent Ofsted inspection	Recommendation from Budget Scrutiny
The containment plans within Childrens' Social Care	Recommendation from Budget Scrutiny
Items already agreed by the Cooperative Scrutiny Board 2014/15	
'Be-wise to Child Sexual Exploitation'	Project Planning meeting 12 December 2014
Integrated Health and Wellbeing Transformation Programme (Joint review with Caring panel)	Review held in November 2014

* Recommendations from Ambitious Plymouth meeting 19 January 2015.

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CO-OPERATIVE SCRUTINY BOARD

Draft Work Programme 2014 - 2015



PLYMOUTH
CITY COUNCIL

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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
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
	Corporate Monitoring including Overtime, Agency and Sickness	To identify areas of concern (if any)		Chris Randall, Head of Finance Operations
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
18.02.2015	Capital and Revenue Monitoring Report 2014/15 (including HR info)	To identify areas of concern (if any)		David Northey, Head of Corporate Strategy
	Cost Benefits of Transformation	To identify areas of concerns, relating to the change of scope and cost benefits of the Transformation Programmes		Les Allen, Head of Portfolio
	Corporate Performance Report Quarter 3	To identify areas of concern (if any)		Peter Honeywell, Transformation Programmes Manager
11.03.2015	Co-operative Centre of Operations (CCO) Transformation Programme including the Risk Mitigation Register	To monitor the Board and Panel's role in actively supporting and challenging the programme.		Giles Perritt Assistant Chief Executive/Rob Pendleton, Programme Manager

Date of meeting	Agenda item	Purpose of the agenda item	Reason for consideration	Responsible Officer
15.04.2015	Corporate Monitoring including Overtime, Agency and Sickness	To identify areas of concern (if any)		Chris Randall, Head of Finance Operations
	Transformation Programme - Communication Strategy	To identify areas of concern (if any)		Nicola Lenden, Transformation Communication Lead
	Transformation Programme – ICT Programme	To identify areas of responsibility for Panels		Les Allen, Head of Portfolio
Issues Identified for Scrutiny (no date agreed)				
	City MPs	Provide an overview of current issues and areas of joint working		Helen Wright, Democratic Support Officer
	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
	Leader and Chief Executive	Provide an overview of the council's priorities and progress		Helen Wright, Democratic Support Officer

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Co-operative Scrutiny Board

Decisions Taken Under Delegated Authority



Co-operative Scrutiny Board – Budget Scrutiny Review

On 12 and 14 January 2015 the Board undertook the review of the delivery of the co-operative vision within a four year sustainable budget.

The budget scrutiny report (including the recommendations) were agreed by the Lead Officer in consultation with the Chair and Vice Chair under delegated authority.

Recommendations and Cabinet Responses

R1	Further information on the reduction in Local Government Settlement and assumed impact on the City Council revenue budget is reported to the Cooperative Scrutiny Board on the 18 February 2015.	Cabinet	Agreed. The Settlement notified to PCC late December was in line with the modelling we had been using for the production of the Indicative Budget presented to Scrutiny in January. Finance is happy to provide further detail to the Board at their meeting 18 th February 2015.
R2	Cabinet seeks reassurance from the Department for Work and Pensions that the authority will be able to claw back housing benefit overpayments, without undue delays, when the benefit transfers to universal credit.	Cabinet	Agreed. Plymouth City Council already has a very good working relationship with colleagues within DWP and is working closely around the impact of the introduction of the Universal Credit. We will actively seek reassurance on housing benefit overpayments.
R3	All cabinet members hold staff surgeries, as undertaken by Councillor Jon Taylor, to discuss the transformation programme and future challenges the council faces.	Cabinet	<p>Communication and consultation with staff continues to be the responsibility of the Head of Paid Service.</p> <p>Cabinet will continue to listen to the views of staff, a voice which is particularly important when we require staff support to enable the transformation of the Council. Over the previous twelve months we have met with staff across the organisation to listen to their ideas and concerns for the future.</p> <p>However, a ‘one size fits all’ approach does not lead to appropriate engagement with staff and members of the cabinet will continue to work with officers to engage with staff in the most effective way possible.</p>

R4	The voluntary and community sector are involved in the planning stage for the development of alternative service delivery vehicles.	Cabinet	We already have undertaken extensive engagement and co-design with communities in line with co-operative commissioning principles outlined in the City Council's Co-operative Commissioning policy. We believe that people who use services are in the strongest position to identify how well they are performing, what changes need to be made, and what future provision needs to look like. However the council must continue to adhere to procurement and commissioning regulations. If community groups who helped plan alternative service delivery vehicles become the provider it could leave the council open to legal challenge which jeopardises the efficient use of tax payers' money. We will continue to work with communities to co-design commissioning intentions where possible.
R5	A revised approach to be considered for the staff survey to address poor return rate. This should include a review of the staff appraisal system to ensure it can be used as a key tool in the two way communication with staff.	Cabinet	The Staff Survey return rates were disappointing for 2014 and officers are currently reviewing how the process can be improved. Reform of the staff appraisal system is a work stream within the People and Organisational Development Programme and details will be provided to the relevant Board / Panel when available.
R6	Protocols to assist those with additional needs are included within all debt enforcement and collection policies.	Cabinet	Agreed. We already work very hard to protect the more vulnerable members of the city as evidenced by our Council Tax Support Scheme. We continue to work with those less able to meet their obligations to help with payment plans.
R7	In support of recommendations from Your Plymouth, the results of the library review are reported to that panel alongside the timescales for changes to the service and alignment to the community engagement framework.	Cabinet	Agreed.

R8	Economic Development officers will undertake further advocacy with the Local Enterprise Partnership to gain further funding from the European Social Fund.	Cabinet	Agreed. Economic Development Officers continue to work closely with the Cabinet and the Heart of the South West Local Enterprise Partnership how Plymouth and the region can benefit from European funding streams amongst others.
R9	Economic Development officers will undertake further advocacy with the Local Enterprise Partnership to gain further funding for those with disabilities and mental health issues to assist them in finding appropriate employment.	Cabinet	Agreed. Economic Development Officers and the City Council's lead officer for skills will continue to work closely with the Cabinet, Employment and Skills Board and the Heart of the South West Local Enterprise Partnership how Plymouth residents with additional needs can benefit from available funding streams. This will be undertaken within our co-operative principles with the community, voluntary and community sector and the wider city partnerships.
R10	Detailed terms of reference of the Plymouth and Western Locality Integrated Commissioning Board, including membership and protocols in relation to the management of the Section 75 agreement, should be provided to Caring Scrutiny ahead of a decision to pool budgets being taken at Cabinet in March.	Cabinet	Agreed. Information will be provided to the panel in March.
R11	The details of the Section 75 agreement are reported to the Board before the Cabinet agrees the pooled budget in March 2015 to ensure that the NEW Devon Clinical Commissioning Groups contribution over a 5 year period will demonstrate how the pace of change arrangements will deliver an accurate and fair level of capitation for Plymouth which is appropriately weighted to deliver for the city's unique demographic.	Cabinet	Agreed. Information will be provided to the panel in March.
R12	The City Council supports and lobbies the Government for multi-year funding settlements for Clinical Commissioning Groups.	Cabinet	Agreed.

R13	The Caring Plymouth scrutiny panel, using statutory duties under the National Health Act 2006, requests NHS England and the Trust Development Agency to provide the PWC report into the Devon Challenged Health Economy for consideration at the panel.	Caring Scrutiny Panel	Noted.
R14	Social care thresholds should be widely communicated amongst partners and brought to greater prominence on the council's website in an easy to use format so that partners and members of the public can review thresholds before making a referral.	Cabinet	The City Council provides training for professionals and communities on social care thresholds. Details of the thresholds are available on the city council website which will be reviewed to investigate whether they could be brought to greater prominence.
R15	The issue of Child Poverty is given greater prominence within the Plymouth Plan and the Health and Wellbeing Board should consider Child Poverty as a priority issue within its work programme.	Cabinet	Noted. A consultation process is currently underway for the Plymouth Plan and the Cabinet will work with key partners across the City to ensure that key shared priorities are reflected strongly within the plan.
R16	Young Carers should be considered a priority issue within the Children and Young People's Partnership work programme. The partnership should review the findings of the 2010 scrutiny review of the issue to ensure they have been implemented.	Children and Young People's Partnership	Noted.
R17	Where significant changes to benefit profile of transformation programme work streams occur these must be reported to the relevant panel Chair for consideration in the scrutiny work programme.	Cabinet	Agreed.
R18	That the Director for Transformation and Change, when formally in post, considers the creation of a comprehensive risk mitigation plan for the Transformation Programme for consideration at the Cooperative Scrutiny Board as part of ongoing monitoring of the Transformation Programme.	Cabinet	A comprehensive risk management and mitigation process has been in place since the inception of the transformation programme. Details of risk mitigation plan will be provided to the Co-operative Scrutiny Board as part of the Corporate Monitoring Report.
R19	Figures on the proportion of sickness absence relating to stress are reported to the Board as part of the corporate monitoring report.	Cabinet	Agreed.

R20	<p>The Co-operative Scrutiny Board requests the support of Cabinet to undertake a full review of the partnerships currently at work in the City with a view to ensure that the all partners are appropriately resourcing them.</p>	Cabinet	<p>The Cabinet Member for Co-operatives, Housing and Community Safety highlighted during budget scrutiny that the Police and Crime Commissioner (PCC) could provide more funding for the Community Safety Partnership.</p> <p>The PCC has indicated that Devon and Cornwall Police may need to shrink to fewer than 3,000 officers. Given that senior Police Officers believe 3,000 is the minimum number required to effectively police the region the Your Plymouth Panel should consider how the Community Safety Partnership will in future be funded by the Police and Crime Commissioner to prevent crime, provide assurance in Plymouth communities and reduce pressure on hard working front line Police Officers.</p> <p>Cabinet does not agree with the Co-operative Scrutiny Board that wider review of partnerships should be undertaken. Given the pressures felt within the local authority, due to a reducing budget settlement from central government, the Overview and Scrutiny function should focus its attention on the work being undertaken within Plymouth City Council and assist Cabinet in the development and review of policies which benefit the citizens of Plymouth.</p>
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R21	That the Corporate Management Team build on the success of shared service with the Health Service and continue to identify opportunities for shared services with neighbouring local authorities.	Cabinet	Plymouth City Council has a good track record in working with other local authorities on the peninsula to get the best deal for tax-payers; one example of this would be the Devon Business Rates Pool which has seen significant benefits for the City. Cabinet Members and Chief Officers will continue to explore with neighbouring authorities areas on which we can work together for mutual benefit.
R22	The draft Plymouth Plan will be delegated to panels for scrutiny within their terms or reference.	Scrutiny Panels	Noted.

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Co-operative Scrutiny Board

Tracking Decisions – February 2015



	Resolution	Target 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:	The prevention and intervention strategy had been included on the Caring Plymouth Panel's work programme.
19.11.2014 Capital and Revenue Monitoring Report 2014/15 Minute 84	The Board requested a summary of the rent occupancy levels, a comparison of numbers (for this year and the previous two years) per areas eg individual industrial estates, City Centre, etc) and a comparison by year/per area of the number and amount of rent free/reduced years that had been offered.	Date:	November 2014
		Officer:	James Watts, Head of Land and Property
		Progress:	Response was circulated via email to all Members on Completed

19.11.2014 Corporate Performance Report Quarter 2 2014/15 Minute 85	The Board requested information relating to – 1. the locations that had been identified within the city for 20mph zone schemes (Pledge 23); 2. looking at the process to make it easier for residents to participate in the online consultation for the Plymouth Plan; 3. providing a breakdown of the complaints which had been upheld and those that had not been which had been considered by the Local Government Ombudsman.	Date:	November 2014
		Officer:	Peter Honeywell (Transformation Programmes Manager)
		Progress:	Information has been provided to points 2 and 3 and are appended to the tracking decisions.

17.12.2014 Appointment of Co-opted Representative for Budget Scrutiny Minute 98	The Board <u>agreed</u> the appointment of Jacky Clift (Zebra Collective) as a non-voting co-opted representative for the purpose of scrutinising the delivery of the co-operative vision within a four years sustainable balanced budget	Date:	December 2014
		Officer:	Helen Wright, Democratic Support Officer
		Progress:	Jacky Clift attending both days of Budget Scrutiny. Completed

17.12.2014 Work Programmes Minute 99	The Board <u>agreed</u> its work programme together with Ambitious Plymouth Panel, Working Plymouth Panel and Your Plymouth Panel. The Board further <u>agreed</u> the Caring Plymouth Panel's work programme subject to the inclusion of a Co-operative Review into Plymouth's Health Economy.	Date:	December 2014
		Officer:	Helen Wright, Democratic Support Officer
		Progress:	Information has been fed back to the appropriate DS officer. Completed

17.12.2014 Corporate Monitoring including Overtime, Agency and Sickness Minute 103	The Board <u>agreed</u> that – 1. information relating to the cost of the recent Ofsted inspection is included on the work programme for the Ambitious Plymouth Panel; 2. the containment plans within Children’s Social Care are included on the work programme for the Ambitious Plymouth Panel.	Date:	December 2014
		Officer:	Helen Wright, Democratic Support Officer
		Progress:	Information has been fed back to the appropriate DS officer. Completed

17.12.2014 Co-operative Centre of Operations (CCO) Minute 104	The Board <u>agreed</u> that – 1. measures for public consultation and engagement are to be built into the CCO programme; 2. the role and function of the decision making network are to be made clearer; 3. The CCO programme is reviewed by the Board in three months’ time to report on the above and to include the quick wins with timescales and to also present the CCO blue print.	Date:	December 2014
		Officer:	Helen Wright, Democratic Support Officer
		Progress:	Information has been fed back to the appropriate officer. Completed

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Co-operative Scrutiny Board

Tracking Decisions Appendices – 18 February 2015



Corporate Performance Report Quarter 2 2014/15 – Minute 85 (19 November 2014)

The Board requested further information relating to the provision of a detailed breakdown of the complaints which had been upheld and those that had not been, which had been considered by the Local Government Ombudsman (LGO). The response is provided below –

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 and Regulation category and the Planning and Development category.

In 2013/14, the LGO sent Plymouth City Council six complaints regarding Highways and Transport; one was upheld and five were not upheld.

In 2013/14, the LGO sent Plymouth City Council four complaints regarding Environmental Services, Public Protection and Regulation; all four were not upheld.

Complaints and enquiries received in 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
2013/14 Numbers for PCC	10	10	4	13	12	13	10	5	77
2013/14 Percentages for Plymouth	13%	13%	5%	17%	16%	17%	13%	6%	100%
2013/14 Percentages for England	12%	16%	8%	17%	9%	11%	13%	14%	100%
2012/13 numbers for Plymouth	8	8	1	13	11	7	3	7	52
2012/13 Percentages for Plymouth	15%	4%	2%	25%	21%	13%	6%	13%	100%
2012/13 Percentages for England	10%	12%	8%	15%	10%	10%	21%	14%	100%

Further details on the Upheld/Not upheld part of the breakdown table of the decisions made by the LGO regarding the complaints for Plymouth City Council in 2013/14.

Table for Decisions extracted from the LGO Annual Review Letter 2014:

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

Although these figures are not published, the LGO has accepted to supply them.

Further breakdown of decisions made after the detailed investigations carried out:

DECISIONS (by services)	Upheld	Not Upheld
Adult Care Services	4	1
Benefits & Tax	3	0
Education & Children's Services	0	1
Environmental Services & Public Protection & Regulation	2	2
Highways & Transport	1	1
Housing	0	1
Planning & Development	0	5
TOTAL	10	11

The Board requested further information relating to making the process easier for residents to participate in the online consultation for the Plymouth Plan. The response is provided below –

The consultation had now closed and work was being undertaken to look at what lessons could be learnt and the issues raised by the Board.

There were multiple different surveys inviting responses to the separate sections of the Plymouth Plan - whilst this keeps things simpler through containment it means that residents with points that span topics or points that do not obviously fit a section would not necessarily know which survey to complete. It was noted that this was the second survey on the plan. The first taking place last year to open the conversation about what should be included in the Plan, this was more qualitative with events and online forums for people to leave their comments. From these comments the topic papers were developed which formed the basis for the second phase of the consultation - 'Plymouth Plan Connections' – this stage was designed to delve into the detail.

The survey was designed to provide a lot of data to the respondents before asking the questions - this was intentional as it saved the respondents having to link back to the Plan documents repeatedly, however it did make the questions often difficult to get to in order to answer them.

The survey was provided on an external survey company web site for the Council, so it was note the lack of technical sophistication of our web site that explained the layout and features of this particular survey. The Objective Uengage software had been selected as the Council's survey tool as it had the right requirements. A link is provided below to their web site to show the features they support.

<http://www.objective.co.uk/products/enterprise-content-creation/stakeholder-engagement>

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CO-OPERATIVE SCRUTINY BOARD

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

FEBRUARY TO MAY 2015



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 10 February 2015 and 29 May 2015
I063453	PLYMOUTH EMPLOYMENT AND SKILLS PLAN	Cabinet (on the recommendation of Councillor Evans) 10 February 2015
I062730	IMPLEMENTING THE CARE ACT 2014	Cabinet (on the recommendation of Councillor Tuffin) 10 February 2015
I061853	RESIDENTIAL AND NURSING CARE HOME FAIR PRICE FOR CARE	Cabinet (on the recommendation of Councillor Tuffin) 10 February 2015
I064252	HEALTH VISITING SERVICES INCLUDING FAMILY NURSE PARTNERSHIP: BUSINESS CASE 2015-2020	Cabinet (on the recommendation of Councillor McDonald) 10 February 2015
I063912	DELIVERING THE CO-OPERATIVE VISION WITHIN A FOUR YEAR SUSTAINABLE BALANCED BUDGET AND COUNCIL TAX 2015/16	City Council 23 February 2015
I064315	INTEGRATED COMMISSIONING - CONTRACT AWARD FOR INTEGRATED HEALTH AND SOCIAL CARE PROVISION	Cabinet (on the recommendation of Councillor Tuffin) 10 March 2015
I064316	INTEGRATED COMMISSIONING - APPROVAL OF SECTION 75 AGREEMENT	Cabinet (on the recommendation of Councillor Tuffin) 10 March 2015

PLYMOUTH CITY COUNCIL

Subject: Capital and Revenue Monitoring Report 2014/15
Committee: Cabinet
Date: 10 February 2015
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: I

Purpose of the report:

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

The estimated revenue overspend at the end of the financial year is £1.746m as at December 2014. The overall net spend equates to £206.426m against a budget of £204.680m, which is a variance of 0.85%. 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 in previous reports, 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).

Within Children Social Care, the number of children placed with independent fostering agencies has increased by 11 to 83, which is above the budgeted target of 60. Residential placements have increased by 4 to 28 against a target of 18 budgeted placements with a significant number of these placements being high cost due to the complex nature of these children's needs.

There are a number of processes and strategies in place to address the rising numbers of children in care 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	206.426	1.746

This is an improvement of £1.957m on the previous quarter.

The latest Capital Budget, covering 2014-18 stands at £210.154m which was approved at Full Council on 24th November 2014. The revised 2014-18 Capital Budget for approval is now £237,406m, based on forecasts at 30st December.

Within this overall funding “envelope” the approved Capital Programme of projects for delivery totals £128.999m. This report notes the new schemes and other movements for the quarter three 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, 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? Yes attached as a background paper

although no impacts identified. However, this report monitors our performance against our approved budget 2014/15 and as part of the budget setting process, EIA were undertaken for all areas.

Recommendations and Reasons for recommended action:

That Cabinet:-

1. Note the current revenue monitoring position and action plans in place to reduce/mitigate;
For Cabinet to be aware of the current financial position and management actions in place
2. Approve the non-delegated revenue budget virements as set out in Table 4;
Our Financial Regulations require Cabinet approval of virements over £100k
3. The City Council is recommended to approve the revised Capital budget for 2014-18 of £237.406m;
Our Financial regulations require Full Council to approve revisions to the Capital Programme
4. Note the movements to the approved Capital Programme;
For Cabinet to be aware of the current 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	
Equality Impact Assessment	X									

Sign off:

Fin	Mc1415.38	Leg	Lt22178	Mon Off	Lt22178	HR	n/a	Assets	n/a	IT	n/a	Strat Proc	n/a
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 Latest Budget	2014/15 Forecast Outturn	Forecast Year End Overspend / (Underspend)	Movement in Quarter
	£m	£m	£m	£m	£m	£m
Executive Office	3.697	0.116	3.813	3.813	0.000	(0.136)
Corporate Items	11.008	4.340	15.348	12.242	(3.106)	(2.211)
Transformation and Change Directorate	31.335	(0.791)	30.544	30.544	0.000	0.000
People Directorate	122.746	(1.030)	121.716	126.568	4.852	0.390
Public Health	0.184	0.008	0.192	0.192	0.000	0.000
Place Directorate	35.710	(2.643)	33.067	33.067	0.000	0.000
TOTAL	204.680	0.000	204.680	206.426	1.746	(1.957)

Table 3: Key Issues and Corrective Actions

Issue	Variation £M	Direction of Travel	Management Corrective Action
<p>PLACE - Economic Development –</p> <p>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 Additional income from Enterprise and Employment helping to mitigate in part</p>	0.041	Improving	<p>Continuing to review expenditure tightly.</p> <p>Mt. Edgcumbe Joint Committee have tasked joint officers to deliver a balanced budget.</p>
<p>PLACE – Street Services</p> <p><u>Highways, Parking and Marine</u> There are pressures within the highways, parking and marine department which are being mitigated by management through a range of actions such as expenditure controls and parking back office contract procurement. There has also been an improvement of £40k pay and display car parking income within the month.</p> <p>Fleet and Garage</p> <p>Realignment of budgets has identified capital costs within fleet and garage which will not now be required in 2014/15 saving £109k. Additional fuel savings of £20k above the GAME fleet</p>	0.418	Improving	<p>Expenditure reduction and options to increase income will continue in order to meet budget by year end, recent examples include further reduction in agency spend across the whole of Street Services, fuel efficiency, additional income.</p>

<p>target have been identified in the revenue budgets</p> <p>Across the wider Street Services a range of mitigation has taken place, including reducing the use of agency staff, additional income and salary recharges for staff involved on other projects.</p>			
<p>PLACE - Strategic Planning and Infrastructure</p> <p>The overall position is favourable due to the estimated part year effect of the restructure, vacancy savings, together with increased public transport income of £108k. There are increases in Planning Application fees and other income streams (grant and s38/278 income)</p> <p>There are also provisional estimated savings on concessionary fares of £100k.</p>	(0.337)	Improving	<p>There is more planning fee income than originally forecast, restructures have generated additional savings, and management actions on spending have been implemented.</p>
<p>PLACE - Management & Support</p> <p>GAME <u>Commercialisation</u></p> <p>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. However this is being offset by other savings within the programme and budget, including fleet savings.</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>	(0.122)	Declining	<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 and will be undertaking a review of Directorate bad debt provisions. These are materialising within the individual Departments.</p>

<p>TRANSFORMATION & CHANGE – Legal</p> <p>Trend increase in Child placement court fees £70k partly offset by new income streams</p>	0.021	Improving	Managers are reviewing further income generation opportunities to offset this pressure, one of which is recharges related to licensing
<p>TRANSFORMATION & CHANGE – Departmental Management</p> <p>Potential pressure due to shortfall on planned efficiency savings.</p>	0.200 (0.221)	Same Declining	<p>Some planned efficiency savings have not been realised fully</p> <p>Departmental management continue to hold vacancies and reduce expenditure where possible to offset this.</p> <p>Going forward further areas for savings that have been identified include which will be considered as part of the 15/16 CCO programme:</p> <ul style="list-style-type: none"> • Integrated Assurance and Compliance Unit • Transfer of functions into transaction centre • 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. There has been a significant increase in placements during the year. The number of young people placed in Independent foster care has increased by 11 to 83 against an original estimate of 60. Residential placements have increased by 4 to 28 against an original estimate of 18 with a significant number of these placements being high cost due to the</p>	2.517	Same	<p>The annual round of ‘Star Chambers’ together with all external placements being reviewed and challenged. People DMT saving target of £100k is looking to be achieved through 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</p>

<p>complex nature of these children's needs.</p> <p>The number of young people placed in 'welfare' secure placements has remained static at 3 in situ. The In-House Foster Care placements have reduced by 3 to 193 during the month against an original estimate of 227 placements, however provision has been included within Month 9 monitoring for numbers to increase by 3 from December to end of year, with 4 placements in 'Other Local Authority' Foster Care. There are currently 2 In House Parent & Child Assessment Placements and 2 court ordered Independent foster care placement. The number of young people 16+ placed in supported living has reduced by 1 to 22 placements.</p> <p>The current increase in placement costs has been offset by maximising grant funding in 14/15.</p>			<p>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 placements, including requesting external providers to review costs. Block contracts for suitable providers being considered where appropriate • 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>An 'Invest to Save' Business Case has been completed in order to implement a new multi-agency way of meeting the needs of our most complex adolescents in care (ie those in the high cost placements) and those on the cusp of care. This is now expected to commence in April 15.</p>
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<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, especially from the delay on the implementation of the Fairer Charging Policy</p> <p>A Supreme Court judgement in relation to Deprivation of Liberty Safeguarding (DoLS) assessments has impacted the service significantly, with resources having to be diverted to meet this statutory requirement.</p>	2.974	Same	<p>The Department is managing a Budget Containment Plan focused around reviews of High Cost Supported Living and Direct Payments, along with other packages of care.</p> <p>All spend is being reviewed to ensure that any savings possible are being captured and, at the same time, the department is looking for other ideas to help to bring down the current forecast overspend.</p>
<p>PEOPLE – Homes & Communities</p> <p>Identification of additional external funding.</p> <p>The change this month is due to the cost of support to Care Leavers arising increased placements in the second half of the year as a result of the ‘Staying Put’ legislation.</p>	(0.330)	Declining	<p>People DMT agreed increase from maximisation of external funding (Families with a Future) and reviewing the commitments against specific reserves and further vacancy savings.</p> <p>There is a risk of c£150k around emergency temporary accommodation but this is currently being contained within existing resources</p>
<p>PEOPLE – ELAFs</p> <p>Release of contingency for legal costs.</p> <p>The additional saving is being achieved through maximising grant funding to cover the overall cost of the SEND service</p>	(0.308)	Improving	<p>Release of contingency relating to expected legal costs not materialising.</p> <p>Additional savings have been forecast through overachievement of vacancy savings, General resource savings across the department.</p>
<p>PUBLIC HEALTH</p>	0.000	Same	<p>Plans are in place within the Directorate to cover any shortfalls in cemetery income levels and to come in on budget.</p>

CORPORATE ITEMS – Transformation Currently forecasting an under spend in transformation.	(0.385)	Same	Forecast continually under review.
CORPORATE ITEMS - Capital Financing Reduction in interest payable on loans and improved return on investments Saving on Capital Financing Requirement (CFR) due to reduced borrowing for Capital Programme	(0.846) (0.125)	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
CORPORATE ITEMS – Prior Year Council Tax Collection The current forecast is an improved collection rate for historic council tax debt	(0.250)	Same	The is the current estimate of the impact of a review of improved debt collection processes
CORPORATE ITEMS – Reserves + Provisions Release insurance provision Release pension top-up provision	(0.750)	Improving	Insurance £0.700m plus pension top-up £0.150m
CORPORATE ITEMS – Contingency Release of part of the central contingency budget	(0.500)	Same	The £1m contingency budget was set for 15/16, half of it has been released at this point
EXECUTIVE OFFICE Pressure due to shortfall on planned efficiency savings.	0.000	Improving	Continued restrictions on expenditure and vacancies have reduced the overspend to a balanced position
TOTAL	1.746		

Virements

Table 4 Virements description (1)

Description	Detail
Transformation Secondments	Movement of salary budgets for staff on secondment to transformation programme.
Realignment of Departmental Management Actions	Movement of Management Actions within Directorate following realignment of services within the Directorate.
Customer Service Realignment	Movement of Customer Service function within Homes & Communities department into Customer Services department to allow alignment with Customer transformation programme and consistency of service to users

Table 4 Virements detail (2) £m

Directorate	Transformation Secondments	Realignment of Dept Actions	Customer Services Realignment	Total Virements
Executive Office	0.028	0.000	0.000	0.028
Corporate Items	0.250	0.000	0.000	0.250
Transformation & Change	(0.222)	0.000*	0.207	(0.015)
People	0.000	0.000	(0.207)	(0.207)
Public Health	0.000	0.000	0.000	0.000
Place	0.000	0.000	0.000	0.000
Total	0.000	0.000	0.000	0.000

* £0.214m Movement between Legal and Departmental Management within Transformation & Change Directorate, net nil effect at Directorate level

Details of Virements shown in table 4 relate to virements over £0.100m that have taken place in quarter 3 and require approval. Details of virements in quarters 1 and 2 have been reported in previous quarterly reports.

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. The table below details the position at December 2014, the end of the third 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 below, is within the approved revenue budget allocations for 2014/15. As at the end of December 2014, the council was utilising seven interim posts.

Table 5 Summary of Interim Appointments @ December 2014

Role	Daily Rate	Start	Finish
Interims covering established PCC posts (currently out to advert)			
Assistant Director Street Services	£652.80	Dec 2013	May 2015
Human Resource Director	£590.00	Jan 2014	Mar 2015
Interim Senior Manager	£730.00	Jan 2015	Apr 2015
Interims providing capacity to Transformation Programme			
Programme Manager	£669.50	Jul 2014	Jan 2015
Business Architect	£729.30	May 2014	Feb 2015
Interim Project Manager	£580.00	Jun 2014	Apr 2015
Senior Business Architect	£624.00	Dec 2014	Apr 2015

At the date of publication, the seven interims shown in the table above has further reduced to six.

Since the end of quarter one (June 2014) when we first reported, the number of interims stood at seventeen (reducing to eleven at the end of September, quarter two) the number of interim appointments has reduced to six. This represents a reduction of eleven, being 65% since the Pay Policy Statement was presented and in line with our stated strategy.

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 £210.154m was approved at Full Council on 24th November 2014. The forecast has now been amended to reflect known changes for the Quarter 3 period. The latest forecast is now £237,406m and a summary of the movements is detailed in Table 6 below.

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 3 period, are detailed in Table 6 below.

Table 6 Capital Programme Movements £m

TABLE 6 - Capital Programme Movements	£m
Total Approved Programme - September 2014 (Q2)	110.387
Mayflower Coach Station	4.169
Development of the Marine Industries Production Campus (South Yard)	13.298
Ernesettle Extra Care Housing	0.200
Enabling project separation of Council House & Civic	0.507
Car Park lighting	0.136
The Ride	0.200
Other Programme Movements	0.102
Total Approved Capital Programme - December 2014	128.999

TABLE 7 - INCOME ASSUMPTIONS			LATEST APPROVED (Q2)					CURRENT (Q3)					
Description	Responsible AD	Original Budget Total	2014/15	2015/16	2016/17	2017/18	Total	2014/15	2015/16	2016/17	2017/18	Total	Total Movement Q2 - Q3
		£'000s	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s
UNRINGFENCED:													
Capital Receipts	David Draffan	28,791	17,632	3,783	7,236	1,577	30,227	13,053	6,751	6,910	2,507	29,221	-1,006
Un-ring-fenced Grants	Paul Barnard	50,574	24,202	6,257	6,256	5,905	42,619	24,211	6,620	6,427	6,011	43,269	650
Unsupported Borrowing	Malcolm Coe	0	905	1,422	0	2,396	4,723	3,603	2,801	947	1,396	8,748	4,025
Developer Contributions - CIL (123 List)	Paul Barnard	0	425	1,536	1,582	1,072	4,615	314	1,536	1,582	1,072	4,504	-111
Developer Contributions - CIL (Neighbourhood Use)	Paul Barnard	0	75	271	279	189	814	55	271	279	189	795	-20
Sub-total unringfenced resources		79,366	43,238	13,268	15,352	11,139	82,998	41,237	17,980	16,144	11,176	86,537	3,539
RINGFENCED:													
Capital Receipts	David Draffan	0	2,014	455	5	0	2,474	2,014	455	5	0	2,474	0
Loans repaid (investment fund)	Paul Barnard	1,405	21	1,040	636	109	1,806	24	1,046	700	140	1,910	104
Ring-fenced Grants	Paul Barnard	66,538	16,899	28,481	11,690	7,170	64,240	15,630	23,947	32,360	11,178	83,115	18,875
Unsupported / Internal Borrowing (cash flow)	Malcolm Coe	35,205	9,336	7,980	5,000	2,000	24,315	6,580	10,727	5,000	5,000	27,307	2,992
Section 106 - Negotiated Obligations and Tariff	Paul Barnard	7,081	12,303	6,525	3,628	2,169	24,624	11,600	7,117	3,253	2,169	24,138	-486
External Contributions	Paul Barnard	3,434	837	500	500	500	2,337	527	1,997	500	500	3,524	1,187
Internal Funds / Revenue	Malcolm Coe	7,197	1,878	4,425	528	528	7,359	2,915	3,819	528	1,137	8,399	1,040
Sub-total ringfenced resources		120,859	43,288	49,406	21,987	12,476	127,156	39,290	49,109	42,346	20,123	150,869	23,713
Total PCC Programme		200,225	86,526	62,675	37,339	23,615	210,154	80,527	67,088	58,491	31,299	237,406	27,252
Tamar Bridge - Cornwall County Council Unsupported borrowing		7,445	0	0	0	0	0	0	0	0	0	0	0
Total Programme		207,670	86,526	62,675	37,339	23,615	210,154	80,527	67,088	58,491	31,299	237,406	27,252

CO-OPERATIVE SCRUTINY BOARD

HROD question and response from 17 December 2014



The following question was raised by members at the above meeting:

(m) information would be provided on the number of sick days being taken by staff due to stress related illnesses;

1 Sickness Absence**1.1 Total**

Overall Council figures for the 12 months were presented at the meeting on 17 December 2015. See attached copy of the reports provided. These figures gave the following overall number of sickness absence for the council:

Average number of days sick per FTE per year = 7.37 days

1.2 Stress Related

12.92% of sickness absence in the same period was attributed to stress.

Average number of days sick due to stress per FTE per year = 0.95 days

2 General

- 2.1 Support is in place to both identify and prevent stress and to support colleagues affected. This is through line management, HR and HSW support, occupational health referrals and the free, confidential employee assistance programme.
- 2.2 The HSW has thoroughly reviewed the application of the council's health and safety performance standard for stress and resilience and is reporting progress through Employment Liaison Committee (ELC) and JCC's.
- 2.3 The commitment by PCC to the Workplace Wellbeing Charter will help promote mental health.
- 2.4 HROD will include stress related absence in future corporate monitoring reports.

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

Oct-14

Directorate	Department	Nov-13	Dec-13	Jan-14	Feb-14	Mar-14	Apr-14	May-14	Jun-14	Jul-14	Aug-14	Sep-14	Oct-14	Target	Threshold
Executive Office	Corporate Communications	0.58	0.92	0.55	0.55	0.55	0.50	1.08	0.91	1.00	0.92	0.73	0.64	7.00	8.00
	Democratic & Member Support									10.73	9.93	9.77	9.79	7.00	8.00
	Management & Support (Chief Executive0									0.00	0.00	0.00	-	7.00	8.00
	Policy, Performance and Partnerships	5.40	4.71	2.94	3.42	3.48	5.02	4.21	5.52	7.88	9.00	10.28	6.67	7.00	8.00
	EXECUTIVE OFFICE TOTAL (inc Management and Support)	3.86	3.49	2.29	2.50	2.55	3.30	2.90	3.48	6.35	6.35	6.86	5.50	7.00	
People	Childrens Social Care	9.97	10.49	9.17	11.10	9.82	11.29	8.67	10.13	9.86	9.97	9.57	9.76	9.00	10.50
	Co-operative Commissioning & Adult Social Care	9.90	9.87	8.16	9.55	8.33	9.20	7.57	9.46	9.19	8.93	8.62	8.18	11.00	12.00
	Education, Learning & Families	7.65	7.13	5.98	6.68	5.82	5.71	5.23	6.22	6.43	6.40	6.60	6.96	7.00	9.00
	Homes & Communities	6.95	7.11	6.21	7.24	5.97	7.36	6.44	7.94	7.71	8.06	7.97	8.25	7.00	8.00
	Programmes Director									0.00	0.00	0.00	0.00	7.00	8.00
DIRECTORATE TOTAL (excluding Schools, inc Management and Support)	8.55	8.45	7.21	8.36	7.28	7.94	6.59	7.90	8.00	8.01	7.90	8.05	9.45		
Place	Business Team (Place)	20.97	17.82	14.35	15.20	10.59	9.81	9.00	9.00	0.00	0.00	0.00	0.00	7.00	7.00
	Economic Development	3.72	4.07	4.06	3.85	3.90	4.03	3.82	4.60	4.37	4.57	3.01	3.02	7.00	9.00
	Strategic Planning & Infrastructure	6.09	5.64	4.86	5.59	4.39	4.03	4.03	3.98	5.81	5.04	7.20	4.67	7.00	9.00
	Street Services	7.44	7.49	6.18	7.57	6.82	6.82	7.29	8.59	9.61	9.73	9.99	10.95	9.00	10.00
	DIRECTORATE TOTAL	7.18	7.49	6.70	8.01	7.15	7.07	7.17	8.16	7.98	7.96	8.23	8.33	8.50	
Public Health	Civil Protection Unit									1.25	1.25	1.25	1.00	7.00	9.00
	Office of the Director of Public Health			3.94	4.27	3.77	3.72	3.03	3.76	4.52	3.39	1.68	1.30	7.00	7.00
	Public Protection Services									7.06	4.88	4.49	4.28	9.00	10.00
	DIRECTORATE TOTAL			3.94	4.27	3.77	3.72	3.03	3.76	6.40	4.47	3.88	3.63	8.50	
Transformation & Change	Customer Services	7.78	8.48	6.37	6.19	6.66	6.08	6.05	6.42	6.68	5.91	6.28	6.86	7.00	9.00
	Finance	6.62	6.72	6.49	6.77	6.31	5.75	5.60	5.52	6.28	5.67	5.94	5.84	9.00	10.50
	Human Resources and Organisational Dev	6.03	5.25	3.83	3.82	3.03	2.89	2.63	3.22	3.48	3.97	4.46	4.12	7.00	9.00
	ICT									4.09	4.00	4.39	-	9.00	10.50
	Legal Services	6.34	5.84	4.86	6.12	5.59	6.93	7.12	9.00	6.98	7.09	7.32	7.68	7.00	9.00
	Portfolio Transformation									0.70	0.77	0.88	1.62	7.00	9.00
	DIRECTORATE TOTAL (inc Management and Support)	6.76	6.84	5.92	6.20	5.75	5.42	5.34	5.63	5.84	5.42	5.84	5.96	8.50	
COUNCIL TOTAL (excluding Schools)	7.66	7.70	6.68	7.59	6.79	6.95	6.35	7.24	7.29	7.11	7.26	7.37	8.49		

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TRANSFORMATION PORTFOLIO SCOPE AND BENEFITS CHANGES

Co-operative Scrutiny Board 18 February 2015



PLYMOUTH
CITY COUNCIL

Author: Les Allen

Job Title: Head of Portfolio

Department: Transformation and Change

Date: 7 February 2015

Purpose of the report

This report has been compiled at the request of Co-operative Scrutiny Board and provides a focused review of the scope and reported benefits of the Transformation Programmes following Budget Scrutiny on 12 and 14 January 2015.

Executive Summary

Appendix I shows the financial report on Transformation Benefit Realisation. The remainder of this report provides detailed descriptions to support the information provided in the financial report.

The report has been split into six sections;

- Sections 1-5 describe the five Transformation Programmes in detail with reference to scope, costs and benefits.
- Section 6 introduces the ICT Programme discussed during the budget scrutiny 12 and 14 January 2015.

Transformation Programme Detail

I. Customer and Service Transformation (CST)

I.1 Scope

The original scope for CST was as follows:

- Work to improve the measurement and analysis of customer service within the Council

This element of the programme covers the standards, customer insight and performance management and is scoped to cover all customers (internal and external), all channels and all services (conducted by or on behalf of the Council). This work will not cover changes to service delivery and commissioning, people/organisation and culture, processes/transactions or accommodation. It will include change requirements on information and technology to support the measurement of service standards as well as the capture and analysis of customer data.

- Work to transform the way services are delivered by the Council

This element of the programme will act through service reviews which are likely to take one of two forms; Type 1 will take the form of training and tools provided to a service area such that they are able to implement the blueprint for themselves. Type 2 will take the form of a project team to work alongside a service to re-engineer processes, systems and organisation in order to implement the blueprint and achieve a step change in performance. The choice between these two types of review will rest on the anticipated scale of change required and the benefits expected. The scope of work covering type 1; service reviews will cover the processes, people/organisation, information, technology required to support the services and customers agreed to be in scope for the reviews.

I.1.1 Out of scope

Services fully externalised from the Council, i.e. those for which the Council no longer retains responsibility (such as Plymouth Community Homes) are out of scope of the programme.

- The delivery of alternative delivery models for individual or collections of service is outside of the scope of this programme and will be the responsibility of the Growth and Municipal Enterprise (GAME) Programme.
- Accommodation will be the responsibility of the People and Organisational Development (P&OD) Programme, specifically this relates to the provision of the new shop and the accommodation to support the expansion of the contact centre.

1.1.2 Changes in Scope Since conception

There have been a couple of changes in the outline scope of the programme since conception. Firstly, customer insight was moved to the CCO programme, CST will now be dependent upon CCO for this work to be completed. The other change is that alternative service delivery will not, for services reviewed by CST, be the responsibility of the GAME programme. In addition, the programme has evolved to focus initially on the design and delivery of the new shop (a Type 2 review) and the Customer Service Strategy. The focus then moved to review Revenues and Benefits (again a Type 2 review) and it is now involved in reviews of services including the Libraries, Register Office and Cemeteries and Crematoria (again Type 2 reviews).

1.2 Benefits Identified at Programme start

- Demand management – reducing (unnecessary) customer contacts through interventions such as clarifying our written correspondence
- Channel migration – moving contacts to the recognised single point of contact (for each channel) through work such as moving call handling from administration roles within services to the contact centre
- Channel shift – shifting contacts from more expensive channels to those that are cheaper to deliver service, by for example promoting to customers the ability to apply for parking permits online rather than have to call in to the Council and apply face to face. This value driver will aim to align Plymouth with the national average for Councils in achieving ~25% of contact volumes handled via eChannels/internet (from a starting point of around 3%).
- Process efficiency – reengineering processes to simplify, streamline and automate where possible to take out costs, through for example connecting the Housing Benefit application process to the Academy system (at present the form completed online is saved as a pdf for staff to rekey the contents into Academy).

After the first service has been reviewed, a further value driver will also be available to the programme:

- Economies of scale – as each service is reviewed consideration will be given to the possibility of delivering processes (or parts thereof) through the transaction centre or other corporate functions. The identification of suitable processes for this type of change will only emerge through being able to look across services for common processes, hence this value driver will only be addressed once more than one review has completed.

The programme will also address some significant value drivers for which no attempt will be made to financially quantify the benefits. The non-financial value drivers are:

- Customer satisfaction
- Data quality improvement

The programme benefits are dependent upon the following technology solutions becoming available as per the table below:

Platform	Description of requirement	Required by date
Telephony – outside of the contact centre	Ability to record and report calls received (internal and external) and service levels by service area	Q4 FY 13/14
Website	Integration to fulfilment systems allowing automated support for high volume customer interactions, ability to handle cross service changes (such as change of address) and case management including the provision of data to customers such as fulfilment status	Q1 FY 14/15
CRM	Integration to fulfilment systems allowing automated support for high volume customer interactions, ability to handle cross service changes (such as change of address) and case management including the provision of data to customers such as fulfilment status	Q1 FY 14/15
ERP/CRM	Ability to capture and analyse customer data from both operational systems and external data sources	Q2 FY 14/15
Workflow	Automated process support to meet requirements emerging from service reviews	Q2 FY 14/15

The accommodation requirements from this programme are as follows:

- Provision of a new city centre “shop” to provide customer services from, replacing the Civic Centre
- Expansion and coordination of the contact centre to allow channel migration from service reviews
- Expansion and coordination of the transaction centre to allow channel migration from service reviews

1.3.1 Changes in expected benefits since programme start

No changes have been made to the benefit categorisation described at the outset of the programme, however the Customer Service Strategy has used the language of tier shift (meaning process efficiency) and channel shift to encompass channel shift and channel migration. The focus of this report is based on the financial aspects of the programme but clearly there is a significant focus upon achieving customer satisfaction and efficiency of operation. The programme has also identified additional benefits in improved processes to recover unpaid Council Tax and Housing Benefit over payment.

The programme has delivered savings as follows up to December 2014:

Restructure savings in Revs and Bens	£180k
Recovery benefits	£171k
Total (to date)	£351k

The programme is therefore currently £76.5k ahead of planned financial benefits with additional recovery activity scheduled through to the end of the year likely to increase this further.

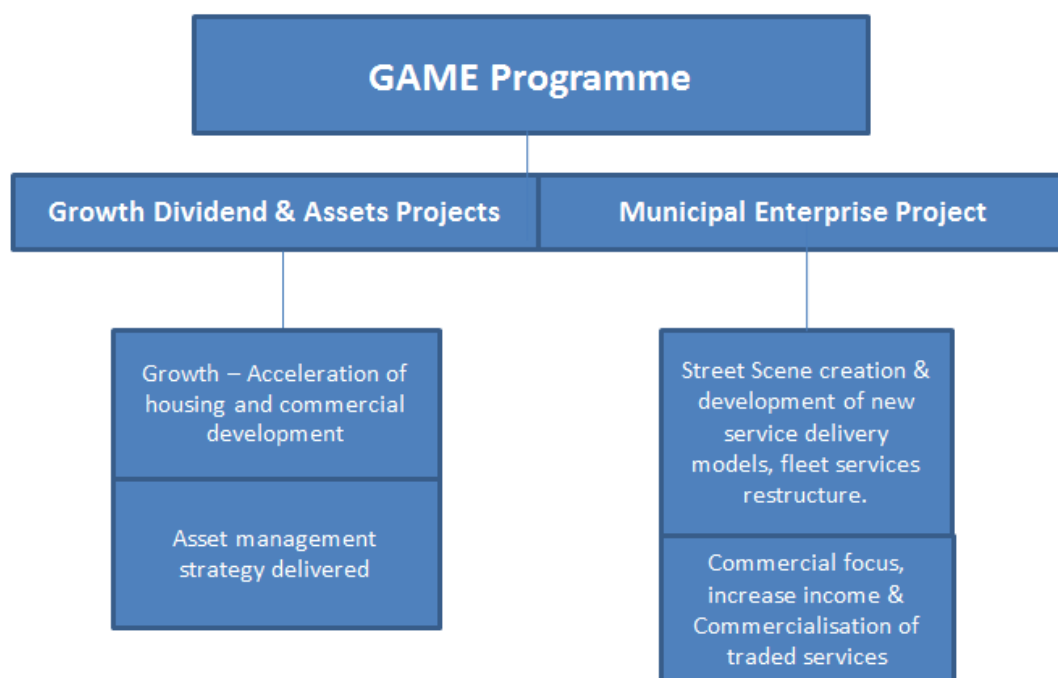
Following the delivery of the Customer Service Strategy, a revised set of benefits for the programme were also submitted reflecting the anticipated schedule of service reviews and activity now planned for the programme going forward.

Project	2015/16	2016/17
	£m	£m
Modernise Customer Services	0.876	0.754
Customer Services Management review	0.270	-
Public Protection service review	0.100	0.100
Channel Shift	-	0.335
Total	1.246	1.189

2. Growth, Assets and Municipal Enterprise (GAME)

2.1 Scope

The original scope of the GAME programme at outline business case was as depicted in the following diagram.



2.1.1 Out of Scope

The elements that were seen to be outside of the scope of the GAME programme were as follows and remain the case to date.

- Facilities management (Co-operative Centre of Operations)
- Negotiation of contracts currently in the People Directorate (Integrated Health and Wellbeing (IHWB))
- Corporate Services (Co-operative Centre of Operations) departments.

2.1.2 Changes to scope

Since the commencement of the programmes is as follows:

- Asset Management Strategy is now out of scope of GAME and is now being delivered by P&OD.
- GAME's ICMF project now includes re-negotiating contracts for People Passenger Transport provision.

2.2 Benefits

The benefits initially predicted in the outline business case are shown in the table below vs current forecast for this financial year and the forecast for the coming year. Again for the purposes of the request, this report focuses on the financial benefits but there are significant intangible benefits being realised by this programme to improve the services delivered to and received by the people of Plymouth.

PROJECT	Budget 2014/15 (Recurring)	Latest Forecast 14/15	Budget 2015/16	MILESTONES
	£000's	£000's	£000's	2014/15
Growth Dividend	2,539	2,989	1,950	NHB already being paid. Council Tax and Business Rates based on trends for the first 6 months with forecast to year end.
Creating a Brilliant Co-operative Street Service and Fleet Consolidation	800	610	2,004	Management restructure successfully completed in Oct 2014. WCR - New routes have successfully been implemented since 19th January. Part Year savings will be realised.
Commercialisation	700	700	795	Commercial Manager appointed internally recruited in March 2015. There is currently a secondment in this role. The appointments have helped to secure forecast savings of £700k for the current year.
Integrated Transport	0	0	770	Business Case signed off in 2014/15 that will realise staff travel savings. Passenger Transport analysis is currently under review.
Step ups built into the MTFF	4,039	4,299	5,519	

3. Integrated Health and Wellbeing (IHWB)

3.1 Scope

The original scope within the Outline Business case was based around the following elements:

- **Integrated Commissioning:** Building on co-location and existing joint commissioning arrangements the focus will be to establish a single commissioning function, the development of integrated commissioning strategies and pooling of budgets.
- **Integrated Health and Care Services:** Focus on developing an integrated provider function stretching across health and social care providing the right care at the right time in the right place; with an emphasis on those who would benefit most from person centred care, such as intensive users of services and those who cross organisational boundaries
- **Integrated System of Health and Wellbeing:** A focus on developing joined up population based, public health, preventative and early intervention strategies; based on an asset based approach focusing on increasing the capacity and assets of people and place.
- **Cooperative Children and Young People Services:** A focus on the early provision of less intensive service supports, working in a multi-disciplinary, multi-agency, family-focussed

way, which will prevent situations from becoming critical and requiring expensive, statutory service responses.

3.2 Change of Scope

Thus far there has been no change of scope in the outline business case.

3.3 Benefits

The benefit delivery for this programme is the most complicated of the programmes and is achieved across a number of organisations and at various levels. This report explains the construction of the benefits as well as the predictions.

3.3.1 Integrated Delivery Project

Delivery of Health and Social Care integration will deliver improved outcomes for people living within Plymouth whilst realising a range of recurrent cashable benefits.

The tables below illustrate how the benefits will be realised across the system.

Capability Delivered	Project Benefits	Programme Benefits	Council Values
Integrated IT	Reduction in number of professionals involved in individuals care	Organisational Benefits	We are Democratic
Single assessment framework	Improved ability to manage the whole system, reduce duplication and wastage and manage variations in demand		
Single Management Structure	Increased Wellbeing scores	Financial Benefits	
Support 24/7	Outcome measures to be determined through contracts		
Intensive co-ordinated multi agency intervention	Increase in carer assessments and support plans	Improvement for Staff	We are Responsible
Rapid assessment/treatment services	Increased positive response to Individual journey survey (TBD) of those still at home 91 days after hospital discharge.		
Shared commitment to common vision and goals	Reduction in hospitals admissions	Improvement for the Environment	We are Fair
Single Community provider delivering improved local health	Reduction in number of delayed transfer of care (days) per 100,000		

and wellbeing	Reduction in non-elective admissions		
Simplified collaborative arrangements with opportunities for integration with a greater number of partners	Improved patient experience – more seamless care	Improvement for Partners	We are Partners
	Greater and more flexible career opportunities	Improved Customer Experience	

Delivery	15/16	16/17	
Staffing Efficiencies	£ -	£ 125,000	
Current Total	£ -	£ 125,000	
Business Case (November Cabinet)	£ -	£ -	
Difference	£ -	£ 125,000	
Budget Scrutiny	£ -	£ 125,000	
Difference	£ -	£ -	

3.3.2 Integrated Commissioning Project

In order to address the challenges facing both organisations the CCG and Plymouth City Council will align existing budgets and develop integrated strategies in the following areas:

- Wellness
- Community
- Complex
- Childrens

The tables below illustrates how the benefits will be realised across the system.

Measure	KPI	Benefit Area
Improved carer satisfaction	Adult Social Care Outcomes Framework	Customer, Organisation, Staff, Partners, Environment
Improved client satisfaction	Better Care Fund and Adult Social Care Outcomes Framework	Customer, Organisation, Staff, Partners, Environment
Proportion of older people (aged 65+) who were still at home 91 days after hospital discharge	Better Care Fund and Adult Social Care Outcomes Framework	Customer
Social Care Quality of Life	Adult Social Care Outcomes Framework	Customer
Self-Reported Wellbeing - People with a low happiness score	Public Health Outcomes Framework	Customer, Partners

Reduced long term admissions to residential and nursing care for older people (65+)	Better Care Fund performance metric	Organisation, Financial, Environment
Reduction in delayed Transfers of Care per 100,000 (days)	Better Care Fund performance metric	Organisation, Financial, Environment
Total non-elective admissions in to hospital (general & acute), all-age, per 100,000 population	Better Care Fund performance metric	Organisation, Financial, Partners, Environment

Commissioning	15/16	16/17	
Existing management actions	£ 836,000	£ 836,000	
Supported Living Savings	£ 64,000	£ 149,000	
Commissioned Contracts	£ 255,000	£ 510,000	
Salary Savings	£ 20,000	£ 40,000	
Deloitte Measures	£ 1,008,000	£ 1,987,000	
Extra Care Developments	£ 500,000	£ 505,000	
Unknown schemes	£ 313,000	£ 1,500,000	
Current Total	£ 2,996,000	£ 5,527,000	
Business Case (November Cabinet)	£ 4,276,000	£ 7,901,000	
PCC Savings	£ 2,738,027	£ 5,051,356	
CCG Savings	£ 1,538,000	£ 2,850,000	
Difference	£ 257,974	£ 475,644	Attributable to original numbers looked at whole system
Budget Scrutiny	£ 2,996,000	£ 5,527,000	
Difference	£ -	£ -	

The further schemes will be worked up in the near future and will address further budget pressures against the directorate. These will be linked to cost and volume demand across the directorate. This essentially meets the position originally predicted in the business case of £55k in 15/16 and £1000k in 16/17. The programme now has a better understanding of the benefits; as at the time of the business case production the estimates took into account the whole commissioning system including the CCG and other areas in the people directorate such as children's services. More detail is now available and a clearer picture is available which avoids double counting and other project areas delivering some of the benefits.

3.3.3 Co-operative Children and Young People Services Project

An early help approach will be adopted across all of the areas within the scope of this project to ensure prevention is prioritised and thus health and social inequality is reduced from the outset. The focus will be on reducing the cost and volume within children's placements and diverting children on the edge of care.

The table below illustrates how the benefits will be realised across the system.

Workstream	Benefits
Educational Catering	Co-operative working with schools to ensure that all schools can deliver their obligations regarding Free School Meals.

	ICT, HR policies and finance systems which are appropriate to a commercial organisation. Opportunity to increase service provision beyond catering to schools.
Early Help	Reduction in expensive, statutory provision of services. Increased elimination of issues for children and young people. Increased educational attainment. Increased resolution of family issues.
Cluster Implementation	Reduced costs to the Council through management reductions and increased capacity being delivered through partners. Co-operative working with key partners creating improved services to the child or young person. Increased educational achievement.
Youth Services	Increased level of community involvement through trained volunteers, community development and joint delivery. Reduction in funding requirements through integrated management and delivery. Increased level of Preventative and Targeted Support. Improved offer for particularly vulnerable groups e.g. Care Leavers, Service alignment and response to recommendations from national learning such as the Jay Report. Increased opportunities for Young People to have involvement in the decisions that affect them.
Trading Services	Service subsidies eliminated. Surplus for re-investment created. Increased efficiency of workforce.

CYPS	15/16	16/17	
CSC	£ 1,500,000	£ 3,500,000	
Current Total	£ 1,500,000	£ 3,500,000	
Budget Scrutiny	£ 1,500,000	£ 3,500,000	
Difference	£ -	£ -	

The table above outlines the figures submitted to budget scrutiny which identifies a £1,500k benefit in 15/16 in Children's Social Care; this was not present in the original business case. This has come about through the impact of the Ofsted recommendations and re-scoping of the Children's project, the original Children's Project benefits are highlighted in the table below. The impact of the re-scoping on the original plans is still underway and further details will emerge in due course.

Original benefits scoped through the CYPS project are detailed below:

CYPS other	15/16	16/17	
			Additional transformation benefits to address budget gap in childrens
SEND (less traded element)	£ 9,080	£ 18,165	
Traded Cluster	£ 387,383	£ 1,162,150	
Family Support	£ 100,000	£ 200,001	
Youth Services	£ 124,670	£ 249,340	
Current Total	£ 621,134	£ 1,629,656	
Existing Management Actions	£ 450,000	£ 450,000	
Current Total	£ 1,071,134	£ 2,079,656	
Business Case (November Cabinet)	£ 1,071,000	£ 2,080,000	
Difference	£ 134	-£ 344	

4. Co-operative Centre of Operations

4.1 Scope

The Outline Business Case for the Cooperative Centre of Operations (CCO) Programme was published. It formalised the aim that:

“The Centre of Operations will provide PCC with a leaner, more agile strategic centre that has the right capacity and capability to provide leadership and direction setting for PCC. It will develop, maintain and promote the driving of co-operative operations, decisions and ethos.”

It identified seven outcomes, which remain critical to PCC today, and lead us towards our “Pioneering Plymouth” objective, by designing and delivering better services that are more accountable, flexible and efficient in spite of reducing resources:

- The right people with the right capabilities to set direction for the Council
- Consistent performance management and reporting
- An interface between the Centre of Operations and its people, partners and wider stakeholders which is co-operative
- Accurate and robust operational and financial planning, based on a consistent approach and information
- Ability to safely decommission and commission services based on decisions taken across organisation
- The right on-going support service organisation structure, capacity, skills and knowledge to effectively manage the delivery against changing business needs
- Fewer in-house support service staff – as a result of improved efficiency and/or alternative delivery models

Solid progress was made towards these objectives in 2014, as we will articulate below, and much of the important preparatory work is now in place to allow us to deliver the critical benefits that were estimated at the outset and committed to at the January 2015 Budget Scrutiny.

4.1.1 Changes in Scope

There were no significant reductions in the scope of the programme since its original conception. Elements of additional scope to the CCO Programme include providing hands on support to other programmes.

4.2 Benefits

A comparison of the estimated savings in the Outline Business Case (from Dec '13) and the achievable savings (vs FY14/15 base) agreed at Budget Scrutiny (in Jan '15), are shown below:

Year	Est. Saving (Dec '13)	Achievable Saving (Jan 15)
FY 14/15	£650k	£851k (achieved)
FY 15/16	£3,800k	£1,500k
FY 16/17	£3,550k	£1,604k
FY 17/18	N/A	£1,300k
Total	£8,000k	£5,255k

Over and above the contribution CCO would make to the cost saving agenda, were 8 key non-financial (qualitative) benefits that CCO would deliver that contribute to Values and Objectives from the Corporate Plan, and enable the other programmes to deliver savings effectively:

- Services are better tuned to needs of customers (citizens, businesses, visitors) – *(Democratic, Pioneering)*
- Better decisions for local needs due to better intelligence from improved local engagement – *(Democratic, Caring)*
- Improved local economy and jobs from encouraging co-operatives for service delivery and using local suppliers – *(Partners, Growing)*
- Improved customer satisfaction from more involvement, ability to influence decisions and better targeted services – *(Democratic, Pioneering)*
- Internal services are better tuned to business strategy and staff needs – *(Pioneering)*
- More flexibility and choice, tailored to local needs, in access to services – *(Democratic)*
- Leveraging local energy, ideas and commitment to achieve better services – *(Democratic, Partners, Pioneering, Caring)*
- Less complexity of PCC operations, reducing overheads – *(Pioneering)*

We remain on track to deliver these politically important benefits, with the most significant transformations being seen across our organisation in late FY15/16. Below we share highlights of CCO's achievements to date and a forecast timeline of the changes to come.

CCO's Key Achievements To-Date

DELT: In partnership with NEW Devon CCG, PPC launched a Local Authority Trading Company (LATC), known as DELT, on the 1st Oct 2014. Placing our ICT service into this new 'vehicle' has delivered a £605k annual saving to PCC, opens opportunities for us to generate an income by selling services commercially, allows us to attract and retain ICT leaders and experts who can improve the quality and range of services we offer, and pioneers a model that we might adopt for other potentially tradable services. It has also created one of the largest ICT services companies on the Peninsula and protected jobs in Plymouth that otherwise gravitate to the M4 corridor.

Concierge: In 2014 The Facilities Management project delivered the Ballard House Concierge Service, which raised the efficiency and effectiveness of all our staff by allowing them to focus and spend more time on the critical tasks they perform.

iTrent Rollout: CCO has begun the rollout of an interim 'Self Service' solution for Employees and Managers, that will improve the efficiency and effectiveness of our HR function before the full service review that takes place in FY15/16.

Intelligent Client Function: This primarily seeks to assure compliance against Service Level Agreements, delivering more value, pushing the supplier to optimise processes to industry best practice standards and dynamically responds to changes in a client's priorities / needs.

Strategic Initiative Support: CCO is providing hands-on Project Management and Business Analysis to the teams managing the 2015 Election, Community Engagement Framework and extension of our use of the ModGov software – this has involved creating clear plans and helpful process maps to assure safe and successful delivery.

Integrated Health & Wellbeing (IHWB) Support: CCO is guiding IHWB on the Service Level Agreements they will put in place for HR, Finance, Legal, Procurement and other services, which PCC will provide to Plymouth Community Healthcare (PCH) when our staff TUPE across in March 2015. We are also shaping the process by which the uptake of these services will be monitored and charged, in an initiative that sees CCO work with IHWB, Customer Services Transformation (CST) and People & Organisational Development (POD). This creates a critical income generating opportunity for PCC by allowing us to offer these services to all PCH staff (i.e. beyond those who TUPE across) as our capacity allows and capabilities evolve in the coming year.

4.3.1 Changes to original benefits

The Risk Assessment in the Outline Business Case identified two key factors that would impact the CCO Programme, and its Financial Benefit projections. The first was that the “financial benefits are based on inadequate initial analysis, not achievable without unacceptable impact on services”, and as such all estimates would be highly speculative. The second was that further analysis was required “to firm up the assumptions and estimates that have been used in quantifying the financial benefits, and to avoid duplication or double counting with other programmes”. These factors had a significant effect on the ‘achievable’ projected benefits agreed at Budget Scrutiny, which agreed that, while CCO remained critical for its non-financial benefits and ‘enabling’ benefits to other programmes, it would make a more limited financial contribution to cost savings than was initially speculated and over a longer time horizon.

5. People and Organisational Development

5.1 Scope

The original scope for P&OD was as follows:

Workforce Delivery Project (WD)

- Redefinition of role descriptions to support the redesign of services, improved collaboration greater flexibility and the development of job families
- Development of job descriptions (where appropriate)
- Identification and development of a job families approach within the organisation
- Ensure a reward, recognition system and Terms and Conditions that align with the organisations strategies and priorities
- Ensure key policies and guidelines support the transition and the future state organisation
- Ensure a recruitment strategy that aligns with the future state organisation
- Development of appropriate consultation material and methods to meet the scale of change
- Definition of the knowledge, skills and behavioural and technical competencies requirements for the future organisation

- Specification requirements of programmes and interventions to improve and develop the knowledge and skills of the organisation and third party groups to meet current and future requirements
- Development and implementation of strategic workforce planning, succession and talent management arrangements, processes and tools to ensure the right people capacity and capability in the right place at the right time
- Delivery of flexible new ways of working
- Management of the transfer of workforce/assets out of the organisation into new delivery models
- Support the specification and delivery of ICT requirements to support the users of the products delivered by this programme

Accommodation Infrastructure Delivery Project (AI)

- The development and delivery of the accommodation strategy to meet the requirements of the services, partners and citizens across the city
- Definition of the standards of accommodation and supporting technology to deliver an integrated business environment to facilitate customers, services, members and partners in Plymouth.
- Delivery of the infrastructure and support elements across the city to support operations of the council and our partners within a systems approach.
- Delivery of an operational estate which operates in an economic manner delivering efficient services to provide an effective outcome.

5.1.1 Out of Scope at Programme Start

The following activities were not within the scope of the Programme:

- Assessment of the current organisation to identify what the organisation is currently effective at and where there is scope for improvement
- Development of a high level organisation structure for 2017/18 and any interim states
- Development of approach to organisation transformation from current to future state
- Identification of functions which require co-location
- Development of a detailed organisation design (with FTE, reporting lines, locations and asset requirements) for 2017/18
- Development of a structure or the content of the roles.
- Development and delivery of any learning and development interventions
- Development of any succession and talent management programmes
- Short term management de-layering activity

5.1.2 Changes in Scope Since conception

There have been no changes in the outline scope of the programme since conception; however the programme has evolved and met the needs of the business. This has been particularly evident in Accommodation and Infrastructure (AI), which has responded to changes made by the business to achieve positive outcomes alongside transformation eg.

- Provision of the First Stop Shop on long lease – Full refurbishment of a city centre shop unit to deliver a front of house service and direct access to Council services.
- Responded to changes in expected staff numbers and available desk spaces at Ballard house by use of empty Council owned assets both within the city centre and in outlying areas to accommodate services/staff. The investment in these properties will

provide greater income opportunity should future workforce flex enable occupation through open market. The investment now has realised carbon savings and improved the working environment for Council staff and users of these services.

- Provision of the Coroners' Service accommodation at Derriford Business Park, realising multiple savings and synergies through service co-location and accommodation improvements.
- Provision of the new central library in liaison with the History Centre Project and further work to provide suitable infrastructure at local libraries to develop the services available at these locations.
- Provision of a fit for purpose storage and rationalisation facility for the History Centre Project.

5.2 Costs at Programme Start

It was expected that there would be the following areas of programme cost; most, however, were identified as unknown until the other four programmes developed outcomes:

- a) Resourcing costs to support the programme management of activities.
- b) Capital and Revenue costs to support the decant of the Civic Centre (Already approved at Programme start).
- c) ICT infrastructure costs (Capital) to support the future state. (Still to be fully identified)
- d) Design and development costs of creating the future design of accommodation assets. (Revenue in the main, some have been capitalised)
- e) Associated infrastructure capital costs (These were to be created post the outcomes from other programmes and have been agreed through Council governance processes as required.)
- f) Associated organisation costs for TUPE, pensions, redundancies etc. were to be offset against the projected benefits identified in other programmes.
- g) Costs involved in creating and sustaining a learning and development activity to support capability change.
- h) A number of unidentified costs surrounding activities from other programmes, which included, but were not limited to:
 - Costs of transferring staff and support teams to achieve the task
 - Full organisational diagnostic review to understand current capability and the route to future operational capability
 - Organisational changes to support new ways of working
 - Infrastructure changes to support restructuring i.e. contact centre
- i) Portfolio Office - The decant of the Civic Centre was subsumed within P&OD. Elements of the original £1.825m allocated for the Civic Decant over the period FY's 2013-2015 have also supported the Portfolio Office to deliver the wider elements of the programme. The net increase in costs to the £1.825 to deliver the other elements of P&OD was seen as a further £629,000 and was created through the need to provide project resource to facilitate the delivery of the Workforce Delivery Project over the same period. This represented an increase in the original budget of £9K in the then current financial year and £620K in the next financial year.
- j) Capital and Revenue Costs to support the Civic Decant - The costs associated with this element were previously approved through Cabinet and Full Council. The operational costs to deliver the programme were forecast to be £1.825m over the financial years 2013- 2015. There were expected requirements for capital investment in assets to achieve the occupancy levels required and further investment in ICT infrastructure to support decant and flexible operations in the future. The resource cost to be met to achieve decant from the Civic Centre was forecast as circa £3.436m. Resolution of the Civic Centre site removes one of the biggest financial risks to the

council, which is in the order of £35m should the authority refurbish the building themselves. This has featured on the strategic risk register since the listing of the buildings in 2007.

- k) Learning & Development - In a previous phase of work on understanding the financial implications of the transformation programme, some assumptions were undertaken on the requirement to undertake training and development in order to provide a capability change to the organisation. This was assumed to be 80% of current L&D budgets held across the organisation. This cost was identified as being £0.8m, over three years £2.4m. There was also an identified requirement for a resource cost to define the behaviours of the organisation and monitor them (£0.2m, based on 1 lead plus 2 supportive roles). This annual cost over the three year transformation equated to £0.6m
- l) Accommodation - Whilst costs were identified to manage the decant of the Civic Centre, other elements such as the delivery of community hubs, asset disposal/rationalisation as well as the delivery of requirements that fall from the other programmes were, and still are in some respects, yet to be identified.

5.2.1 Changes in Costs since Programme Start

Since the start of the programme, the changes within scope, as detailed above have necessitated changes to the budget profile within AI. These changes have been supported and justified through capital project business cases and have been approved through Council governance procedures. The current AI budget is summarised below:

P&OD Capital Financial Summary

Description	£000's	Comments
Cabinet Approval (Sep 13)	3,436	In line with Original Business Case
Purchase of New George Street Lease	627	Revised Business Case CCIB and Cabinet, 10 Dec 13
Original Programme Value	4,063	
Changes to Within Project Scope		
Virement of CCTV Budget Provision from Mayflower Street West Car Park	150	Initial estimate for relocation of CCTV equipment
LED Lighting Enhancements	117	Funded by Salix Loan / Corporate Property revenue maintenance budget
New Approval re Building 1 - Coroners Service	199	Delegated Approval
New Approval re Building 2 - Delt	308	CCIB Approval
Members Accommodation at Ballard House	50	Delegated Approval
Installation of Wi-Fi within Council House Offices	25	Delegated Approval
Staff Entrance and Enhanced Sound Masking at New George Street	33	Delegated Approval
Provision of Cash Machine at New George Street	58	Agree support from approved ICT Transformation Provision
Changes in Project Costs		
Revised Estimate for Council House Separation Costs	128	Delegated Approval

Revised Estimate for CCTV and TCU Provision	920	Requirement to replace current obsolete equipment and related building adaptations CCIB Approval - Following review and production of detailed business case
Uplift to achieve decant of the Civic Centre post tender returns across the project and new accommodation requirements due to changed staff numbers	1,353	Approved by CCIB and the Leader 23 Jan 15
<u>Other Amendments</u>		
Transfer of Project Management held within approved revenue budget	142	Provision originally held within Revenue Budget for Accommodation Transformation
Other Service contributions and monitoring amendments	24	Net total of other movements
Current Approved Capital Budget	7,570	

There have been no changes of note within the revenue budgets across AI and WD. However, the asset management strategy project is in the process of standing up and this will have associated revenue costs. These have been estimated to be £99,833 to produce the strategy. Once this is formulated it will produce individual workstreams to realise the benefits. These will be costed out once scoped.

5.3 Benefits Identified at Programme start

The People and Organisation Development Programme is an enabling programme and as such is dependent upon the other programmes. The programme does not have specific financial benefits and aims to enable the other programmes' benefits. There are, however, a number of benefits that were identified at programme start as defined below:

Process related benefits

- This programme facilitates the entire transformation programme
- Improved organisational flexibility (proportion of vacancies filled by internal staff, reduced redundancy payments, reduced external recruitment costs, improved staff morale, lower turnover of staff) this enables right people capacity and capability in the right place and at the right time
- More efficient and effective management of people (more agile, improved resilience and speed of delivery and realisation of benefits)
- Improved people information will improve decision making and help deliver benefits faster
- Improved ICT infrastructure and operational resilience (Assumes 2nd data centre!)
- Improved business continuity through flexible adaptive systems and structures to alternate locations.
- Improved FM & Business Services
- Improved Transactional services and customer service

Environmental benefits

- Reduced Carbon footprint across the operational estate
- Reduced travel between business and associated groups impact on carbon, traffic and mileage
- Increased occupational density

- Removal of car parking spaces increases alternate modes of transport; increased adoption of the green travel plan
- Reduced landfill and landfill tax due to cost avoidance and improved recycling and community support
- Staff able to work more flexibly and if necessary closer to or from home.

People related benefits

- Improved employer / external reputation leading to improved recruitment, retention and external customer perception
- Expected benefits are to be achieved in improving the engagement with our workforce
- Improved employee satisfaction
- Reduced staff turnover
- Reduced absence and long term sick to lower than the national average
- Improved retention & attraction of key talent
- Achieve excellence level of the workplace wellbeing charter
- Reduced reportable accidents per 1000 FTE
- Cohesive workforce (increased joined up working, systems approach and co-design and delivery)
- Improved staff satisfaction through training and development
- The right skill base for the organisation in the short, medium and long term
- Job creation and community support through waste recycling
- Greater transparency, improved deployment and succession, career, talent management

Finance related benefits

- Reduced utility bills across the operational estate
- Reduced Carbon Taxation across the operational estate
- Reduced spend on accommodation stores in the long term
- Reduced spend on ICT hardware
- Reduced OPEX Costs (includes FM)
- Reduced Maintenance Costs
- Reduced Lease costs
- Reduced cost of restructuring
- Reduced travel costs to the organisation
- Reduction in Backlog Maintenance across the estate
- Improved staff satisfaction with the working environment
- Reduced recruitment costs
- Reduced absence and long term sick lower than national average

5.3.1 Further Benefit Identification

The asset management strategy project is in the process of defining the potential financial benefits that can be realised through its enactment. This process is at an early stage and has thus far projected the potential to realise approximately £1,800,000 of savings across annual charges, cost avoidance and capital receipts. However, these savings cannot be ratified until further research is carried out and the asset strategy is fully compiled and approved.

5.4 In Action – Evidence that P&OD is enabling other programmes benefits

CST

Modernise Customer Services: POD ran the capital project to realise the new First Stop Shop to enable customer requests to be resolved at first point of contact wherever possible, thus

reducing the need for case work. It has also met the requirement to accommodate services outside of the first stop provision, including back office functions at Ballard House.

Public Protection Service Review: POD is working with the Service to scope their requirement for new office space at Derriford Business Park, thus enabling the decant of the Civic Centre and provision of fit for purpose offices for the current and reviewed service.

IHWB

Integrated Commissioning and Delivery: P&OD is in the process of assessing what support can be given to the programme to enable the right accommodation fit for staff. It has begun this process in liaison with Plymouth Community Healthcare.

Co-Operative Children & Young People Services/Care Act Implementation: P&OD is supporting BAU during the IHWB Programme and the decant from the Civic Centre. The Family Intervention Project and Families with a Future are moving from the Civic Centre to the Beacon in March.

CCO

ICT Shared Service Delivery (DELT): P&OD is providing the new head office location for Delt at Derriford Business Park to enable the new shared services company to operate an efficient and effective service for PCC and CCG. This new office will also help to enable new partnerships for Delt by providing them with a modern and professional image base from which to secure new business. Delt is due to decant from the Civic Centre to their new office space in April.

Modernise HR, Finance & Corporate Services/Business Support Co-Ordination: The WD project is enabling the vision and outcomes of the CCO Programme by working to ensure that the Council sees a return on Salary investment (£71M per annum), sees a reduction in the 'cost to serve,' by ensuring that people management processes used by Line Managers and HR Teams are more accountable, flexible and efficient in PCC. It is also aiming to increase income by creating income streams from our 'People' services to partners, where appropriate, through the learning and development project. The WD project is currently piloting:

- A new learning and development process to upskill the workforce for the future state.
- Streamlined role profiles to enable improved flexibility in the workforce
- Leadership and management development to enable our senior team to enact the corporate plan through systems leadership
- Career transition to ensure staff are supported during the transformation process

GAME

Creating Co-operative Street Services & Fleet Consolidation: P&OD is working with GAME to ensure that its people are located in the right place to enable an effective and efficient service. The Asset management strategy within P&OD is working with GAME to rationalise the use of Depots across the city.

Commercialisation: Supported by the Asset Management Strategy, P&OD is looking at how we use the assets base to enable commercialisation, where appropriate, and reduce costs across the asset base to ensure the council receive best value from their investments.

Enterprise: The decant project has enabled 'Surplus Rescue', a social enterprise that is disposing of the surplus office furniture from the office moves across the Council. They are creating jobs and enabling people back into work as well as offering support to the third sector and to start-up businesses. They have achieved a number of regional and national awards.

6. ICT Programme

The development of our Transformation Programmes has demanded an evaluation of the capacity and capability of our ICT estate. Legacy ICT systems, which often offer limited capabilities to integrate with other internal departments and, importantly, with our partners, do not offer the required efficiencies of modern ICT systems which can support the transformational change required and achieve significant economies.

ICT is a tool for the business as a whole and we are bringing together an ICT programme which will endeavour to improve the capacity of our ICT estate and provide the necessary vehicle for the changes that need to be brought into fruition from the five transformational change programmes.

- Replace siloed systems with flexible business wide solutions, joined up technology, evaluated holistically within a co-ordinated ICT programme.
- Replace weak infrastructure with modern resilient network and hosting
- Deliver systems to the business requirements and strategy
- Deliver efficiencies and cost savings by increased automation and reliability
- Achieve connectivity not only within PCC but across the peninsular and our partners.
- Deliver an improved service through technology
- Improve our business and management information to enable further change.

TRANSFORMATION BENEFIT REALISATION

GROWTH, ASSETS & MUNICIPAL ENTERPRISE

PROJECT	OBC 14/15-16/17	Budget 14/15-16/17	Budget 2014/15 (Recurring)	Latest Forecast 14/15	Budget Book 2015/16	Budget 2016/17	MILESTONES
	£000's	£000's	£000's	£000's	£000's	£000's	
Growth Dividend	6,700	7,039	2,539	2,989	1,950	2,550	NHB already being paid. Council Tax and Business Rates based on trends for the first 6 months with forecast to year end.
Creating a Brilliant Co-operative Street Service and Fleet Consolidation	3,400	2,954	800	610	2,004	150	management restructure successfully completed in Oct 2014. WCR - New routes have successfully been implemented since 19th January. Part Year savings will be realised.
Commercialisation & Other Income	3,800	1,580	700	700	795	85	Commercial Manager appointed internally recruited in March 2015. There is currently a secondment in this role. The appointments have helped to secure forecast savings of £700k for the current year.
Integrated Transport	0	1,010	0	0	770	240	Business Case signed off in 2014/15 that will realise staff travel savings. Passenger Transport analysis is currently under review.
Step ups built into the MTF	13,900	12,583	4,039	4,299	5,519	3,025	

Customer Services Transformation

PROJECT	OBC 14/15-16/17	Budget 14/15-16/17	Budget 2014/15 (Recurring)	Latest Forecast 14/15	Budget Book 2015/16	Budget 2016/17	MILESTONES
	£000's	£000's	£000's	£000's	£000's	£000's	
Strategic Services Review	300	544	274	180	270	0	Reduced payroll costs following Organisational restructure. Migrating Benefits telephone contacts to the contact centre.
Modernise Customer Services	1,200	1,630	0	450	876	754	Increase recovery collection on debt, that has been brought forward into 14/15 that will support Council wide pressures. BAs have been heavily involved in collecting data and business analysis and are on schedule to complete the work packages. Implementation additional automation solutions on Civica and Capita to reduce dependency on manual labour is under review.
PPS Review	0	200	0	0	100	100	Public Protection Service Review – benefits in FY 15/16 £0.100k. This work is not yet started,
Channel Shift	0	335	0	0	0	335	
Step ups built into the MTF	1,500	2,709	274	630	1,246	1,189	

IHWB

PROJECT	OBC 14/15-16/17	Budget 14/15-16/17	Budget 2014/15 (Recurring)	Latest Forecast 14/15	Budget Book 2015/16	Budget 2016/17	MILESTONES
	£000's	£000's	£000's	£000's	£000's	£000's	
Programme Costs shared with Partners		200	200	100	0	0	Anticipated income from CCG to support Transformation has yet been received
Restructure of People Directorate		250	0	0	250	0	A further review of management across departments is expected in 15/16
Commissioning and Service redesign in ASC		5,852	325	325	2,996	2,531	Benefits will be realised by the following actions. Integrated IT - Reduction in number of professionals involved in individuals care. Single assessment framework - Improved ability to manage the whole system, reduce duplication and wastage and manage variations in demand. Single Management Structure - Increased Wellbeing scores. Support 24/7. Outcome measures to be determined through contracts
IHWB Delivery - review ASC management structure and FSW review		455	330	330	0	125	Intensive co-ordinated multi agency intervention Increase in carer assessments and support plans. Rapid assessment/treatment services. Increased positive response to Individual journey survey (TBD) of those still at home 91 days after. Shared commitment to common vision and goals Reduction in hospital admissions. Single Community provider delivering improved local health and wellbeing. Reduction in number of delayed transfer of care (days) per 100,000. Reduction in non-elective admissions. Benefits achieved by implementing ; Improved carer & client satisfaction . Improving the proportion of older people (aged 65+) who are still at home 91 days after hospital discharge. Better Care Fund and Adult Social Care Outcomes Framework. Social Care Quality of Life. Adult Social Care Outcomes Framework. Self Reported Wellbeing - People with a low happiness score. Reduced long term admissions to residential and nursing care for older people (65+)
IHWB Commissioning savings	4,014	195	195	195	0	0	
ELAFS Projects - integration of CYPs		1,050	450	450	600	0	Educational Catering - Co-operative working with schools to ensure that all schools can deliver their obligations regarding Free School Meals ; ICT, HR policies and finance systems which are appropriate to a commercial organisation; Opportunity to increase service provision beyond catering to schools. Early Help - Reduction in expensive, statutory provision of services, Increased elimination of issues for children and young people, Increased educational attainment, and Increased resolution of family issues. Trading Services in reducing subsidy. Youth Services - Increased community involvement, training, and increased level of preventative and targeted support. Cluster Implementation, management reduction and use through increasing cooperative working with partners.
Savings in Placements and other costs in CSC		3,500	0	0	1,500	2,000	
Step ups built into the MTF	4,014	11,502	1,500	1,400	5,346	4,656	

CCO

PROJECT	OBC 14/15-16/17	Budget 14/15-16/17	Budget 2014/15 (Recurring)	Latest Forecast 14/15	Budget Book 2015/16	Budget 2016/17	MILESTONES
	£000's	£000's	£000's	£000's	£000's	£000's	
Modernise HR, Finance, Other Corporate Services		1,650	250	161	800	600	Organisational Analysis: has allowed us to complete: a 'Blueprint for CCO' defining capabilities required within the services CCO will transform.)An 'As-is Analysis Report for HR/Finance' completed. Strategic Initiative Support: CCO is providing hands-on Project Management and Business Analysis for to the teams managing the 2015 Election, Community Engagement Framework and extension of our use of the ModGov software. I-Trent self service rollout for staff and their managers. Intelligent Client Function: A function that seeks to ensure that a supplier partner is delivering more value, pushing the supplier to optimise processes to industry best practice standards and to dynamically respond to changes in a client's priorities / needs
Business Support Coordination		500	100	85	200	200	
New Delivery model for ICT Services - (DELTA)		1,309	605	605	300	404	In partnership with NEW Devon CCG, PPC launched a Local Authority Trading Company (LATC), known as DELTA, on the 1 st Oct 2014. Placing our ICT service into this new 'vehicle' has delivered a £605k annual saving to PCC, opens opportunities for us to generate an income by selling services commercially, allows us to attract and retain ICT leaders and experts who can improve the quality and range of services we offer, and pioneers a model that we might adopt for other potentially tradable services
Commissioning & Procurement		600	0	0	200	400	
Step ups built into the MTF	8,000	4,059	955	851	1,500	1,604	

TOTAL FINANCIAL BENEFITS

27,414	30,853	6,768	7,180	13,611	7,818
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PLYMOUTH CITY COUNCIL

Subject: Corporate Performance Report – Qtr 3 - 2014/15
Committee: Cabinet
Date: 10 February 2015
Cabinet Member: Councillor Evans
CMT Member: Tracey Lee, Chief Executive
Author: Peter Honeywell, Performance Manager
Contact details: Email: peter.honeywell@plymouth.gov.uk
Tel: 01752 305603

Ref:

Key Decision: No
Part: I

Purpose of the report:

This is the Quarter 3 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

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	cdr14 15.34	Leg	RSN 22133	Mon Off	RSN 22133	HR		Assets		IT		Strat Proc	
Originating SMT Member: GP													
Has the Cabinet Member(s) agreed the content of the report? Yes													

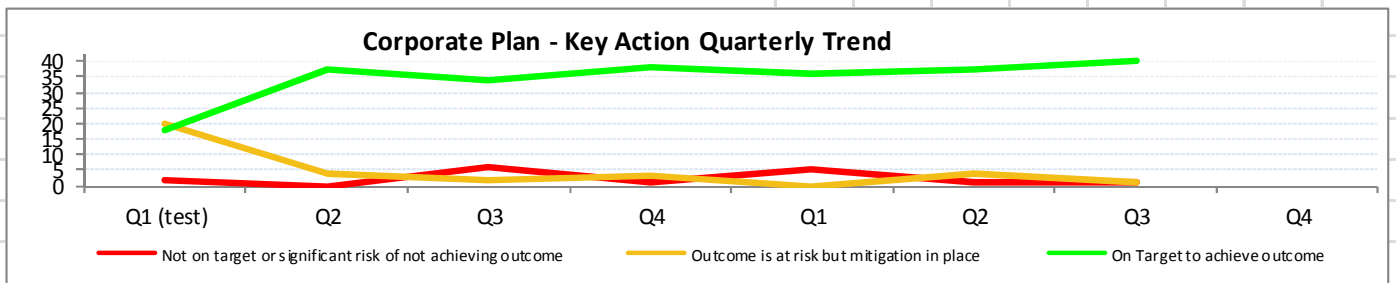
This is the Quarter 3 2014/15 Corporate Plan Performance monitoring report which shows progress and emerging trends against key actions and supporting performance measures.

Key Actions -

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.

Of all the "Key Actions" reported, 1 is not on target (RED), and has had challenges achieving milestones (K29). One Key Action (K15) is currently reported as at risk but mitigation is in place (Amber). Finally there are currently 40 Key Actions that completed all milestones set for Quarter 3 in order to achieve the outcome for the objective set.

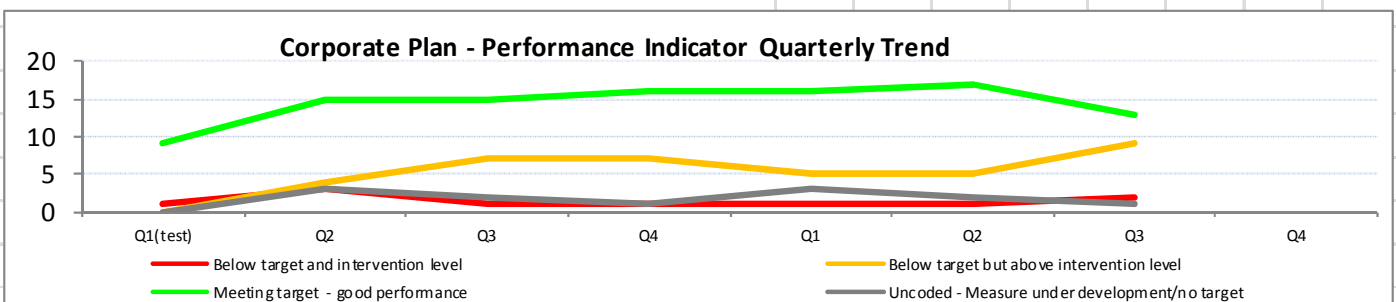
Key Actions	2013/14				2014/15			
	Q1 (test)	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Not on target or significant risk of not achieving outcome	2	0	6	1	5	1	1	
Outcome is at risk but mitigation in place	20	4	2	3	0	4	1	
On Target to achieve outcome	18	37	34	38	36	37	40	



Performance Measures.

Of the 25 performance measures tracking outcomes of the Corporate Plan the majority are performing well, however, 2 (P17 and P19), are below target. These measures relate to the "The % of residents who believe they can influence decisions affecting their local area" and "Children's Safeguarding timings of assessments" respectively. Action is being taken to find better ways of improving this measure. In contrast, 13 measures are performing well and this has remained very consistent compared to previous quarters. The remaining 9 (P10, P11, P16, P18, P20, P21, P22 P23 and P25) are 15% or less below target and are not being escalated for action. There is 1 performance measure which is 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	2	
Below target but above intervention level	4	4	7	7	5	5	9	
Meeting target - good performance	9	15	15	16	16	17	13	
Uncoded - Measure under development/no target	10	3	2	1	3	2	1	



2. Pledge Summary

2014/15 Pledges

Progress report: 22nd January 2015

1.1 Pledge Overview.

As at 22nd January 2015 18 of all 50 pledges have been completed against a target of 15

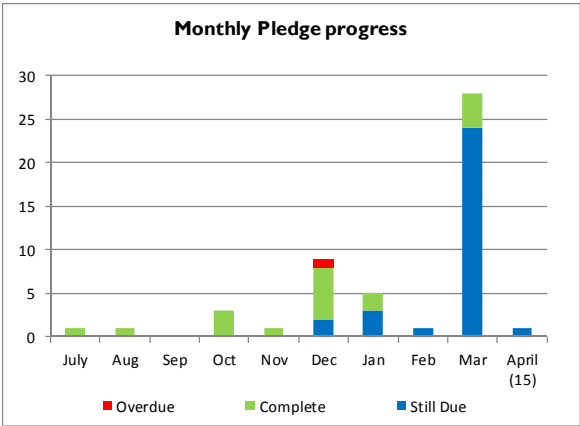
Total Pledges planned for completion by this date	15
Total Pledges completed to date	18

Note: Pledges 4 and 9 have been signed off, but waiting until January for public release. (So not reported as signed off or overdue).

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

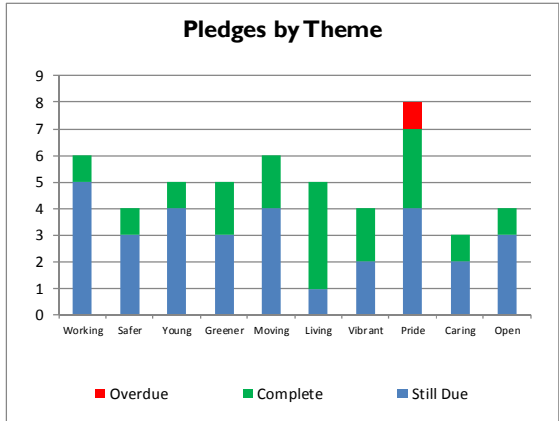
1.2 Progress summary

Month agreed to complete	Original	Still Due	Complete	Overdue
July	1		1	
Aug	1		1	
Sep				
Oct	3		3	
Nov	1		1	
Dec	9	2	6	1
Jan	5	3	2	
Feb	1	1		
Mar	28	24	4	
April (15)	1	1		
Total	50	31	18	1



1.3

Pledges by Theme	Original	Still Due	Complete	Overdue
Working	6	5	1	
Safer	4	3	1	
Young	5	4	1	
Greener	5	3	2	
Moving	6	4	2	
Living	5	1	4	
Vibrant	4	2	2	
Pride	8	4	3	1
Caring	3	2	1	
Open	4	3	1	
Total	50	31	18	1



1.4 Pledges Overdue

There is currently 1 pledge which should have been completed by the end of December 2014, and so far remain incomplete.

Overdue pledges will be highlighted in attached appendices in RED:

- Appendices A - Corporate Plan Monitoring - 2014-15 Q3 - Report on a page
- Appendices B - Corporate Plan Monitoring - 2014-15 Q3 – Highlight Report
- Appendices C - Corporate Plan Monitoring - 2014-15 Q3 – Performance Report
- Appendices D - 50 new pledges

Our Plan - A Brilliant Co-operative Council

City Vision

Britain's Ocean City



Corporate Plan Performance monitoring A Report on a page

Quarter 3
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	K52	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

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

		Pioneering				Quarter 3 2014/15				Page 1	
Outcome	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.	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	K1	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 4. Open new shop	1. Complete 2. Complete 3. Complete 4. Complete		1. Commence service review on libraries 2. Commence service review on Bereavement, Registrars and Coroners 3. Commence web site procurement
The Council provides and enables brilliant services that strive to exceed customer expectations.		Pete Smith		Giles Perritt	Focus performance improvement on top priorities identified by Plymouth residents.	Green	K2	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	1. Complete 2. Complete 3. Complete		1. Implement new refuse collection arrangements (returning bins etc to correct locations and improving recycling rates) 2. Develop the existing Street Cleansing and Grounds service by co-designing and co-producing with frontline staff through continued engagement to promote a multi-skilled approach (achieving a more flexible workforce and proactive service which can meet service demands across the city).
Plymouth's cultural offer provides value to the city.	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	K3	1. Start to develop funding application to Arts Council to support the development and delivery of the priorities. Prepare draft document by December in preparation for full submission to Culture Board February 2015	1. Complete		1. Submission of funding application bid to Culture Board (Feb 2015)
Plymouth's cultural offer provides value to the city.		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	K4	1. Present City Centre Company business plan to cabinet for approval – Dec 2. Present draft major event plan to CMT – Dec 3. Agree event and marketing priorities for 2015/16 – Dec 4. Commence refresh of Visitor Plan – Scoping paper dec (end state Mar 2015)	1. Complete 2. Complete 3. Complete 4. Complete		1. Present draft Mayflower programme to CMT – Jan 2. Commence refresh of Visitor Plan–(end state Mar 2015)
Plymouth's cultural offer provides value to the city.		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	K5	1. Completion of interpretation master plan 2. Completion of first phase of the organisation project	1. Complete 2. Complete		1. Appointment of exhibition designers 2. Completion of financial model 3. Submission of stage 1 funding application to the Wolfson Foundation
A Council that uses resources wisely.	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	K6	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.	1. Complete 2. Complete 3. Complete		1. Deliver budget scrutiny in January 2015, incorporate scrutiny recommendations within overall budget setting. 2. Recommend a detailed 2015/16 budget to Full Council by the end of February 2015, incorporating changes through consultation, scrutiny and final government settlement. 3. Update and produce a revised MTFS to CMT and Cabinet before the end of March 2015.
A Council that uses resources wisely.		Mark Lowry		Malcolm Coe	Maximise Plymouth's opportunities to secure external funding.	Green	K7	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	1. Complete 2. Complete		1. Baseline of all external funding sources over the period of the MTFS to be produced for CMT and Cabinet by the end of March 2015. 2. Draft External Funding Strategy
Pioneering in reducing the city's carbon footprint and leading in environmental and social responsibility	Pioneering in reducing the city's carbon footprint and leading in environmental	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	K43	1. Recruit PEC volunteer co-ordinator and launch apprentice scheme 2. Launch Green Deal Communities Scheme in targeted areas	1. Complete 2. Complete		1. PEC launches 2nd solar share offer. 2. 300 private rented / owner occupied houses receiving external wall insulation through Green Deal for Communities programme

Growing

Outcome	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
More decent homes to support the population.	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.	Green	K44	<ol style="list-style-type: none"> 1. Agree the final sites of phase 2 (2 out of 10) (From Q2) 2. Release of Phase 4 of remaining City Council sites, including self build sites, with supporting site planning statements to support increased housing delivery 3. Agree criteria for the £50m Affordable Housing Loan facility. 4. Secure planning consent for the first RENTplus homes at Mannamead Centre, to pilot institutional investment model of affordable housing. 5. Secure planning consent for Nelson Project to deliver custom build scheme for ex-service personnel 	<ol style="list-style-type: none"> 1. Complete 2. Complete 3. Complete 4. Complete 5. Complete 		<ol style="list-style-type: none"> 1. Agree propositions on the phase 4 Plan for Homes sites 2. Complete residential developments at Astor Centre and PLUSS Centre (Get Plymouth Building sites) 3. Support bids to HCA Continuous Market Engagement Programme to support future affordable housing delivery 4. Capital funding approval for two self build serviced plots sites
A strong economy creating a range of job opportunities.	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	K12	<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. 	<ol style="list-style-type: none"> 1. Complete 2. Complete 3. Complete 4. Complete 		<ol style="list-style-type: none"> 1. Ocean City Infrastructure report to the Growth Board. 2. Quarterly Growth Board newsletter. 3. Annual Plymouth Economic Review completed.
A strong economy creating a range of job opportunities.		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	K13	<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. 	<ol style="list-style-type: none"> 1. Complete 2. Complete 3. Complete 		<ol style="list-style-type: none"> 1. Finalise Growth Deal 1b submission to Government. 2. Growth Hub re-procured 3. Contract negotiated for Phase 5 Plymouth Science Park
A top performing education system from early years to continuous learning opportunities.	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	K14	<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. 	<ol style="list-style-type: none"> 1. Complete. 2. Complete. 		<ol style="list-style-type: none"> 1. Commence childrens needs assessment
A top performing education system from early years to continuous learning opportunities.		Tudor Evans		Judith Harwood	Develop and deliver a skills plan for the city, in line with the future growth agenda.	Amber	K15	<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. 	<ol style="list-style-type: none"> 1. Incomplete. 2. Complete. 	<ol style="list-style-type: none"> 1. Action was delayed to allow new head of skills to come into post, will be completed in Q4. Due to be discussed at Cabinet on 10th February 	<ol style="list-style-type: none"> 1. Skills Plan submitted for sign off at Cabinet in February and declared "active". Prepare launch of the plan 2. LMI skills survey data commenced and initial picture formulated by end of March 14. 3. Commence development of city wide prospectus. 4. Refresh the Raising the Participation Age with the new Head of Skills.
Plymouth is an attractive place for investment.	Plymouth is an attractive place for investment.	Tudor Evans	David Draffan	Paul Barnard	Creation of the Plymouth Plan	Green	K16	<ol style="list-style-type: none"> 1. Testing of the context 2. Produce 1st Draft of the Strategic Objectives 3. Produce 1st draft of the Key Outcomes 4. Produce first draft of policies 5. Propose Draft Plan to CMT 6. Propose Draft Plan to Cab Planning 7. Propose Draft Plan to Cabinet 	<ol style="list-style-type: none"> 1. Complete 2. Complete 3. Complete 4. Complete 5. Complete 6. Complete 7. Complete 		<ol style="list-style-type: none"> 1. Submit Draft Plan out for consultation.
Plymouth is an attractive place for investment.		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	K18	<ol style="list-style-type: none"> 1. Attend MIPIIM 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. 	<ol style="list-style-type: none"> 1. Complete 2. Complete 3. Complete 4. Complete 5. Complete 		<ol style="list-style-type: none"> 1. Visit an additional 10 businesses as part of the Business Relationship Programme. 2. Launch inward investment video 3. Establish over 1000 twitter followers for investinplymouth

Outcome	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
We will prioritise prevention.	We will prioritise prevention.	Ian Tuffin	Dave Simpkins Alison Botham	Alison Botham	Deliver the Early Intervention and Prevention Plan.	Green	K19	1. Agreed recommendations and action plan from the partnership review of effectiveness of systems and services to provide speech, language and communication services. 2. Audit of cases to ensure improved standards of social care closure records. 3. Audit of practice to ensure protocol of identification of lead professional by 2nd review of a CP plan. 4. FWAF Cost-benefit analysis report.	1. Complete. 2. Complete. 3. Complete. 4. Incomplete.	4. Work is underway to analyse FWAF cost benefits and a report will be provided in Feb 15.	1. 97 schools plus most Early Years settings engaged in Health Child Quality Mark 2. 6 week referral to assessment target being achieved 3. Clear outcome reporting in place 4. 48 WTE extra health visitors by 2015 5. Increased capacity for Assertive Mediation and Restorative Justice approaches into early intervention Please note that actions within the Early Intervention Plan will be subsumed within the Commissioning Strategy, Childrens Transformation and Inspection Improvement Plan as part of the Early Help Offer
We will prioritise prevention.		Sue McDonald		Judith Harwood	Deliver both the Early Years Strategy and SEN/D Strategy	Green	K45	1. Agree new leases and timetabled activities with schools that have satellite children's centre provisions on site. 2. Re-commission 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. 4. EHCP and Local Offer delivered 5. Transfer arrangements for statements of SEN published	1. Complete 2. Complete 3. Complete 4. Complete 5. Complete		1. Develop processes and provide information for practitioners to ensure readiness for the effective implementation of Early Years Pupil Premium from April 15 2. Promote and monitor take up of Early Years Training and Support package to ensure all settings continue to maintain and improve quality of provision. 3. Develop specification for how Health visitors will contribute to the Integrated Early Childhood Service including shared outcomes with Children's centres.
We will prioritise prevention.		Sue McDonald		Kelechi Nnoaham	Lead on the city's strategy for health and wellbeing	Green	K21	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	1. Complete 2. Complete 3. Complete 4. Complete 5. Complete 6. Complete		1. Evaluation of Thrive launch 2. ODPH behaviour workshops identifying key change enablers for reducing health inequalities 3. Initial meeting of PHT workforce & healthy hospital steering group 4. Draft of DPH Annual Report to CMT
We will prioritise prevention.		Sue McDonald		Kelechi Nnoaham	Develop a clear research and evidence base to understand health inequalities across the city	Green	K46	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. Draft and finalise Health Module of Plymouth Plan 5. Publish Health Visitor Caseload Survey and associated comms	1. Complete 2. Complete 3. Complete 4. Complete 5. Complete		1. Full Wellbeing Survey Results to CMT 3/2/15 2. Final version of Plymouth Report to be published post CMT 3/2/15 3. PNA consultation closed 16/2/15. Final PNA to go to Feb HWB 4. National Child Measurement Programme Report to be published
We will prioritise prevention.		Sue McDonald		Kelechi Nnoaham	Deliver strategies that reduce individual risk factors and strengthen the role and impact of early intervention and prevention	Green	K47	1. Launch of Reducing Strength Campaign 2. PCC sign up to new national Workplace Wellbeing Charter and develop programme for staff. - Initial meeting with partners 3. Commence development of business case to increase NHS Health Check offer and uptake in the City through alternative delivery vehicles to primary care 4. Commence Consultation and EIA on Healthy Weight Strategic Action Plan (plan to take to HWB Q4) 5. Working with partners to ensure a coordinated approach to minimising risk to the population of Plymouth in the event of a communicable disease/outbreak 6. Working with partners, test multi agency responses to a counter terrorism incident with aim of ensuring plans protect the population	1. Complete 2. Complete 3. Complete 4. Complete 5. Complete 6. Complete		1. Introducing a network of trained Workplace Wellbeing Champions in PCC to support achievement of workplace wellbeing charter and health improvement activity for our workforce e.g. Launch of Everest Challenge 19 Jan. 2. Development meeting re Health Checks with GPs, Pharmacies and Sentinel in Feb 15 3. Work with Secondary Leads for School health & lifestyle survey results; analyse and develop an approach to the findings (to inc mental health, resilience and diet) 4. Gain agreement with Primary leads to a primary school health & lifestyle survey. 5. Complete EIA on Healthy Weight Strategic Action Plan (date tbc) 6. Fuel poverty - Initial workshop including multiple partners will be held (led by public health) to develop a system-wide approach to tackling this issue
We will prioritise prevention.		Chris Penberthy		Stuart Palmer	Deliver the Housing Plan Objectives	Green	K22	1. Reach target of enabling at least 350 under-occupiers to access support/hardship funding 2. Implementation of enhanced deposit guarantee and private rented sector service for young people (18-25 years)	1. Complete 2. Complete		1. Reach target of preventing 1000 households from becoming homeless 2. Tackle welfare reform by enabling at least 400 people in housing need to benefit from budgeting skills training.

Caring Cont...

Outcome	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
We will help people take control of their lives and communities.	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	1. Support to CCG on developing an evidence base and estimate the predicted impact of "urgent and necessary measures"	1. Complete		1. CCG support in redesigning pathways to promote health behaviour change to reduce service demand 2. Final sign off of IHVB Transformation Programme Commissioning Strategies 3. Final decision on further PH investigative work around unplanned care 4. Deliver Early Years and Health Visiting initial co-design event. Jan 2015 5. Health Visiting Commissioning paper to Feb Cabinet
We will help people take control of their lives and communities.		Pete Smith		Stuart Palmer	Review and Support co-ordination and capacity building in the voluntary sector and reinvigorate volunteering	Green	K24	1. Website and communications plan to start from 22/10/14 2. Volunteering service contract specification agreed - services to start from 1/10/14	1. Complete 2. Complete		1. Meet targets for volunteer numbers for the Cities of Service projects - (30 Energy Champion volunteers and 40 Grow, Share, Cook volunteers
We will help people take control of their lives and communities.		Pete Smith		Stuart Palmer	Lead agreement on and implementation of a new framework for working with citizens and communities for the city	Green	K25	1. Run workshops for partners and members to scope activity aligned to the framework	1. Complete		None
We will help people take control of their lives and communities.		Ian Tuffin		Dave Simpkins	Deliver an Increase in personalised packages of care to support people to live as independently as possible	Green	K48	1. Following restructure, to have allocated general managers ownership and responsibility to service areas.	1. Complete		None
Children, young people and adults are safe and confident in their communities.	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	1. Monitor performance and address under-performance	1. Complete		None
		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.		K27A	<u>Children's Safeguarding</u> 1. Joint action plan for children affected by adult mental health issues: 2. Confirm that government recommendations to improve outcomes for children of prisoners and better support their families are being met. 3. Placement stability Action Plan in place.	1. Incomplete. 2. Incomplete. 3. Incomplete.	Replace all milestones and plans with Ofsted Improvement Plan	From last Qtr: 1. Placement stability Action Plan in place.
Children, young people and adults are safe and confident in their communities.				Dave Simpkins			Green	K27 B	None	N/a	

Outcome	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
People are treated with dignity and respect.	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.	Red	K29	1. Agree Welcoming City actions with partners. 2. Safer Plymouth to commence Systems Leadership approach to tackling Hate Crime	1. Complete 2. Incomplete	2. Work is still ongoing to arrange a partnership session on introducing systems leadership to tackle hate crime.	1. Work with partners on Social Cohesion framework (incorporating Welcoming City) agreed at Cabinet
People are treated with dignity and respect.		Chris Penberthy		Giles Perritt	Implement the findings of the Fairness Commission.	Green	K30	1. Ensure that the financial consequences of the responses to the fairness commission form part of the budget setting process for 2015/16 2. Arrangements for implementation of other, none PCC led recommendations are in place 3. Publicise PCC response to Fairness Commission recommendations	1. Complete 2. Complete 3. Complete		1. AD's are aware of their roles and responsibilities to deliver.
People are treated with dignity and respect.		Ian Tuffin		Dave Simpkins	Improve the quality of the care and support market	Amber	K31	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	1. Complete 2. Complete 3. Incomplete 4. Complete 5. Complete	3. Report ready and is due to go to Cabinet on 10th March 2015	1. Hold Review Day for Leadership programme 2. Build business case for Leadership programme 3. Business case to Co-Operative commissioning 4. Develop DQM Process for Domiciliary Care services 5. To have completed 100% of Quality Reviews within the Plymouth boundaries 6. Review QR cycle for Plymouth homes to ensure continuity of review process 7. Review accreditation of Leadership programme course (Leadership Programme for Care Home Managers)
People are treated with dignity and respect.		Ian Tuffin		Dave Simpkins	Working with Partners to create a Dementia Friendly City	Green	K49	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 3. Healthy child Quality Mark to include Dementia 4. Live Well publicity covers how to reduce the risk of dementia including link on Livewell website 5. Increased referral rates to Dementia Support Workers service 6. Screening built into Learning Disabilities pathways 7. Reablement Provider quarterly reporting shows appropriate number of people with dementia 8. Number of Alzheimer's Society activities and numbers of participants increase 9. PCC Arts and Heritage Service 'Arts and Minds' pilot evaluation produced and external funding sought 10. Increased number joining the Plymouth Dementia Action Alliance	1. Complete 2. Complete 3. Complete 4. Complete 5. Complete 6. Complete 7. Complete 8. Complete 9. Complete 10. Complete		1. End of Life pathway to include Dementia 2. Number of carers registered to the Carers Emergency Response Service increased 3. Number of carers receiving Dementia training increased 4. Review of the support groups for carers of PWD to ensure there is equity of access and needs are addressed 5. Audit completed into primary care prescribing of antipsychotics 6. Review guidance sheet for care homes re management of antipsychotics in dementia completed 7. Dementia Champions on care of the elderly wards in place 8. Hospital Quality Standards in Contract 9. Increased Number of homes reviewed by QA/T team 10. Increased number of Dementia Quality Mark awards to care homes
People are treated with dignity and respect.		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. To complete review of hospital discharge practices (reablement and rapid response) 2. Fifteen step down beds based in the community commissioned enabling a smoother and swifter discharge from hospital	1. Complete 2. Complete		1. Joint performance management of Delayed Transfers of Care in place with performance colleagues at Derriford Hospital

Outcome	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
Citizens enjoy living and working in Plymouth.	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. Host 'Building Plymouth' construction skills summit. 2. ESB to review and consult on draft Plan for Employment and Skills.	1. Complete 2. Complete		1. Host a second 'Building Plymouth' Summit. 2. Complete a skills audit for the city. 3. Launch the Plymouth employability passport. 4. Recruit Head of Skills.
		Chris Penberthy		Judith Harwood	Deliver the Child Poverty Plan.	Green	K51	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	1. Complete 2. Complete 3. Complete		1. Conduct analysis of the draft Plymouth Plan to ensure that statutory requirements are met, and a forward plan to re-assess needs scoped and aligned with relevant Fairness Commission recommendations to the Council and city 2. Initiate contact with schools from January 2015 regarding what they are doing to tackle child poverty in collaboration with members of the special advisory group to Cabinet for child poverty
		Chris Penberthy		Stuart Palmer	Develop a programme to improve the quality of private rented housing and take action against rogue landlords.	Green	K52	1. Launch consultation - agree project group and start evaluation work	1. Complete		1. Consider consultation response to agree final charter and launch/promote
		Mark Coker		Simon Dale	Reduce problems with potholes through increased investment in capital repair works.	Green	K36	1. Report on progress to date re pothole numbers and annual plan to PH DfT re additional funding. 2. Prepare winter programme and options for continued intervention subject to weather conditions. 3. Prepare report and options based on GAIST survey for med / long term intervention aimed at bringing the carriageway to a state that can be maintained through annual maintenance. 4. Continue with rolling programme of prioritised intervention aimed at meeting HMEP principles that are demonstrable to DfT for investment and funding purposes.	1. Complete 2. Complete 3. Complete 4. Complete		None
Plymouth's brand is clear, well-known and understood globally.	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. Agree event and marketing priorities 2015/16	1. Complete		1. Ensure BOC branding is used to prominently to promote and during major events 2. Continue national media campaign to raise Plymouth's profile 3. Continue programme of stakeholder engagement to increase appropriate use of the brand by partners 4. Deliver a BOC photo competition to increase community engagement
Government and other agencies have confidence in the Council and partners: Plymouth's voice matters.	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	Green	K39	1. Outline planning permission submitted for South Yard 2. Procurement of contractors to deliver the personalised Caseworkers 3. Employability Gateway Challenge Fund launched	1. Complete 2. Complete 3. Complete		1. Outline Planning for South Yard approved 2. Launch of Mentors scheme (formerly known as Caseworkers) 3. Terms agreed with MOD for the transfer of South Yard 4. Procurement of Growth Hub finalised
Government and other agencies have confidence in the Council and partners: Plymouth's voice matters.	Government and other agencies have confidence in the Council and partners: Plymouth's voice matters.	Tudor Evans		Giles Perritt	Develop a proactive approach to lobbying Government, working with the LEP and neighbouring authorities.	Green	K40	1. Chief Executive to present Peninsular Rail Task Force at October Transport Select Committee 2. Initiate 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	1. Complete 2. Complete 3. Complete 4. Complete		1. Workshops held with DfT to progress Rail 2. Sign off of Plymouth Ask by CMT and One Plymouth Group 3. Development of an advocacy plan and lobbying tracker 4. Review of LEP Governance arrangements regarding a suitable Quality Assurance Framework 5. Review and report on potential areas for increased collaboration with neighbouring authorities leading to greater devolution

Outcome	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
Our employees are ambassadors for the city and the Council and proud of the difference we make.	Our employees are ambassadors for the city and the Council and proud of the difference we make.	Pete Smith	Chis Squire	Matthew Fairclough-Kay	Implement People and Organisational Development Framework.	Green	K41	1. Design and complete 1st draft of the framework for leadership, competencies, skills and knowledge. 2. Commence phase 1 of the CMT / SMT Leadership development programme.	1. Complete 2. Complete		1. Reset Workforce Delivery milestones in line with available resources 2. Commence pilot of Learning and Development process 3. Produce new template for HR policies
Our employees are ambassadors for the city and the Council and proud of the difference we make.		Pete Smith		Giles Perritt	Implement the Corporate Plan Communication strategy.	Green	K42	1. Approve 6 month forecast for Work Force Delivery objectives	1. Complete		None

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Outcome	Measure	Key	Performance								Graph	Historic Performance against target, benchmark and influences	Current Performance and trajectory		Performance forecast (link to Action Plan)	Links to outcome
			2009/10	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17						
The Council provides and enables brilliant services that strive to exceed customer expectations.	80% of customer contacts with the Council will be managed through the single point of contact, with 80% of enquiries dealt with at first point of contact.	P1	Actual			800	800					<p>Baseline set in 2013/14 by undertaking random samples of contacts and single point of contact. Issues with reporting from the Lync Telephony system have resulted in a distortion to this baseline and reportable performance levels moving forward.</p>	Current performance is reported monthly, it indicates a high level of customer contacts however how we identify and capture First Contact Resolution (FCR) is currently under review and it is anticipated that we will soon have a much more transparent view of when FCR has been achieved.	The Customer Service Transformation Programme is systematically reviewing high contact volume services and migrating them to efficient channels. A new way of working has been trialled for Council Tax customers at First Stop which has delivered a 100% First Contact Resolution. This new process will now be rolled out to additional customer groups.	Customer Transformation is working closely with customers (as panels and individual service users) to co-design solutions. In this way customers are defining what they need in order to deliver on and exceed their expectations.	
			Target			800	800	800	800	800						
			Forecast					800	800	800						
Provide fully transactional services on the web – through a “Citizen Portal” with a target of the national average and 2% (from 3% to 25%) by volume.		P2	Actual			2%						<p>As with 2013/14, questions remain about the accuracy of the baseline due to the sampling nature of the method used and the absence of Lync reporting. Despite this it is clear that Plymouth has not exploited the potential benefits of serving customers over the internet fully yet - and that some customers want this.</p>	The gradual rise in volume of web traffic is based on a gradual release of new capability on the web site and increasing numbers of customers looking to transact with the Council online.	14% of current contacts are estimated to be by email, suggesting many customers want to interact electronically but haven't used the service on our website or the service is too technical to use. The opportunity is there to design services on the internet for customers the way they want them and to promote this to customers whenever they interact with us.	Electronic interactions are not right for all customers or all services. However, for many customers and many services electronic channels will increase the hours of service to 24 hours a day and provide greater visibility and convenience to customers to interact with the Council this way.	
			Target			2%	2%	2%	15%	25%						
			Forecast				2%									
Plymouth's cultural offer provides value to the city.	Increase in visitor numbers coming into the city.	P3	Actual	4329000	4,388,000	5,121,000	5,488,000	5,256,000				<p>Baseline set in 2008, since then, numbers have increased year on year. Targets have been achieved and exceeded. Key events in the visitor plan include America's cup & launch of Britain's Ocean City.</p>	The latest data (2013) reports that visitor numbers exceeded both its annual and 2020 target. This was despite a slight fall in numbers, mainly due to a 5% reduction in day visitors. Overseas visitors increased as did the number of nights stays.	As the 2020 target has been achieved for each of the last three years, the Visitor plan target is being reviewed, with a focus to attract and increase day visitor numbers and spend.		
			Target	4161216.667	4229433.333	4297650	4365866.67	4434083	4502300	4570517					4638733	
			Forecast						56000000	57000000					58000000	
Increase the city's national and international standing.		P4	Actual				TBC					<p>Currently exploring ways to capture national and international standing rating through Visit England "Brand Tracker". Missed the opportunity to capture data this year. Planning in place to prepare process and budget for next year. However, we have proxy data which evidences progress towards outcome.</p>	PR agency generated over £2.2 million in advertising value equivalent with an audience reach of over 120,369,109. First ever TV coverage of the National Fireworks. Visit Plymouth website Unique visitors up 135% from 151141 last year to 356133 this year. Facebook, + 17,457 likes on our Facebook page, Twitter 3,846 followers.	£2.1M AVE (Advertising Value Equivalency) is what our editorial coverage would cost if it were advertising space (or time).		
			Target													
			Forecast													
A Council that uses resources wisely.	Percentage of residents satisfied that the Council provides value for money.	P5	Actual			20%		39%				<p>Data has been recorded via public budget consultation. The public is able to provide a view on their satisfaction levels of VFM every two years. The results of this measure have historically been very low and therefore has been a focus of the Council.</p>	The most recent data was achieved during the public budget consultation 2014/15. The results showed an increase of 19% in satisfaction levels.	Satisfaction levels of Plymouth residents are expected to continue increasing following a communication programme around the 3-year sustainable budget which will deliver the priorities as identified by residents.		
			Target			30%	30%	30%	39%	45%					45%	
			Forecast													
Increase the value of income levied to the Local Authority.		P6	Actual			800	800					<p>The baseline for this indexed measure has been set using Council Tax and Business Rates collection levels. Additionally new homes and business occupancy rates are also included within this measure as this increases the base of both Council Tax and Business Rates</p>	All the elements that make up this measure performed well in 2013/14 and are achieving the targets that have been set. This data has then influenced decisions within the Council in order to maximise the benefits of this.	Future performance is expected to be good around this measure as one of the Councils objectives is to grow the city, therefore increasing the Council Tax and Business Rates base. Additionally, the structure of services within the authority supports a high rate of collection. There is a slight dip in current Council Tax collection, however this is only anticipated to be temporary and performance is anticipated to increase throughout the year.		
			Target			800	800	800	800	800						
			Forecast					800	800	800						
Pioneering in reducing the city's carbon footprint and leading in environmental and social responsibility	Reduction in city wide carbon emission.	P7	Actual	1281	1320	1211	1277					<p>Data is reported a year behind. (2012/13 data due Aug 2014). Between 2006 & 2008 city wide Co2 emissions did not achieve targets, despite this, Plymouth were 2nd quartile nationally. 2009 saw a significant 10% drop in emissions only to see it rise again in 2010, mainly because of the cold winter. However, targets for 2009 and 2010 were achieved and Plymouth maintained a 2nd quartile position nationally.</p>	The latest data, 2012, reports a slight increase in emissions although the annual target has been achieved. Current activity includes the delivery of the Council's Carbon Management Plan and takes into account ECO, EHV, and Plymotion impact - up to 2015. The continuing reduction is based on the national policy as identified in the UoE study.	The forecast predictions are based solely on current performance. External factors play a huge part in actual emissions (climate and economy) and are outside the scope of PCC control, as a consequence the forecast is based on trends rather than science. It should therefore be noted that fluctuations in an given year can be significantly influenced by external factors – for example a cold winter.		
			Target	1385	1355	1326	1297	1268	1239	1209					1181	
			Forecast					1190	1180	1170					1160	
Carbon emissions reduction from Corporate estate & schools. (Tonnes Co2)		P8	Actual	43768	41730	41625	39148					<p>This is a fairly new scheme and therefore has not been measured prior to 2009/10</p>	Steady reduction achieved over the years, slightly under target. £13m energy reduction programme to reduce corporate estate CO2 now underway, which should make 2014/15 target achievable.	£13m energy reduction programme to reduce corporate estate CO2 now underway, which should make 2014/15 target achievable.		
			Target	43768	42017	40267	38516	36765	35014							
			Forecast				36765	35014								

Outcome	Measure	Key	Performance	30%	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	<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>401</td> <td>535</td> <td>472</td> <td>564</td> <td>731</td> <td></td> <td></td> <td></td> </tr> <tr> <td>Target</td> <td>350</td> <td>250</td> <td>255</td> <td>350</td> <td>450</td> <td>620</td> <td>800</td> <td>1030</td> </tr> <tr> <td>Forecast</td> <td></td> <td></td> <td></td> <td></td> <td>600</td> <td>650</td> <td>800</td> <td>1030</td> </tr> </tbody> </table>		2009/10	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	Actual	401	535	472	564	731				Target	350	250	255	350	450	620	800	1030	Forecast					600	650	800	1030			<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 who agreed a reduction in our short term housing targets. 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 in 2011 to 2012 based on an estimate of 400 new dwellings (taking into account demolitions). This gave a revised housing target from 2006 to 2012 of 3,755 dwellings. From 2013 onwards the current administrations pledge is to "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".</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 was reflected in the 2012/13 performance as we reported a 19% increase in new homes built over the previous year, in 2013/14 this increased further by 30% resulting in 731 being built (Net). Taking into account performance over the last five years the trajectory is upward and forecast to improve.</p>	<p>Get Plymouth Building is on schedule to deliver 2,000 homes by August 2015.</p>	<p>Measure has a very strong link to the outcome.</p>
				2009/10	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17																																		
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Forecast					600	650	800	1030																																					
Influences?	Government Office	Direction of current trajectory?	Upward	Forecast?	Green																																								
A strong economy creating a range of job opportunities.	Increase the number of jobs created.	P10	<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>102,200</td> <td>102,600</td> <td>104,800</td> <td>106,300</td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>Target</td> <td>112,042</td> <td>113,477</td> <td>114,912</td> <td>116,346</td> <td>117,781</td> <td>119,215</td> <td>120,650</td> <td></td> </tr> <tr> <td>Forecast</td> <td></td> <td></td> <td></td> <td></td> <td>107,000</td> <td>109,000</td> <td>110,000</td> <td>112,000</td> </tr> </tbody> </table>		2009/10	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	Actual	102,200	102,600	104,800	106,300					Target	112,042	113,477	114,912	116,346	117,781	119,215	120,650		Forecast					107,000	109,000	110,000	112,000			<p>The number of jobs in the city peaked in 2007. However, the economic decline resulted in falling numbers and in 2010/11 levels were back to 2003 levels (Benchmark). Our interim target (LES Critical Review) requires us to reach 120,650 jobs by 2016. Our projected jobs trend suggests will not meet this 2016 target. We've seen sustained and improved progress towards increasing jobs and reducing the hard to reach unemployed. Whilst this has not been enough to reach the annual targets (devised in 2006), it is crucial to note that these are 'pre-recession' targets and Plymouth, like the rest of the UK, is now on a different growth trajectory. The Plymouth Plan provides a timely opportunity to revisit these targets to ensure they are steeped in economic reality. For Example, PCC's Business Relationship Programme has identified a tangible increase in optimism and has successfully linked expanding businesses to new funding sources. The GGF (GAIN Growth Fund) has already awarded grants to nine companies worth £1.2m that have committed to create 237 jobs by March 2017.</p>	<p>There are now 106,300 jobs in the city (2013), a 1,500 (1.4%) increase over the previous year, compared to UK (1.6%) and HotSW (1.9%). This maintains an upward trend over the last three years. The city has recorded higher growth rates in 3 of the last 4 years. Since 2010 Plymouth has created a total of 4,100 new jobs - an expansion of 4%, compared to HotSW (-0.8%) and UK (2.2%). A sectoral analysis suggests that our workforce is relatively high-skilled, Plymouth having the highest percentage of workers employed in human health activities, education, and public administration. Plymouth's dependence on the public-sector has fallen significantly, from 26.3% in 2010, to 22.9% in 2013. This is a result of a positive rebalancing of economic activity, which has seen some 6,600 new private sector jobs created since 2010, more than compensating for a 2,500 reduction in public sector employment.</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.</p>	<p>Measure has a very strong link to the outcome.</p>
				2009/10	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17																																		
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Influences?	Economic Climate. Legislation. Public Confidence.	Direction of current trajectory?	Upward	Forecast?	Amber																																								
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	<table border="1"> <thead> <tr> <th></th> <th>2010</th> <th>2011</th> <th>2012</th> <th>2013</th> <th>2014</th> <th>2015</th> <th>2016</th> <th>2017</th> </tr> </thead> <tbody> <tr> <td>Actual</td> <td></td> <td>70%</td> <td>71.7%</td> <td>79.5%</td> <td>78.5%</td> <td></td> <td></td> <td></td> </tr> <tr> <td>Target</td> <td></td> <td></td> <td></td> <td>79.5%</td> <td>79.5%</td> <td>79.5%</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>		2010	2011	2012	2013	2014	2015	2016	2017	Actual		70%	71.7%	79.5%	78.5%				Target				79.5%	79.5%	79.5%			Forecast											<p>The OFSTED inspection ratings measure is an index measure which consists of Early years settings, Primary, Secondary & Children's Centre inspection ratings. 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. Data has been sourced through OFSTED data view (as of 31/8/14)</p>	<p>As of August 2014 (the latest benchmarking point) Plymouth had maintained the performance levels seen before changes to the inspection framework were made across 3 of the 4 component measures. Primary schools saw an overall drop in the % of school achieving good or better inspection outcomes down 4% points from 84% to 80%. This decline has been down to 6 Primary schools being rated as requires improvement to be good between 1 Sep 2013 & 1 Sep 2014 with 1 (Austin Farm being rated as inadequate). Even with this decrease in performance, Plymouth is still broadly in line with national performance (81%).</p>	<p>Despite changes to the inspection framework, performance continues to maintain at pre change levels in the majority of settings. Early signs in the new academic year indicate that the drop seen in primary schools is likely to continue.</p>	<p>Measure has a very strong link to the outcome.</p>
				2010	2011	2012	2013	2014	2015	2016	2017																																		
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Influences?	OFSTED	Direction of current trajectory?	Maintain	Forecast?	Maintain																																								
Plymouth is an attractive place for investment.	** Increase in the quality and availability of employment land and premises.	P13	<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>900</td> <td>900</td> <td>858</td> <td>967</td> <td>933</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></td> <td>900</td> <td>900</td> <td>900</td> </tr> </tbody> </table>		2009/10	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	Actual	900	900	858	967	933				Target	800	800	800	800	800	800	800	800	Forecast						900	900	900			<p>There are three separate measures which combine into this indexed indicator. The weighting applied to each is equal, e.g. 1/3 each. Individually, each measure has performed well, in the main exceeding their respective targets in each of the last 5 years. The national economy has had a significant influence on performance but despite the recession performance had been generally been positive.</p>	<p>Collectively the indicator has exceed its target. Individually each measure has also performed very well, with the exception of "Employment Land". The 'in year hectares delivered' has slipped to 0.98ha this year, cumulatively to 31.81. This means that the for the first time in 5 years the cumulative target has not been met. This is due to the recession and an over supply of vacant premises in the city. 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.</p>	<p>Two of the three measures are forecast to achieve their respective targets next year, so collectively the forecast is positive and rated good. However, in terms of Employment Land, new businesses and jobs growth are likely to take place in the existing supply of spaces and therefore it will be a few years until that space is taken up and new employment premises are required.</p>	<p>The indexed measure has a strong link to the outcome as the key indicator within the array used is 'availability of employment land'. The outcome does place an emphasis on investment so inward investment and business occupancy has been included.</p>
				2009/10	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17																																		
			Actual	900	900	858	967	933																																					
Target	800	800	800	800	800	800	800	800																																					
Forecast						900	900	900																																					
Influences?	3 components are : *Inward Investment; *Employment Land; *Occupancy Rate of PCC Commercial properties.	Direction of current trajectory?	Upward	Forecast?	Amber																																								

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. (reported one quarter in arrears)	P14	<table border="1"> <thead> <tr> <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>925</td> <td>775</td> <td>800</td> <td>825</td> <td>875</td> <td>1000</td> <td>1000</td> <td></td> <td></td> </tr> <tr> <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> </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	925	775	800	825	875	1000	1000			800	800	800	800	800	800	800	800	800		<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 2 Performance 18839 Qtr 2 Target 10000 2. Number of Advice and Referral enquiries Qtr 2 Performance 6977 Qtr 2 Target 2750 3. Number of caseload enquiries Qtr 2 Performance 5875 Qtr 2 Target 3000</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																								
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800	800	800	800	800	800	800	800	800																											
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We will help people take control of their lives and communities.	Increase the number of adults and families able to stay in their own home and communities.	P15	<table border="1"> <thead> <tr> <th>2012/13 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>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>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> </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	n/a	833	867	933	900	800	833			n/a	800	800	800	800	800	800	800	800		<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																								
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We will help people take control of their lives and communities.	Improve life expectancy particularly in those areas where it is the lowest / lower than the average.	P16	<table border="1"> <thead> <tr> <th>2006-08</th> <th>2007-09</th> <th>2008-10</th> <th>2009-11</th> <th>2010-12</th> <th>2011-13</th> <th>2012-14</th> <th>2013-15</th> </tr> </thead> <tbody> <tr> <td></td> <td></td> <td>78.2</td> <td>78.2</td> <td>78.12</td> <td>Available 2015</td> <td>Available 2016</td> <td>Available 2017</td> </tr> <tr> <td>n/a</td> <td>n/a</td> <td>78</td> <td>78.2</td> <td>78.5</td> <td>78.6</td> <td>78.7</td> <td>78.8</td> </tr> </tbody> </table>	2006-08	2007-09	2008-10	2009-11	2010-12	2011-13	2012-14	2013-15			78.2	78.2	78.12	Available 2015	Available 2016	Available 2017	n/a	n/a	78	78.2	78.5	78.6	78.7	78.8		<p>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 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																									
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			2009/10	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17																									
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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>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>19.7</td> <td>40.1</td> <td>58.5</td> <td>76.3</td> <td>19.6</td> <td>39.3</td> <td></td> <td></td> </tr> <tr> <td>18.3</td> <td>42.7</td> <td>54.9</td> <td>73.5</td> <td>19.05</td> <td>38.1</td> <td>57.15</td> <td>76.2</td> </tr> </tbody> </table>	2013/14 Q1	2013/14 Q2	2013/14 Q3	2013/14 Q4	2014/15 Q1	2014/15 Q2	2014/15 Q3	2014/15 Q4	19.7	40.1	58.5	76.3	19.6	39.3			18.3	42.7	54.9	73.5	19.05	38.1	57.15	76.2		<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 November 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. A number of priority neighbourhoods have recorded reductions however overall performance against target is being significantly affected by big increases in the city centre.</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>				
			2013/14 Q1	2013/14 Q2	2013/14 Q3	2013/14 Q4	2014/15 Q1	2014/15 Q2	2014/15 Q3	2014/15 Q4																									
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			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																								
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People are treated with dignity and respect.	Percentage of residents who believe Plymouth is a place where people from different backgrounds get on well together.	P20	<table border="1"> <thead> <tr> <th>2009/10</th> <th>2010/11</th> <th>2011/12</th> <th>2012/13</th> <th>2013/14</th> <th>2014/15</th> <th>2015/16</th> <th>2016/17</th> </tr> </thead> <tbody> <tr> <td>69%</td> <td></td> <td></td> <td>53%</td> <td></td> <td>53%</td> <td></td> <td></td> </tr> <tr> <td>60%</td> <td></td> <td></td> <td>60%</td> <td></td> <td>60%</td> <td></td> <td></td> </tr> </tbody> </table>	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	69%			53%		53%			60%			60%		60%				<p>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>This question reverted to the original 'Plymouth is a place where people from different backgrounds get on well together' in the 2014 Health and Wellbeing survey. 53% of respondents stated that they felt 'Plymouth is a place where people from different backgrounds get on well together'. This represents no change from the result in 2012 when the slightly different ethnicity question was asked in the Plymouth survey. Only 16% disagreed with this statement with a sizeable 31% neither agreeing or disagreeing. 53% did however represent a sizeable fall from 2009 performance, this fall is being investigated and may be in line with the national trend.</p>	<p>Future performance against this measure ties in with the welcoming city action plan that is currently being created by the social inclusion unit. The action plan will likely be signed off in quarter 4 and will look to improve performance in this area. New targets will be for then forthcoming year using 53% as a baseline.</p>				
			2009/10	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17																									
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60%			60%		60%																														
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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>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>62.1%</td> <td>70.3%</td> <td>68.1%</td> <td>67.8%</td> <td>Not Yet available</td> <td></td> <td></td> </tr> <tr> <td></td> <td></td> <td>70.0%</td> <td>70.0%</td> <td>70.0%</td> <td></td> <td></td> </tr> </tbody> </table>	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	62.1%	70.3%	68.1%	67.8%	Not Yet available					70.0%	70.0%	70.0%				<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>							
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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></td> <td>82%</td> <td></td> <td>74%</td> <td></td> <td></td> </tr> <tr> <td>Target</td> <td>79%</td> <td></td> <td></td> <td>83%</td> <td></td> <td>84%</td> <td></td> <td>86%</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	79%			82%		74%			Target	79%			83%		84%		86%	Forecast										<p>Pre 2009, performance did not deviate very much from the current position. The target has not been achieved since the benchmark was set.</p>	<p>The latest performance reflects the 2014 Wellbeing survey where performance slightly decreased.</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>
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Influences?	* Legislation * Resources	Direction of current trajectory?	Downward	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>500</td> <td>540</td> <td>670</td> <td>730</td> <td>760</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></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	500	540	670	730	760				Target	800	800	800	800	800	800	800	800	Forecast						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, both of which exceed their respective targets.</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 jobs and people coming to live in the city. However it is unlikely that the target will be reached in 2014/15.</p>	<p>The measure is indexed to capture as many of the key elements as possible. There are 4 elements. Population, Jobs, Visitor numbers and inward investments. Whilst there is no Brand specific measure as described in the outcome, the combination of the 4 will give a good indicators of Plymouth as a destination.</p>
				2009/10	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17																																	
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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																																	
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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>57%</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></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%	57%			Target			56%	57%	59%	60%	61%	62%	Forecast							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 Staff Survey results 2014 are now available and identify a decrease in how positively staff would speak about the Council outside of work. The outcome of 57% is 3% points lower than the target that had been set and an decrease of 7% points from the last interim Staff Survey that had been carried out in 2013.</p>	<p>Focus is being made on staff engagement and development as part of work being carried out in the People and Organisational Development Programme. This is anticipated to have a positive impact on the outcome of this performance measure, gradually increasing throughout the medium term.</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>
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Pledge list (in order of Pledge due date)

No	Theme	Pledge	Portfolio Holder	Blank	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
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
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	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	Oct-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	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
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	Oct-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	Oct-14

No	Theme	Pledge	Portfolio Holder	Blank	Lead	Dept	Description of "End State" What is required for sign off.	Due Date	Complete Date
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.	Dec-14	Nov-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	Dec-14	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	Dec-14
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	
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.	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	
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	Dec-14
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	Jan-15

No	Theme	Pledge	Portfolio Holder	Blank	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	Jan-15	
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	Jan-15	
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	Feb-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	
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	Oct-14
44	Caring Plymouth	1. Continue our pioneering work to make Plymouth a dementia friendly city. (44)	Cllr 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	Mar-15	Oct-14
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	Dec-14
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)	Cllr Smith		David Draffan	Economic Development	Programme of historic and culture events delivered by March 2015.	Mar-15	Dec-14

No	Theme	Pledge	Portfolio Holder	Blank	Lead	Dept	Description of "End State" What is required for sign off.	Due Date	Complete Date
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	
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.	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	Mar-15	
13	Young Plymouth	3. Introduce a 'Young People's Skills Passport' so all our young people are 'job ready' after leaving school. (13)	Cllr MacDonald		Judith Harwood	ELAFS	Available support with employability skills will be understood across partners and the 'passport' will be recognised. Identified through Skills Plan	Mar-15	
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 MacDonald		Judith Harwood	ELAFS	Scope and then provide additional support to complement and supplement existing provision. Progress identified through Skills Plan.	Mar-15	
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.	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	

No	Theme	Pledge	Portfolio Holder	Blank	Lead	Dept	Description of "End State" What is required for sign off.	Due Date	Complete Date
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	
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.	Mar-15	
32	Vibrant Plymouth	1. Push for the Government to declare Plymouth as the centre for the Mayflower anniversary celebrations in 2020. (32)	Cllr 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)	Cllr Smith		Stuart Palmer	Homes and Communities	Conference held and plan promoted by Feb 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)	Cllr Coker		David Draffan	Economic Development	Landmarks are identified and a funded plan is approved for new lighting to be installed. March 2015.	Mar-15	
40	Pride Plymouth	5. Press ahead with plans to improve Plymouth Museum. (40)	Cllr Smith		David Draffan	Economic Development	Completion of the mid term review of the HLF project. Preparations are in place for the	Mar-15	

No	Theme	Pledge	Portfolio Holder	Blank	Lead	Dept	Description of "End State" What is required for sign off.	Due Date	Complete Date
41	Pride Plymouth	6. Start a public fundraising campaign for a fitting Mayflower memorial. (41)	Cllr 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)	Cllr Evans		David Draffan	Economic Development	End State is still to be clarified with the Leader. Currently scoping what is expected.	Mar-15	
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	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	
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	
49	Open Plymouth	5. 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 shine a light onto services that are not	Cllr Smith		Giles Perritt	Policy Performance and Partnerships	Demonstrate the impact of scrutiny recommendations on Council policy	Mar-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).	Apr-15	

Co-operative Scrutiny Board

Urgent Executive Decisions – 18 February 2015



There has been one urgent executive decision taken since the previous Co-operative Scrutiny Board meeting.

The Leader -

- **Uplift to Accommodation and Infrastructure Civic Centre Decant Project**