



#plymcabinet

Democratic and Member Support

Chief Executive's Department
Plymouth City Council
Ballard House
Plymouth PL1 3BJ

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Published 26 August 2016

Cabinet

Tuesday 6 September 2016
4.00 pm
Council House, Plymouth

Members:

Councillor Bowyer, Chair
Councillor Nicholson, Vice Chair
Councillors Mrs Beer, Mrs Bowyer, Darcy, Downie, Jordan, Michael Leaves, Ricketts and Riley.

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

This agenda acts as notice that Cabinet will be considering business in private if items are included in Part II of the agenda.

This meeting will be broadcast live to the internet and will be capable of subsequent repeated viewing. By entering the Warspite Room and during the course of the meeting, Councillors are consenting to being filmed and to the use of those recordings for webcasting.

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Tracey Lee
Chief Executive

Cabinet

1. Apologies

To receive apologies for absence submitted by Cabinet Members.

2. Declarations of Interest (Pages 1 - 2)

Cabinet Members will be asked to make any declarations of interest in respect of items on this agenda. A flowchart providing guidance on interests is attached to assist councillors.

3. Minutes of the meeting held on 9 August 2016 (Pages 3 - 6)

To sign and confirm as a correct record the minutes of the meeting held on 9 August 2016.

4. Questions from the Public

To receive questions from the public in accordance with the Constitution.

Questions, of no longer than 50 words, can be submitted to the Democratic Support Unit, Plymouth City Council, Ballard House, Plymouth, PL1 3BJ, or email to democraticsupport@plymouth.gov.uk. Any questions must be received at least five clear working days before the date of the meeting.

5. Chair's Urgent Business

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

6. Response to Child Sexual Exploitation Scrutiny Report Recommendations (Pages 7 - 30)

Councillor Mrs Beer, Cabinet Member for Children and Young People will present a report which sets out the recommendations made in the Child Sexual Exploitation (CSE) Scrutiny report and provides an update on work undertaken to address CSE across the Council and with partners.

7. Corporate Plan 2016 - 19 / Performance Framework (Pages 31 - 40)

The Leader will present the draft Corporate Plan for 2016-19 which sets out the new administration's vision for the next three years - as one team serving our city.

DECLARING INTERESTS – QUESTIONS TO ASK YOURSELF

What matters are being discussed?



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Does the business relate to or is it likely to affect a disclosable pecuniary interest (DPI)? This will include the interests of a spouse or civil partner (and co-habitees):

- any employment, office, trade, profession or vocation that they carry on for profit or gain
- any sponsorship that they receive including contributions to their expenses as a councillor or the councillor’s election expenses from a Trade Union
- any land licence or tenancy they have in Plymouth
- any current contracts leases or tenancies between the Council and them
- any current contracts leases or tenancies between the Council and any organisation with land in Plymouth in they are a partner, a paid Director, or have a relevant interest in its shares and securities
- any organisation which has land or a place of business in Plymouth and in which they have a relevant interest in its shares or its securities

No

Yes



Declare interest and leave (or obtain a dispensation)





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Does the business affect the well-being or financial position of (or relate to the approval, consent, licence or permission) for:



- a member of your family or
- any person with whom you have a close association; or
- any organisation of which you are a member or are involved in its management (whether or not appointed to that body by the council). This would include membership of a secret society and other similar organisations.

Yes No  You can speak and vote



Will it confer an advantage or disadvantage on your family, close associate or an organisation where you have a private interest more than it affects other people living or working in the ward?

Yes No

Speak to Monitoring Officer in advance of the meeting to avoid risk of allegations of corruption or bias

Declare the interest and speak and vote

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Cabinet members must declare and give brief details about any conflict of interest* relating to the matter to be decided and leave the room when the matter is being considered. Cabinet members may apply to the Monitoring Officer for a dispensation in respect of any conflict of interest.

*A conflict of interest is a situation in which a councillor’s responsibility to act and take decisions impartially, fairly and on merit without bias may conflict with his/her personal interest in the situation or where s/he may profit personally from the decisions that s/he is about to take.

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Cabinet**Tuesday 9 August 2016****PRESENT:**

Councillor Bowyer, in the Chair.

Councillor Nicholson, Vice Chair.

Councillors Mrs Beer, Mrs Bowyer, Darcy, Downie, Jordan, Michael Leaves, Ricketts and Riley.

Apologies: Tracey Lee (Chief Executive) and Anthony Payne (Strategic Director for Place).

Also in attendance: Carole Burgoyne (Strategic Director for People), Lesa Annear (Strategic Director for Transformation and Change), Kelechi Nnoaham (Director of Public Health) Andrew Hardingham (Assistance Director for Finance), Andy Netherton (Licensing Service Manager), Matt Edmunds (Public Health Specialty Registrar) and Amelia Boulter (Senior Democratic Support Officer (Cabinet)).

The meeting started at 4.00 pm and finished at 5.00 pm.

Note: The full discussion can be viewed on the webcast of the City Council meeting at www.plymouth.gov.uk. At a future meeting, the Council 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.

7. Declarations of Interest

There were no declarations of interest made by members.

8. MinutesThe minutes of the meeting held on 28 June 2016 were agreed.**9. Questions from the Public**

There were no questions from members of the public.

10. Chair's Urgent Business

There were no items of Chair's urgent business.

11. Capital and Revenue Monitoring Report 2016/17 - Quarter 1

Councillor Darcy introduced the Capital and Revenue Monitoring Report setting out the council's financial position as at the end of June 2016. The report details how the Council will deliver against its financial measures using its capital and revenue resources, to approve relevant budget variations and virements and to report the new schemes within the Capital Programme.

Cabinet agreed to –

1. note the current revenue monitoring position and action plans in place to reduce/mitigate shortfalls.
2. approve the non-delegated revenue budget virements (shown in table 5).
3. recommend to Council that the Capital budget 2016 – 2021 is increased to £447m (as shown in Table 6).

12. **Adoption of new Byelaws regulating activities of Acupuncture, Electrolysis, Tattooing, Cosmetic Piercing and Semi Permanent Skin Colouring**

Councillor Riley presented the report on the Adoption of new byelaws regulating activities of Acupuncture, Electrolysis, Tattooing, Cosmetic Piercing and Semi Permanent Skin Colouring. It is proposed that the Council adopts the new model byelaws produced by the Department of Health with the existing byelaws to be repealed.

It was agreed that Cabinet considers this report and recommends that Council resolves to:

1. Adopt the new byelaw to set minimum standards of cleanliness and hygiene in the carrying out of Acupuncture, tattooing, semi-permanent skin-colouring, cosmetic piercing and electrolysis as set out in Appendix I.
2. Authorise officers to carry out the necessary procedure in relation to the creation of the new byelaw (which includes application to the Secretary of State for confirmation of the byelaw and publishing a notice in the local newspaper of the intention to do so).
3. Authorise the Common Seal of the Council to be applied to the new byelaw.
4. Revoke the existing byelaws upon the coming into force of the new byelaw.

Body piercing and semi-permanent skin colouring pose high risks of transmission of blood infections and therefore it is important to ensure that the practices, premises and people involved are clean and hygienic. Changes to the legislation allow these activities to be regulated and it is recommended that the model byelaws be adopted to set minimum standards.

13. **The Changing causes of poverty and health inequalities in Plymouth: a public perspective - Director of Public Health Annual Report 2015/16**

Councillor Mrs Bowyer presented the Director of Public Health Annual Report 2015/16. All Directors of Public Health are required to produce an independent report each year. This year's report seeks to answer two simple but crucial questions affecting health:

1. what are the factors associated with poverty in Plymouth; and
2. how have they changed over time?

The report investigates the factors that contribute towards poverty in modern Plymouth, and reflects on how the effects of poverty on the health of Plymothians are mediated. It looks at these issues in a longitudinal fashion through the lenses of Beveridge's five 'evils'.

Cabinet notes the Director of Public Health Annual Report 2015/16 and requested that a summary version of the report is produced and to explore how this is shared with schools.

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PLYMOUTH CITY COUNCIL

Subject:	Response to Child Sexual Exploitation Scrutiny Report Recommendations
Committee:	Cabinet
Date:	6 September 2016
Cabinet Member:	Councillor Mrs Beer
CMT Member:	Carole Burgoyne (Strategic Director for People)
Author:	Siobhan Wallace, Head of Service for QA and Safeguarding
Contact details	Tel: 01752 306340 Siobhan.Wallace@plymouth.gcsx.gov.uk
Ref:	
Key Decision:	No
Part:	I

Purpose of the report:

This report is a briefing that sets out the recommendations made in the in the Child Sexual Exploitation (CSE) Scrutiny report. It provides an update on work undertaken to address CSE across the Council, including commissioning plans. It also contains an update on work being undertaken across the multi-agency partnership led by the Plymouth Safeguarding Children Board (PSCB) in relation to the recommendations. Finally, where the recommendations involve other agencies or bodies such as Barnardo's or the Office of the Police and Crime Commissioner, this report explains how responses to the recommendations will be secured.

The Corporate Plan 2016 - 19:

The report is consistent with the values and objectives within the Caring section of the Corporate Plan.

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

This report explains how any resource implications and commissioning requirements from the recommendations will be considered via the Children's Partnership System Design group.

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

In addressing recommendations aimed at reducing the risk of CSE, the report details actions that will impact on-

- Community Safety (due regard to preventing crime and disorder: CSE is an umbrella term which covers a range of criminal offenses. Disruption activity also impacts on other related criminal activity such as supply of controlled drugs and anti-social behavior)

- Health and Safety (any health and safety implications; addressing CSE impacts on a range of health and safety issues for young people, including teenage pregnancies, sexual health, substance misuse)
- Risk Management (to identify any risk management issues; CSE poses a significant risk to individual young people. Failure to respond appropriately to CSE would pose a significant reputational risk to the council)

Equality and Diversity

Has an Equality Impact Assessment been undertaken?

This report provides an update on the recommendations from the CSE Scrutiny report. This report seeks endorsement of the recommendations, and none of them have any direct impact on protected characteristics.

Recommendations and Reasons for recommended action:

Cabinet are recommended to endorse the recommendations made in the CSE Scrutiny report and note progress in this area of work both within the council and across the partnership.

Alternative options considered and rejected:

Published work / information:

Child Sexual Exploitation: Co-Operative Scrutiny Review 2016

Background papers:

None

Sign off: 22 August 2016

Fin	djn16 17.21	Leg	DVS2 6307	Mon Off	DVS2 6307	HR		Assets		IT		Strat Proc	
Originating SMT Member													
Has the Cabinet Member(s) agreed the contents of the report? PFH briefing booked 1/9/16													

1.0 Introduction

1.1 The commitment to ensuring that all children and young people are safeguarded from all aspects of child sexual abuse, including Child Sexual Exploitation (CSE) remains high across the council, and partner agencies in Plymouth.

1.2 This CSE Scrutiny Report sets out specific recommendations to ensure effective partnership working and that all aspects of risk in relation to CSE are effectively assessed and addressed at a public awareness level and on an individual basis where appropriate.

1.3 This briefing outlines both the corporate and partnership arrangements already in place and how necessary additional responses will be addressed.

2.0 PCC CSE Up-date, Including Commissioning Plans (relevant to Recommendations 1, 5, 7, 8)

1. Agreed that the members were assured that strategies and action plans are in place to tackle child exploitation in Plymouth. It was felt however that the CSE implementation plan required refinement and should return to scrutiny in the future.

5. Agreed that the Cabinet Member with responsibility for Co-operative Commissioning should explore how more robust and resilient services for victims of CSE should be developed in partnership with other statutory agencies and nonstatutory agencies already proving services. This will be subject to scrutiny in the future.

7. Agreed to recommend to the Cabinet with responsibility for Co-operative Commissioning that Voluntary and Community Sector organisations delivering support for those subject to Child Sexual Exploitation in the city are invited to join System Design groups supporting the four Integrated Commissioning Strategies.

8. Agreed to recommend to the Cabinet Member with responsibility for Co-operative Commissioning that consideration is given to formally commissioning a Child Sexual Exploitation service which would include and appropriate step-down service.

2.1 There remains council-wide commitment to preventing CSE and protecting children and young people at risk. This ranges from detailed training and guidance for social care staff to agreed licencing arrangements for taxi drivers including ensuring that their attendance at appropriate CSE training is a condition of their license.

2.2 The Children Young People and Families(CYPFS) and Learning and Communities services continue to ensure that appropriate safeguarding arrangements are in place, including:

- Appropriate arrangements for children missing education.
- Proposals to improve arrangements for children missing from home and from care, through the transformation programme.
- CYPFS CSE action plan informed by the peer review in November 2015 and monitored at monthly management meetings.

- Ensuring that appropriate quality assurance audits have been undertaken in relation to CSE and sexually harmful behaviour.
- Contribution to the Plymouth Safeguarding Children Board Child Exploitation sub group.

2.3 At a strategic commissioning and system level, the local needs analysis highlights the fact that children vulnerable to CSE are often the victims of childhood trauma. In order to meet this need a range of service improvements could be made by a more integrated response to need.

- To address this the children's partnership System Design Group has been established involving social care, PCC targeted support services, drug and alcohol services, third sector partners and CAMHS.
- A task and finish work stream has been initiated to review our response to trauma recovery, including CSE, as one of the key priorities to re-shape our service model across existing resources.
- In addition, we have bid to the Innovations Fund to secure additional resources to ensure an earlier and more integrated response to need, that both prevents exploitation and responds more rapidly, developing a robust Trauma Recovery Model that could be replicated across other areas.
- If this bid is unsuccessful, a commissioning plan for vulnerable children and young people is in development which will seek create a new model of delivery to prioritise resources to meet need. This may not achieve change at the same pace as if our bid is successful.

2.4 The preferred model, as outlined in the Integrated Commissioning Strategy for Children and Young People, has cross party agreement and aims to form a collaboration with our VCS and Health partners to create an integrated model of care for vulnerable children and young people. This will include a clear pathway and support offer for those vulnerable to and experiencing CSE.

3.0 Plymouth Safeguarding Children's Board (PSCB) and CSE (Relevant to Recommendations 1, 2)

1. Agreed that the members were assured that strategies and action plans are in place to tackle child exploitation in Plymouth. It was felt however that the CSE implementation plan required refinement and should return to scrutiny in the future.

2. Agreed that the Plymouth Safeguarding Board should be promoted as the lead body with regards to Child Sexual Exploitation.

3.1 The PSCB strategic and operational Child Exploitation sub-groups provide citywide leadership around CSE and feed into and are informed by the Peninsular CSE Strategic group.

3.1.2 The strategic sub-group has asked all member agencies to provide them with assurance that plans are in place to tackle CSE. A number of agencies were able to provide copies of their CSE plans (those agencies that did not have specific CSE plans referred to CSE within their wider safeguarding plans) and those who have not yet provided plans are subject to challenge by the PSCB.

3.1.3 The CSE action plan is now more refined, with a move to more focused priorities and themed discussions in the sub group. These include:- awareness raising, professionals training, data capture, voice of the child and family, prosecution, Child Protection response and disruption, black ethnic and minority and hard to reach communities.

3.1.4 The CSE 'tool-kit' has been shared in operational sub group (MACSE) meetings and the disruption techniques and sharing of information are well utilised to keep young people safe. A new screening tool has been developed to identify if a full NWG assessment is necessary and data management systems are underway to help to track those young people at risk of CSE.

3.1.5 Following guidance relating to the Joint Themed Area Inspection, the PSCB led a dry run of the joint response to notification of an inspection. The theme was CSE and for this a review of CSE in Plymouth was undertaken in March 2016. This has highlighted strengths and areas for development. This review was co-ordinated by Barnardos and the areas for development have been included in the sub-group work plan.

3.2 PSCB CSE Training (Relevant to Recommendation 3)

3. Agreed that the Plymouth Safeguarding Children Board should promote CSE training more widely and review its pricing structure to allow small community groups with limited resources to undertake this training. This would be subject to a report at a future scrutiny meeting.

3.2.1 The PSCB promote their courses widely on line through their website and through PSCB agency representatives. They now have a link through the Octopus Project, who disseminate all the training information directly out to the voluntary sector. An impact on practice survey is undertaken 3 months after attendance on the CSE course. This shows that 100% of respondents reported it improved their knowledge and skills in working with CSE. The course receives high levels of positive feedback with some examples below:

'This training was one of the best courses that I have attended in years, it was presented to a very high standard, a good pace and by facilitator who had extensive knowledge. I was really impressed and it has really helped me gain a good insight to CSE.'

'I do work directly with perpetrators of CSE and the training has given me a better understanding of what CSE is and what it looks like in real situations. This knowledge will improve my offence analysis in these cases as well as inform risk assessment and risk management.'

3.2.2 Two [free] best practice briefings took place in January 2016, highlighting the particular needs of boys and young men at risk of CSE. These reached over 100 colleagues from both the statutory and voluntary sectors.

3.2.3 In addition the PSCB also worked with the Adult Safeguarding Children Board and Plymouth City Council to develop and run taxi-driver training. A successful pilot led to the training being rolled out, with to date over 300 drivers already trained. The next phase is the introduction of the workshop being made mandatory for all 1300 drivers to attend.

3.2.4 Understanding Child Sexual Exploitation Training - 8 courses have been run from July 2015 to present (July 2016) with a total attendance of 183. This course carries a standard cost of £75 regardless of the size of agency. Cost of training is subject to regular review as part of the annual PSCB training plan.

3.3 PSCB CSE communications plan (Relevant to Recommendations 2 & 4)

2. Agreed that the Plymouth Safeguarding Board should be promoted as the lead body with regards to Child Sexual Exploitation.

4. Agreed to recommend to the Plymouth Safeguarding Children's Board that a comprehensive and wide ranging communications plan should be developed in relation to CSE. In particular this should include a high profile awareness raising campaign in which all partner agencies should play a key part and should be particularly focused at General Practitioners and Schools.

3.3.1 Communications and awareness raising have been considered at specific themed sessions of the strategic MACSE, and the Corporate Communications Officer attended to advise. This has informed the PSCB CSE action plan.

3.3.2 A CSE Awareness Day was promoted by the PSCB to all agencies.

3.3.3 A CSE Conference is being arranged for professionals across the City in conjunction with the PSCB training department, Plymouth University and Barnardos.

3.3.4 A CSE resource of information/resources is held on the PSCB website for all agencies to access and is regularly updated with new research and information.

3.3.5 The PSCB has tasked the newly formed education reference group to review the quality of awareness raising activity in schools and report back on next steps.

3.3.6 The PSCB has promoted a NHS CSE pocket Guide, which has been distributed to all acute and community trusts in Plymouth and Devon as well as every GP and practice nurse receiving a copy. An electronic version is available and has gone out to main NHS providers, dentists and pharmacists. This is now going to be explored with the education reference group to see if a similar guide can be adopted for schools.

3.3.7 The PSCB promoted the Cold Truth work between Barnardos and Effervescent. This was an excellent example of a creative piece of consultation which then spread the message to the community through the art show held in their gallery. The sub group is now undertaking some work on how the voice of the child could be used to inform future developments such as a '10 wishes' for CSE or an annual conference for young people.

4.0 Scrutiny Arrangements (Relevant to Recommendations 6, 11)

6. Agreed to recommend to the Co-operative Scrutiny Board that the Scrutiny Panel responsible for Children's services will receive regular updates from the Local Safeguarding Children's Board to include the annual report and specific updates on progress in tackling CSE.

11. Agreed that the Scrutiny Panel with responsibility for children and young people will receive the quarterly report written by Barnardos' on their BASE service.

4.1 The recommendation to request quarterly updates from the PSCB regarding tackling CSE to be presented to the Wellbeing Overview and Scrutiny Committee will be raised at the PSCB Exec in September.

4.2 The report has been discussed with Barnardo's and the agency is aware that the Wellbeing Overview and Scrutiny Committee will request updates on the BASE service.

5.0 Office of Police and Crime Commissioner (Relevant to Recommendations 9, 10)

9. Agreed to recommend to the Office of the Police and Crime Commissioner that consideration is given to the further development of the Sexual Assault Referral Centre in Plymouth to ensure that young people in Plymouth who have been subject of CSE are able to receive the appropriate support without having to visit Truro or Exeter.

10. Agreed to recommend to the Office of the Police and Crime Commissioner that they consider how through partnership an advocacy service can be developed to support CSE victims akin to an IDVA used in domestic abuse cases.

5.1 Assistant Director, to write to the Office of the Police and Crime Commissioner, sharing the report and drawing attention to the relevant recommendations.

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PLYMOUTH
CITY COUNCIL



CHILD SEXUAL EXPLOITATION

Co-operative Scrutiny Review 2016

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Chairs' Foreword

The Ambitious Plymouth Scrutiny Panel is pleased to present this report that follows a Co-operative Review on child sexual exploitation (CSE) in Plymouth.

The Jay report on child sexual exploitation in Rotherham has led us to carry out review to understand what is happening in Plymouth and how children and young people are being kept safe.

The OFSTED report of Plymouth City Council in 2015 highlighted how Plymouth had responded to national reports on child sexual exploitation and reported that *“The development of multi-agency arrangements to protect children from sexual exploitation (CSE) is relatively recent and, while there are signs that they are effective, it is too early to see the full impact”*.

Scrutiny continues to hold a specific and important role in the oversight of significant issues affecting the population. Difficult issues are all too easily ignored but in Plymouth we are committed to addressing the findings of the Robert Francis report on the care in Mid-Staffordshire, and the Jay report, which both flagged scrutiny as too often being absent or inadequate. By undertaking scrutiny into issues such as child sexual exploitation scrutineers are ensuring that all elected members, as representatives of the community and as corporate parents, can be assured that the right policies, processes and actions are in place to protect children.

We would like to thank those people who participated in this review and share openly their views and concerns on this important subject. We were impressed with the dedication and professional commitment of those who came to meet us.

Child sexual exploitation is still a largely hidden and unknown crime. The only way that agencies will tackle this issue is by working together. We were encouraged by the progress that has been made in Plymouth and across the South West Peninsula in this regard.



Councillor Mrs Beer
Chair, Ambitious Plymouth



Councillor Bowie
Vice-Chair, Ambitious Plymouth

Membership

The co-operative review was made up of six elected Members.

- Councillor Mrs Beer
- Councillor Bowie
- Councillor Mrs Bowyer
- Councillor Sam Davey
- Councillor Jordan
- Councillor Singh

Officers co-opted to support the work of the Co-operative Review included –

- Siobhan Wallace
- Charles Pitman

Members were advised that the information that would be shared with them could be distressing and they were directed to the Council's Occupational Health provider for support if required.

Methodology

The support officers undertook research of national and regional policy in this area.

The review group agreed that the review be undertaken by inviting written responses through a call for evidence and subsequently invited relevant organisations to meet with the review over a number of sessions.

The following organisations and people agreed to participate:

- Plymouth City Council
- Devon and Cornwall Police
- Plymouth Safeguarding Children Board
- Barnardos
- Plymouth Octopus Project (written response)

Context

Throughout the witness sessions and evidence provided to the review group the following understanding of Child Sexual Exploitation, its victims, perpetrators, impact and prevention was developed.

What is Child Sexual Exploitation (CSE)?

CSE is a form of sexual abuse that involves the manipulation and /or coercion of young people under the age of 18 into sexual activity in exchange for things such as money, gifts, accommodation, affection or status. The “grooming” process involves befriending children, gaining their trust, often encouraging them to drink alcohol and take drugs, sometimes over a long period of time before abuse begins. This abusive relationship involves an imbalance of power which leaves child or young person feeling that they have limited options. This form of abuse has often misunderstood by victims and professionals and historically it has been considered by some professionals to be “consensual”.

CSE can manifest itself in different ways. It can involve an older perpetrator exercising financial, emotional or physical control and violence. It can also involve peers manipulating or forcing victims into sexual activity. As seen in areas such as Rotherham sexual exploitation can also involve organised networks of perpetrators who enable the abuse of young victims in different locations.

Technology is widely used by perpetrators as a method of grooming and coercing victims, often through social networking sites and mobile devices¹ (Jago et al 2011) this form of abuse usually occurs in private or semi-private places such as parks, and areas where young people are known to congregate.

Who is likely to be sexually exploited?

Sexual Exploitation could happen to any young person whether in urban and rural location, a range of ages, male and female, and from any ethnic background. Victims have been identified from heterosexual, gay, lesbian, and bisexual orientations.

Child Sexual Exploitation and Online Protection Centre’s (CEOP) national research and thematic assessment² analysed over 2,000 known victims of CSE. The vast majority were female, although in 31% of cases the gender was unknown. It is recognised that additional difficulties in reporting / recognising sexual exploitation in boys and young men is likely to have led to an under-representation of male victims.

There was inconsistent data with regard to ethnicity, however the report identified that of the cases reviewed 61% of victims were white, 33% were of unknown ethnicity, 3% were classified as Asian, and 1% of victims were recorded as being black. Victims most commonly become known to statutory and non-statutory agencies at the age of 14 and 15, although victims as young as 9 years old were identified.

¹ http://www.beds.ac.uk/__data/assets/pdf_file/0004/121873/wgoreport2011-121011.pdf

² https://www.ceop.police.uk/Documents/ceopdocs/ceop_thematic_assessment_executive_summary.pdf

Researchers recognise that children who go missing and/or are in care are at heightened risk of CSE. CEOP's assessment found that in 1,014 cases where this information was recorded, 842 (83%) were also reported missing on at least 1 occasion.

The features of children's background experiences that are likely to make them more vulnerable to the risk of CSE are –

- Living in chaotic and dysfunctional households (with features of parental substance misuse, domestic abuse, parental mental health, and parental criminality)
- History of abuse (sexual, physical, emotional and neglect)
- Recent bereavement or loss
- Attending education settings with children already sexually exploited
- Learning disability
- Unsure of sexual orientation
- Friendships with children being sexually exploited
- Homeless
- Low self esteem
- Young Carer
- Living in care/Hostel/Foyer

What are the signs and symptoms of CSE?

The signs and symptoms of CSE are often mistaken for “normal” teenage behaviour as young people push and test the limits of parental and societal expectations. There are a range of vulnerabilities which can impact on young people and the risk of exploitation increases if young people are subject to more than one vulnerability. Parents, carers, and all agencies delivering services to/for young people need to be alert to the following signs and symptoms

-

- Underage sexual activity
- Visiting hotels or unusual locations
- Going missing from home or care
- Truancy or opting out of education altogether
- Changes in the way they dress, and having unexplained amounts of money
- Having older male and female friends
- Getting in and out of cars driven by unknown adults
- Receiving gifts from unknown sources
- Having multiple mobile phones and worrying about losing contact via mobile
- Mood swings, volatile behaviour, emotional distress, self-harm or thoughts of suicide
- Drug or alcohol misuse
- Criminal Behaviour
- Suffering physical injuries or sexually transmitted infections
- Unwanted pregnancies
- Displaying inappropriate sexualised behaviour
- Associating with or recruiting other young people into sexual exploitation

(Berelowitz et al 2012³)

Who are the perpetrators?

According to the Children's Commissioner's Inquiry, there is a great deal that we do not currently know about the perpetrators of CSE. This is partly because agencies rarely record data on perpetrators, and when they do, it is incomplete and inconsistent. Frequently victims only know their abusers by aliases and nicknames, or they can only provide physical descriptions as children are often heavily intoxicated by drugs and alcohol, and abused by multiple men. For these reasons, many abusers remain unidentified, and the actual number of abusers is likely to be far higher than those reported (Berelowitz et al 2012⁴).

Of the identified perpetrators, the vast majority are men and boys. The Children's Commissioner's study found that 72% were male, 10% female, and 19% gender was undisclosed. Perpetrators often exacerbate their victims' vulnerabilities to gain, and maintain control over their victims and create a distance from the people who may be able to protect them (CEOP 2011⁵).

What is the prevalence of CSE?

It is difficult to assess the numbers of victims of CSE, as a "hidden" form of abuse which leaves victims reluctant to make disclosures. Many young people do not even consider that they are being abused as those perpetrating the abuse manipulate them into believing they are in loving relationships, or they are dependent upon the abuser for protection (CEOP 2011⁶).

There is no Home Office code for the recording of CSE within police databases and as a result the data relating to CSE is therefore partial, concealed in other categories of data, or simply unrecorded. In addition, when perpetrators are convicted for involvement in CSE cases, there is no specific crime of child sexual exploitation.

The Children's Commissioner's Inquiry estimated from the evidence that 16,500 children in the UK were at risk of CSE. Owing to the reasons above, figures of reported victims is likely to be an underestimate of the true prevalence of CSE in the UK.

Information from Devon and Cornwall Police indicated that around three children or young people per thousand living in our area reported sexual offences against them last year, with girls and young women reporting most of the offences. These figures are not a true picture of the extent of child exploitation within the city due to the lack of recording/flagging of CSE as a factor in these crimes. Both the recent OFSTED report on services for Children provided by Plymouth City Council and Local Safeguarding Board⁷, and the HMIC Police

³<http://www.childrenscommissioner.gov.uk/sites/default/files/publications/1%20thought%201%20was%20the%20only%20one%20in%20the%20world.pdf>

⁴<http://www.childrenscommissioner.gov.uk/sites/default/files/publications/1%20thought%201%20was%20the%20only%20one%20in%20the%20world.pdf>

⁵ https://www.ceop.police.uk/Documents/ceopdocs/ceop_thematic_assessment_executive_summary.pdf

⁶ https://www.ceop.police.uk/Documents/ceopdocs/ceop_thematic_assessment_executive_summary.pdf

⁷ <http://reports.ofsted.gov.uk/local-authorities/plymouth>

Effectiveness review 2015 (vulnerability)⁸ identified that further work was required by all bodies to understand fully the extent of CSE in the City. The review group noted that both inspection regimes also reported that progress was being made in this area by all of the partner agencies.

What is the impact of CSE?

CSE can have an ongoing and devastating impact on a victim's physical and mental health and development. It can also have profound long-term effects on a young person's social integration, economic well-being, and is likely to adversely affect their long term life chances. Some of the difficulties faced by victims' include:

- Isolation from family members
- Teenage pregnancy/parenthood
- Failing examinations or dropping out of education
- Unemployment
- Mental Health problems extending in adulthood
- Suicide attempts
- Alcohol and drug dependency
- Aggressive behaviour
- Criminal Activity

It is likely that victims may need intensive multi-agency support to mitigate the long term damage inflicted by CSE.

How can we prevent CSE?

Raising awareness amongst young people, parents and carers, the professional networks working with children, and those working with adults living in chaotic households is key to prevention. Campaigns and training for professionals to ensure identification of vulnerabilities and the signs and symptoms of CSE are essential.

⁸ <https://www.justiceinspectorates.gov.uk/hmic/wp-content/uploads/police-effectiveness-vulnerability-2015-devon-and-cornwall.pdf>

The Plymouth Response

Do we have a local CSE strategy and action plan?

A South West Peninsula Child Sexual Exploitation currently is in place and adopted by the Safeguarding Children Boards in respective local authority areas.

Its aim is to:

- Inform the strategies and action plans maintained in each local authority taking into account statutory guidance and
- Inspire continuity and common practice across the Peninsula.

The strategy⁹ sets the framework for local action which is led by the South West Peninsula CSE Protocol¹⁰ and sets out the policies and processes to enable local agencies to tackle Child Sexual Exploitation.

Locally in Plymouth there is a strategic and operational CSE group. As a sub group of the PSCB the strategic group is chaired by the police and the operational group is chaired by manager of REACH (Reducing Exploitation and Absence from Care and Home) team. Intelligence is shared on an operational basis amongst relevant and appropriate agencies including Plymouth City Council, Police and Schools.

The NWG risk assessment tool¹¹ is currently in use in the city which allows members of the public and professionals to explore the vulnerabilities and indicators present in a young person who could be at risk of CSE and support a referral to relevant agencies.

CSE was highlighted by both Plymouth City Council and Devon and Cornwall Police as a key priority, the review group held an extensive witness session with representatives of Plymouth City Council, Devon and Cornwall Police and the Chair of the local safeguarding board who provided details of the current system and how it might be improved. The group also received a copy of the Plymouth Safeguarding Board CSE implementation plan.

How effective is the Local Safeguarding Children Board?

The review group met with the chair of the Plymouth Safeguarding Children Board who reported –

- Membership of the Board is wide ranging and representative of the whole community, senior officers from partnership agencies are members of the board
- All members of the Board have important roles as Board members; these roles are often different and additional to their “day jobs”.
- A review of the capability of LSCB staff was currently underway; there was also Proposals under consideration for the creation of a full time CSE coordinator on behalf of the board.

⁹ <http://www.plymouth.gov.uk/pscbpeninsulacsestrategy.pdf>

¹⁰ <http://www.plymouth.gov.uk/pscbpeninsulacseoperatingprotocol.pdf>

¹¹ http://www.plymouth.gov.uk/cse_risk_assessment_tool.pdf

- The Board linked into wider national and regional networks for information sharing and best practice exchange.
- There was strong leadership in respect of CSE and the governance underpinning the work of the Board was in place and further development was being planned.
- A key priority for the board was the CSE profile for the city this was under development and consultation with the Board
- Operations Global, Weevil and Illustrate were three operations which had demonstrated partnership working around CSE.
- More work was required on awareness raising and prevention.
- The Board was implementing learning received from the HMIC report and OFSTED report of 2015.
- A communication plan for the Board was also a priority and would be developed; the Board had a role to stitch together information from across the city and required a higher profile to do so.

The review group was assured that the Board had effective leadership and the developments and priorities as outlined by the chair assured the group that progress to a better understanding of CSE and its impact was clearly being made.

Does the relevant scrutiny panel receive the LSCB's annual report, and use this to challenge local priorities and outcomes?

Currently the Ambitious Plymouth Scrutiny Panel, the relevant panel for Children and Young People does not receive updates from the Local Safeguarding Children Board nor its annual report. Given that the issue of Child Sexual Exploitation is expected to be subject of ongoing review this situation will be rectified in the new municipal year.

What other multi-agency forums exist to facilitate joint working?

The review group was assured that a number of groups and forums existed to facilitate joint working, this included governance surrounding the integrated health and wellbeing programme, children's partnership and the PSCB and sub groups. However the group felt there should be a single group which is seen to lead on this work.

How is CSE incorporated into local training programmes, and who is able to access this training?

The review group were made aware that CSE had been introduced into the programme of training offered by the PSCB.

Local Safeguarding Children Boards are required to ensure the distribution of up-to-date best practice to all agencies and as such the Board is providing –

- Formal, structured higher level learning, including lectures, reading texts, comparative theories, and learning audits
- Facilitated by lead professionals working in the field, specially trained by Plymouth Safeguarding Children Board (PSCB) to deliver informed and detailed learning
- Multi-agency, bringing together core workers from at least six different agencies onto each course to ensure a culture of networking and sharing
- Certificated and accredited, as the lead agency for Safeguarding in Plymouth.

The review group was assured that training opportunities were in place; in particular the group was pleased to see that licensed taxi drivers had undertaken CSE training. The group did however feel that further work was required to drive the take up of training by groups across the city, particularly those in the voluntary and community sector and that the issue of cost may also be a factor to be reviewed.

Is awareness raising programme in place for children, families and the wider community?

The review group was made aware of the “We’re worried about you”¹² leaflet produced by the PSCB and work carried out in the taxi and hospitality trades. However the group remained concerned that the level of awareness of CSE, the signs, symptoms and routes to raise concerns were not clear and a high profile campaign was required to raise awareness of CSE. In particular the group was disappointed at the lack of response to the “Call for Evidence” which they felt was a sign of a lack of awareness amongst partner organisations.

What support is available to current, potential and historic victims of CSE?

The panel met with Kerstin Neason following the submission of evidence from the Barnardos’ BASE project. Kerstin explained that –

- The Barnardos Against Sexual Exploitation (BASE) service had been in place for 5 years and was entirely funded from voluntary funds at around £200K per year. The service employed 3.5 FTE and more staff as required.
- Since the submission of evidence had been provided demand on the service had increased and the service was seeing approximately 50 young people a year.
- Due to the rise in demand higher thresholds had been put into place and young people were being declined the service and signposted elsewhere. 40% of referrals into the service were being declined
- The service worked one to one with young people and helps them to re-engage with other services. The service worked with families or individuals for up to 18 months.
- Exiting the service was a particularly difficult for many young people as there was no “step down” services available to build on the work the BASE service had carried out.
- Multi-agency workforces had received training from Barnardos and were spotting more cases of CSE. In particular workshops had been run to enable the identification of young men that may be at risk of or showing symptoms of being exploited and since those workshops the numbers of referrals had increased.
- There were gaps in the service and Barnardos would be carrying out more work to understand CSE within Black and Minority Ethnic Communities and Lesbian, Gay, Bisexual and Transgender communities.
- There was lack accountability on the BASE service; there was no accountability to the Local Authority and Members as Corporate Parents.
- The service was entirely reactive; there was no capacity for development work with communities and further workforce development was required.

¹² http://www.plymouth.gov.uk/we_are_worried_leaflet.pdf

The review group was made aware of the work of the Targeted Youth Service, the NSPCC and Twelves Company who also support victims of CSE.

Recommendations

1. Agreed that the members were assured that strategies and action plans are in place to tackle child exploitation in Plymouth. It was felt however that the CSE implementation plan required refinement and should return to scrutiny in the future.
2. Agreed that the Plymouth Safeguarding Board should be promoted as the lead body with regards to Child Sexual Exploitation.
3. Agreed that the Plymouth Safeguarding Children Board should promote CSE training more widely and review its pricing structure to allow small community groups with limited resources to undertake this training. This would be subject to a report at a future scrutiny meeting.
4. Agreed to recommend to the Plymouth Safeguarding Children's Board that a comprehensive and wide ranging communications plan should be developed in relation to CSE. In particular this should include a high profile awareness raising campaign in which all partner agencies should play a key part and should be particularly focused at General Practitioners and Schools.
5. Agreed that the Cabinet Member with responsibility for Co-operative Commissioning should explore how more robust and resilient services for victims of CSE should be developed in partnership with other statutory agencies and non-statutory agencies already providing services. This will be subject to scrutiny in the future.
6. Agreed to recommend to the Co-operative Scrutiny Board that the Scrutiny Panel responsible for Children's services will receive regular updates from the Local Safeguarding Children's Board to include the annual report and specific updates on progress in tackling CSE.
7. Agreed to recommend to the Cabinet with responsibility for Co-operative Commissioning that Voluntary and Community Sector organisations delivering support for those subject to Child Sexual Exploitation in the city are invited to join System Design groups supporting the four Integrated Commissioning Strategies.
8. Agreed to recommend to the Cabinet Member with responsibility for Co-operative Commissioning that consideration is given to formally commissioning a Child Sexual Exploitation service which would include and appropriate step-down service.
9. Agreed to recommend to the Office of the Police and Crime Commissioner that consideration is given to the further development of the Sexual Assault Referral Centre in Plymouth to ensure that young people in Plymouth who have been subject of CSE are able to receive the appropriate support without having to visit Truro or Exeter.

10. Agreed to recommend to the Office of the Police and Crime Commissioner that they consider how through partnership an advocacy service can be developed to support CSE victims akin to an IDVA used in domestic abuse cases.
11. Agreed that the Scrutiny Panel with responsibility for children and young people will receive the quarterly report written by Barnardos' on their BASE service.

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PLYMOUTH CITY COUNCIL

Subject:	DRAFT Corporate Plan 2016-19
Committee:	Cabinet
Date:	6 th September 2016
Cabinet Member:	Councillor Bowyer, Leader
CMT Member:	Tracey Lee, Chief Executive
Author:	Candice Sainsbury - Senior Policy, Performance and Partnership Advisor
Contact details:	candice.sainsbury@plymouth.gov.uk
Key Decision:	N/A
Part:	I

Purpose of the report:

Plymouth City Council and its partners are committed to the vision to become 'one of Europe's most vibrant waterfront cities where an outstanding quality of life is enjoyed by everyone'.

This DRAFT Corporate Plan 2016-19 sets out the new administration's vision for the next three years - as one team serving our city. Building on the successes and momentum gained over recent years, we will continue to drive vital work supporting growth, the integration of health and social care and the transformation of the Council while raising the regional and national profile of the city.

Consultation:

The DRAFT Corporate Plan 2016-19 has been through both Wellbeing and Place & Corporate Scrutiny Committees. Recommendations from each Scrutiny Committee have been actioned. They included:

Place and Corporate

1. It should be explicit within the Corporate Plan that the move to increased digital accessibility is based on an approach of digital by preference.
2. A focus on fly-tipping should be added to the priority activity on littering.
3. The Corporate Plan Performance Framework is made available as a standing item to the committee.
4. Net yield and occupancy rates from Council's Commercial Estate and information on stalled sites will be monitored by the committee through the most appropriate mechanism.

Wellbeing

1. The Welcoming City Action Plan will be available for scrutiny.

The DRAFT Corporate Plan 2016-19 includes these recommendations and both Scrutiny Committee Chairs and Vice chairs have been consulted on the final documentation.

The DRAFT Corporate Plan 2016-19 - A plan on a page

The DRAFT Corporate Plan 2016-19 has been a deliberate light touch review continuing the existing direction with a focus on our big ticket items. We know that 91% of staff recognise the values and the DRAFT Corporate Plan 2016-19 retains these values which inform the way that the Council goes

about its business. The simplicity of the Plan on a Page format has also been retained following local and national praise for its ability to convey a large amount of information and ambition in an easy to read way.

Through a set of themes based around Pioneering, Growing, Caring and Confident, the DRAFT Corporate Plan 2016-19 demonstrates how we will deliver competent, community based council public services to the people of Plymouth.

How will the Corporate Plan 2016-19 be delivered

Supported through the Medium Term Financial Strategy and departmental business plans, this DRAFT Corporate Plan 2016-19 reinforces the Council's commitment to working with its partners to meet the needs of the city and its citizens.

This DRAFT Corporate Plan 2016-19 is accompanied by a performance framework that outlines how it is to be delivered through a series of outcomes and priority activities. This will enable regular progress updates to be provided to Cabinet, Full Council, and Scrutiny Committees and ensures our value led approach to performance management embeds a 'golden thread' of responsibility and accountability down to individual level.

Monitoring arrangements, including data, associated targets and benchmarking information, will measure progress against four outcomes. This will be combined with a narrative evaluating progress against priority activities. Reported quarterly, the monitoring report will be available to both cabinet and scrutiny committees.

Appended to this report are the following documents:

1. The DRAFT Corporate Plan 2016-19 – Plan on a Page
2. The DRAFT Corporate Plan 2016-19 - Performance Framework

The Corporate Plan 2016-19

The DRAFT Corporate Plan 2016-19 will replace the previous Corporate Plan 2013- 2016 (update published September 2015). This new Corporate Plan 2016-19 updates the Council's direction in light of continuing budget challenges and the need to transform its services to meet needs.

It connects the Council to the city priorities outlined in the Plymouth Plan – the single strategic plan for the city; and will be cascaded into departmental business plans and ultimately individual appraisal objectives. This report proposes the adoption of the Corporate Plan 2016-19 committing the Council to the values, vision and themes presented, and supported by a simplified and outcome focused performance framework.

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

The Medium Term Financial Strategy is a core component of the council's strategic framework and has a vital role to play in translating the council's ambition and priorities set out in the Corporate Plan 2016-19 and the city's ambition in the Plymouth Plan, into action.

The current Medium Term Financial Strategy focuses on taking a view out to 2019/20 of the range of major issues affecting the resources of Plymouth City Council.

Changes made in the new DRAFT Corporate Plan 2016-19 will be reflected in the Medium Term Financial Strategy.

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

The Corporate Plan complements 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 Corporate Plan, assessments will be undertaken in line with the Council’s policies.

Recommendations and Reasons for recommended action:

It is important that the council’s Corporate Plan is revised to reflect the new administration’s vision and themes, therefore it is recommended that:

- Cabinet agree the DRAFT Corporate Plan 2016 – 19 and recommend it to Full Council for adoption; and
- The proposed performance framework to deliver the DRAFT Corporate Plan 2016-19, is noted.

Alternative options considered and rejected:

- Do not revise the current Corporate Plan 2013-2016. This would result in a reduced forward direction for the council and would not reflect the new administration’s priorities.
- The Corporate Plan is a decision within the Policy Framework.

Published work / information:

Background papers:

Title	Part I	Part II	Exemption Paragraph Number						
			1	2	3	4	5	6	7
Corporate Plan 2013-16									

Sign off:

Fin	djn16 17.22	Leg	DVS2 6335	Mon Off	DVS2 6335	HR		Assets		IT		Strat Proc	
Originating SMT Member: Giles Perritt													
Has the Cabinet Member(s) agreed the content of the report? Yes													

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OUR PLAN ONE CITY COUNCIL



CITY VISION Britain's Ocean City

One of Europe's most vibrant waterfront cities where an outstanding quality of life is enjoyed by everyone.

OUR VALUES

WE ARE DEMOCRATIC

Plymouth is a place where people can have a say about what is important to them and where they can change what happens in their area.

WE ARE RESPONSIBLE

We take responsibility for our actions, care about their impact on others and expect others will do the same.

WE ARE FAIR

We will be honest and open in how we act, treat everyone with respect, champion fairness and create opportunities.

WE ARE PARTNERS

We will provide strong community leadership and work together to deliver our common ambition.

OUR VISION One team serving our city

PIONEERING PLYMOUTH

We will be innovative by design, and deliver services that are more accountable, flexible and efficient.

GROWING PLYMOUTH

We will make our city a great place to live by creating opportunities for better learning and greater investment, with more jobs and homes.

CARING PLYMOUTH

We will work with our residents to have happy, healthy and connected communities where people lead safe and fulfilled lives.

CONFIDENT PLYMOUTH

We will work towards creating a more confident city, being proud of what we can offer and growing our reputation nationally and internationally.

OUR THEMES

- Quality services focused on customers' needs
- Balancing the books
- New ways of working
- Best use of Council assets
- Working constructively with everyone

- Quality jobs and valuable skills
- Broad range of homes
- Increased levels of investment
- Meeting future infrastructure needs
- Green and pleasant city

- Focus on prevention and early intervention
- Keeping children and adults protected
- Inclusive communities
- Respecting people's wishes
- Reduce health inequalities

- Council decisions driven by citizen need
- Plymouth as a destination
- Improved street scene environment
- Motivated, skilled and engaged workforce
- Setting the direction for the South West

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Corporate Plan Performance Framework

Our Vision

Pioneering Plymouth

We will be innovative by design, and deliver services that are more accountable, flexible and efficient.

Our Themes

- Quality services focused on customers' needs
- Balancing the books
- New ways of working
- Best use of Council assets
- Working constructively with everyone

Outcome

Outcome Measures

Priority Activity

Enable quality services that are recognised as innovative; achieve value for money and exhibit an embedded customer focus.

- Increase the uptake of digital services by our customers
- Maintain a high percentage of customers satisfied with our services
- Maintain a high percentage of responses to complaints within timeframe
- Increase in the (£m) value of income from commercial services
- Maximise ROI on each commercial estate investment including:
 - Occupancy rates
- Scrutiny is assured that partnership working is effective

Quality services focused on customers' needs

- Implement innovative Transformation Programmes including;
 - SMART working
 - System reviews
 - Increased digital accessibility for customers who want it
- Cemetery facilities fit for the future

Balancing the books and best use of Council assets

- Deliver the Medium Term Financial Strategy
- Identify sustainable, alternative and increased sources of income
- Deliver the Asset Management Plan and maximise the community value of our assets

New ways of working

- Enhance our capability to generate intelligence that informs decision making

Working constructively with everyone

- Deliver the Cities of Service vision promoting volunteering, individual effort and personal responsibility
- Work collaboratively with the voluntary and community sector to deliver better outcomes for citizens
- Develop a partnership governance framework to ensure that partnerships make robust decisions, are accountable and compliant with regulations

Our Vision

Growing Plymouth

We will make our city a great place to live by creating opportunities for better learning and greater investment, with more jobs and homes.

Our Themes

- Quality jobs and valuable skills
- Broad range of homes
- Increased levels of investment
- Meeting future infrastructure needs
- Green and pleasant city

Outcome

Outcome Measures

Priority Activity

We realise our full economic potential; outperforming the region by creating quality houses and jobs with a better educated and skilled population.

- Increase the number of jobs in Plymouth
- Increase the value of the City's GVA
- People are skilled to meet the needs of higher value jobs measured by:
 - Increase in NVQ4 and above per head of population
 - Increase the number of higher level apprenticeship starts
 - Decrease in number of residents with no formal qualifications
- Increase proportion of young people in academic years 12-14 who are in Education, Employment or Training (EET)
- Deliver 5000 new homes over next 5 years
- Reduce carbon emissions

➤ GVA = Gross Value Added

Quality jobs and valuable skills

- Work with the Growth Board to deliver the Local Economic Strategy creating jobs and investment
- Deliver new high value jobs by delivering the Oceansgate development programme as part of our City Deal
- Deliver the History Centre project to support jobs and investment
- Deliver the Vision for Education Plan
- Work with the Employment and Skills Board to deliver the Plan for Employment and Skills

Broad range of homes

- Deliver the Plan for Homes
- Accelerate plans to bring empty homes back into use
- Development of brownfield sites

Increased levels of investment

- Take forward and deliver major development schemes
- Continue to develop a development pipeline using Council land and property assets and a strong programme of inward investment activity

Meeting future infrastructure needs

- Maximise resources available to the city
- Help to secure funding for priority infrastructure projects
- Transform the gateways to the city

Green and pleasant city

- Support the growth of community owned energy solutions
- Deliver the Active Neighbourhoods Project
- Progress strategic transport projects
- Deliver new community park and farm at Derriford
- Deliver enhancements to Central Park informed by the masterplan

Our Vision

Caring Plymouth

We will work with our residents to have happy, healthy and connected communities where people lead safe and fulfilled lives.

Our Themes

- Focus on prevention and early intervention
- Keeping people protected
- Inclusive communities
- Respecting people’s wishes
- Reduce health inequalities

Outcome	Outcome Measures	Priority Activity
<p>Children, young people and adults live in healthy, safe and aspiring communities and are supported by high quality health and care services for those who need it when they need it.</p>	<ul style="list-style-type: none"> ▪ Improve safeguarding through increased success in achieving the "Families with a future" (Troubled Families) Outcome Framework ▪ Increase number of eligible 2 year olds taking up free early education places ▪ Increase % of young people with Special Educational Needs and Disabilities (SEND) in education, employment and training ▪ Improve the safeguarding of children and young people through timeliness of single assessments ▪ Increase % of people who use adult social care services who say that those services have made them feel safer and more secure ▪ Increase % of people satisfied with adult social care services ▪ Reduce Delayed Transfers of Care ▪ Number of households prevented from becoming homeless ▪ Reduce the number of category one hazards from homes ▪ Close the gap in life expectancy between the most and least deprived areas ▪ Self reported wellbeing – Reduce percentage with a low satisfaction score ▪ Increase participation in sports activities 	<p>Focus on prevention and early intervention</p> <ul style="list-style-type: none"> ▪ Deliver the Integrated Commissioning strategies ▪ Deliver the Children, Young People and Families Service Improvement Plan ▪ Deliver the Plan for Sport <p>Keeping people protected</p> <ul style="list-style-type: none"> ▪ Deliver the Safeguarding Improvement Plan for Adults and Children ▪ Deliver the Community Safety Plan <p>Inclusive communities</p> <ul style="list-style-type: none"> ▪ Deliver the Welcoming City Action Plan <p>Reduce health inequalities</p> <ul style="list-style-type: none"> ▪ Deliver the Child Poverty Action Plan ▪ Deliver Thrive Plymouth

Our Vision

Confident Plymouth

We will work towards creating a more confident city, being proud of what we can offer and growing our reputation nationally and internationally.

Our Themes

- Council decisions driven by citizen need
- Plymouth as a destination
- Improved street scene environment
- Setting the direction for the South West
- Motivated, skilled and engaged workforce.

Outcome	Outcome Measures	Priority Activity
<p>A city with an outstanding reputation where people choose to live, work and visit.</p>	<ul style="list-style-type: none"> ▪ Plymouth is recognised as a great place to live and visit evidenced through: <ul style="list-style-type: none"> - an increase in population - increase in visitor numbers - increase in visitor spend ▪ Citizens have a positive impact on their community, neighbourhood and city through (adult) residents volunteering at least once per month ▪ Increase numbers of local communities benefitting from non Council funding ▪ Increase the volume of residents registered to vote ▪ Percentage of residents who are satisfied with Plymouth as a place to live. ▪ Percentage of residents who feel they can influence decisions (in their locality) ▪ City congestion is reduced below the national average ▪ Residents are satisfied with the condition of roads and pavements in the city ▪ The city's reputation as a leading green city increases through: <ul style="list-style-type: none"> - Improved recycling rates - Less waste going to landfill - Reduce levels of fly-tipping ▪ Reduced rail journey times between Plymouth/London ▪ Highly engaged Council staff promote the city and Council 	<p>Council decisions driven by citizen need</p> <ul style="list-style-type: none"> ▪ Residents help to inform Council priorities <p>Plymouth as a destination (Mayflower 400)</p> <ul style="list-style-type: none"> ▪ Deliver the Mayflower National Trail and International Events programme ▪ Support Destination Plymouth to deliver the Visitor Plan ▪ Support the Culture Board to deliver the Vital Spark Cultural Strategy <p>Improved street scene environment</p> <ul style="list-style-type: none"> ▪ Ensure that the city is kept moving ▪ Deliver the pavements Improvement Programme ▪ Develop and deliver the Plan for Waste ▪ Introduce an initiative to tackle littering and fly-tipping <p>Setting the direction for the South West</p> <ul style="list-style-type: none"> ▪ Strengthen Plymouth's role in the region through the delivery of priority actions identified in the Plymouth Plan ▪ Continue to fight to secure better alternative rail and improved road links ▪ Take a lead role in the new Combined Authority and deliver a Devolution Deal <p>Motivated , skilled and engaged workforce</p> <ul style="list-style-type: none"> ▪ Deliver the People Strategy