



#plymcabinet

Democratic and Member Support

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

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Cabinet

Tuesday 7 March 2017
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.

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Tracey Lee
Chief Executive

Cabinet

Agenda

Part I (Public Meeting)

1. Apologies

To receive apologies for absence submitted by Cabinet Members.

2. Declarations of Interest

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

3. 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.

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. The Council's Corporate Plan Monitoring Report and Commitments Progress Report: (Pages 1 - 22)

6. Proposal to create a wholly owned PCC company to create agility in raising revenue and minimising costs: (Pages 23 - 34)

7. Framework Agreement for Plymouth Supported Living Services Contract Award Report: (Pages 35 - 60)

PLYMOUTH CITY COUNCIL

Subject:	The Council's Corporate Plan monitoring report and Commitments progress report
Committee:	Cabinet
Date:	7 th March 2017
Cabinet Member:	Councillor Ian Bowyer
CMT Member:	Giles Perritt, Assistant Chief Executive
Author:	Andrew Loton, Senior Performance Officer
Contact details	Tel: 01752 307309, email: Andrew.loton@plymouth.gov.uk
Key Decision:	No
Part:	I

Purpose of the report:

1. To report progress against the ambitions as set out in the Council's Corporate Plan 2016-19. This report provides a narrative summary of progress against the Council's ambitions as a Confident, Growing, Caring and Pioneering Council and is supported by a set of performance indicators which measure progress against specific targets. The Corporate Plan 2016-19 was first introduced in summer 2016. This report reflects progress made during quarter 3 of 2016/17 (October to December 2016).
2. To update progress to date against the Council's Commitments. This report provides a narrative summary of progress being made against each of the commitments made by the Council following the election in May 2016.

The Corporate Plan 2016 - 19:

This report outlined progress against the ambitions as set out in the Council's Corporate Plan 2016-19.

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

The Council set out a Medium Term Financial Strategy for 2017/18 to 2019/20 in November 2016, with requirements and resources based on delivering against the vision and themes set out in the Corporate Plan. The Corporate Plan allows the council to continue to manage its commitments within the revenue and capital envelope agreed.

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:

- Cabinet to note the new Corporate Plan Q3 monitoring report and Commitments progress report.

Alternative options considered and rejected:

None:- This report forms part of the Council's agreed performance management framework.

Published work/ information:

Background papers:

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

Sign off: comment must be sought from those whose area of responsibility may be affected by the decision, as follows (insert references of Finance, Legal and Monitoring Officer reps, and of HR, Corporate Property, IT and Strat. Proc. as appropriate):

Fin	djn16 17.75	Leg	LT 27570	Mon Off	DVS/L T/2757 0/2	HR		Assets		IT		Strat Proc	
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Originating SMT Member: Giles Perritt

Has the Cabinet Member(s) agreed the contents of the report? Yes

CORPORATE PLAN PERFORMANCE MONITORING REPORT

Quarter 3 – 2016/17



Please Note: The Performance Indicators within this report are currently under review and an improved set will be provided within the first quarter of 2017/18. The review will look to improve availability and frequency of data. Discussions are currently taking place across key agencies in Plymouth to develop a resident survey that would collect high level data about people's perceptions, experience and feelings about living and working in Plymouth. If agreed, the survey would be undertaken during the summer of 2017.

I. INTRODUCTION

The Corporate Plan 2016-19 sets out our vision to be 'one team serving our city', to be a Pioneering, Growing, Caring and Confident city.

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



OUR VISION One team serving our city

PIONEERING PLYMOUTH	GROWING PLYMOUTH	CARING PLYMOUTH	CONFIDENT PLYMOUTH
We will be innovative by design, and deliver services that are more accountable, flexible and efficient.	We will make our city a great place to live by creating opportunities for better learning and greater investment, with more jobs and homes.	We will work with our residents to have happy, healthy and connected communities where people lead safe and fulfilled lives.	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

<ul style="list-style-type: none"> Quality services focused on customers' needs Balancing the books New ways of working Best use of Council assets Working constructively with everyone 	<ul style="list-style-type: none"> Quality jobs and valuable skills Broad range of homes Increased levels of investment Meeting future infrastructure needs Green and pleasant city 	<ul style="list-style-type: none"> Focus on prevention and early intervention Keeping children and adults protected Inclusive communities Respecting people's wishes Reduce health inequalities 	<ul style="list-style-type: none"> 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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The Corporate Plan is supported by a set of performance indicators which measure progress against specific targets providing an indication of the progress towards outcomes. This report provides an update on performance for the key indicators in quarter 3; the indicators are presented under the relevant vision heading.

- Pioneering
- Growing
- Caring
- Confident

Activity updates (under the vision headings) and the Council's Commitments are also presented within this report. Activity and commitment information is provided as a highlight narrative of progress being made by the Council on Commitments following the election in May 2016. This document does not provide full coverage of activity undertaken and merely aims to present a high level overview of some of the more significant activity in the quarter.

Each year the Council's Performance Framework is reviewed and targets are revisited. There is currently a review underway of performance indicators and targets to ensure effective management and monitoring of performance in 2017/18. There will be a focus on data frequency and availability so that the quarterly report provides the best evidence of impact on performance.

2. COLOUR SCHEME – BENCHMARK COLUMN

- Indicators highlighted green show where Plymouth is better than the England or Family Group average.
- Indicators highlighted amber show where Plymouth is not significantly different to the England or Family Group average.
- Indicators highlighted red show where Plymouth is worse than the England or Family Group average.
- Indicators highlighted white show where no family group or no national data were available for benchmarking.

3. TREND GRAPHS

Each indicator is accompanied by a trend graph showing where possible the latest annual values. Caution is required when interpreting the graphs as there is no Y axis displayed and as such the significance or flow of the change is difficult to interpret.

4. COLOUR SCHEME – TREND COLUMN (RAG).

- Indicators highlighted green show where there the latest value is improving.
- Indicators highlighted amber show where the latest value is between plus and minus 2.5% of the previous value.
- Indicators highlighted red show where there the latest value is deteriorating.
- Indicators not highlighted have no trend data

5. COLOUR SCHEME – TARGET COLUMN (RAG).

- Indicators highlighted green show where Plymouth is better than target.
- Indicators highlighted amber show where Plymouth is within 15% of target.
- Indicators highlighted red show where Plymouth is 15% worse than target.
- Indicators highlighted white or N/A show where no in year data is available to compare against target.

6. PERFORMANCE BY EXCEPTION

6.1 PIONEERING

Maximise ROI (net yield) on each commercial estate investment

The commercial property estate has generated an annualised net ROI of 6.7% over the last three years, with a net ROI of 6.8% achieved in 2015/16, above the annual target of 5%.

The concept of the Asset Investment Fund (AIF) was established in November 2015. The AIF has a separate mandate to invest up to £155 million (subject to approvals) in commercial property investments which foster economic and employment growth in Plymouth and provide a long term income stream to the Council. A key pillar of the investment approach is to manage risk. In this regard the investment approach is to primarily target secure investments, which generate a net initial yield in excess of 5% per annum (before debt servicing).

To date, £37.793 million has been invested (including commitments) to the AIF, comprising four income-producing properties and a direct development opportunity. A further two acquisitions totalling £16.310 million are under negotiation, comprising a forward funding opportunity (£15.21m) and a redevelopment scheme (£1.1m).

The Land and Property team continue to proactively engage with market stakeholders to target investment opportunities. In accordance with current market dynamics, internal resource and the AIF's track record, it is expected that the remaining allocation of £100 million in the capital planning programme could be invested in a period of three to five years.

6.2 GROWING

Decrease in number of residents with no formal qualifications

Over the past 11 years, Plymouth has managed to decrease its proportion of residents with no formal qualifications by an average of 4.2% per annum. This average annual reduction exceeds the national average (4.17%) but lags behind the South West average reduction (5.17%).

However, 2015 saw a sizable increase in the number of Plymouth residents with no formal qualifications – the largest recorded increase in the city since ONS records started in 2004. Despite this increase to 6.1% of Plymouth's population having no formal qualification in 2015, this still sits below the 8.6% of the UK's population lacking these qualifications in the same period.

Much activity is occurring locally and regionally to ensure efforts secure further decrease in the proportion of residents with no formal qualifications. These are:

- Learning Skills & Employability Group is strengthened by VCS attendance enabling better understanding of age and locality;
- OnCourse South West are delivering functional skills and English teaching to students who speak other languages;
- DWP are providing digital literacy training as part of Universal Credit;
- Building Plymouth is addressing skills shortages and entry to the construction sector through licence to practice site certificates;
- The HTSW Local Economic Partnership is working to better understand the impact of migrant workers in the city.

Deliver 5000 new homes over next 5 years

The number of new homes delivered in 2015/16 was 1244 (gross). This exceeded the target of 800 and was a 28% increase on the 971 (gross) homes delivered in 2014/15. This means the council is currently on track to deliver 5000 homes over 5 years. Plymouth exceeded the national average in 2014/15 and new data is awaited to allow benchmarking.

There is significant activity underway to continue to deliver new homes. The Government announced a £1.2billion Starter Homes Land Fund on January 3rd 2017 and we have been chosen as a partnership authority because of our strong track record of delivery, and potential for early delivery of starter homes. The Starter Homes Land Fund was set up to prepare suitable land for quality starter home developments which can be built on by developers. Earlier in the year we submitted a £25.7 million Starter Homes Expression of Interest showing how it could potentially deliver around 1,350 homes, of which nearly 700 would be starter homes. The aim is to unblock stalled sites and accelerate housing construction in the next 4 years.

In Q3 2016/17, progress of the 33 Plan for Homes sites report: seven schemes are completed (136 units), ten schemes are under construction (411 units) and seven are due to start on site by April 2017 (402 units). 8 completed schemes (143 homes); 7 sites under construction (359 homes); 7 due to start on site by March 2017 (275). Following land acquisitions with HCA funding at Colin Campbell Court (link to commitment 6), Bath Street & Prince Maurice Road; now inviting expressions of interest for development under Starter Homes Programme.

6.3 CARING

Percentage of young people with Special Educational Needs and Disabilities (SEND) in education, employment and training

In January 2017 the DfE published destination data for young people in 2013/14 with Special Education Needs and/or Disabilities. It reported that 86% of Plymouth SEND pupils at that time sustained education, training or employment. This was higher than the South West (85%) and our statistical neighbour (84%) averages and on par with the national average.

January 2017 monthly reporting shows an additional increase, with 86.9% of young people with a special educational need and/or disability in EET. This continues the upward trend and exceeds the target set (85%).

Plymouth and our Post 16 partners, including Careers SW and City College, have focused resources on the development of good quality Post 16 choices for young people with SEND that meets their needs and provides them with an achievable employment pathway. The work is ongoing and is a central part of the skills development pathway work that is being undertaken across all vulnerable groups. The work includes significant development work bringing good quality specialist provision into the city as well as reshaping existing provision to better meet the individual needs of the young people.

The Employment Pathway planning for young people with SEND is also focusing on providing bespoke earlier work experience for young people with SEND who may struggle in the more conventional work experience opportunities. The pilot model, which includes training for employers as well as a completely different approach to the delivery of the work experience opportunities was developed last year with the Education Business Partnership, will be rolled out further this year building on the learning.

Reduce the rate of Delayed Transfers of Care attributable to Adult Social Care

Nationally, since August 2010, the number of delayed transfers of care has been increasing. Locally, performance is of concern with on average 17 people delayed at the end of each month between April and December 2016 (based on an end of month snapshot). At the end of December the rate of people delays for the year is 8.3 per 100,000 population, compared to a target of 4.8/100,000. On average 42% of people delays are attributable to Adult Social Care.

Since December recording changes have had an adverse effect on numbers of delays from Derriford hospital. In order to tackle the number of DTOCs, actions included in a plan being overseen by the Urgent Care Partnership include; the roll out of Discharge to Assess aimed at reducing delays for those needing bedded intermediate care, additional social work capacity in the Integrated Hospital Discharge Team and an increase in the target for complex discharges.

Number of households prevented from becoming homeless

Performance fell in quarter 3 with 198 households prevented from becoming homeless, this compared to 299 in quarter 2. Between April and December 2016 there have been 711 households prevented from becoming homeless, however performance has returned to red. Actions to improve performance include the review of initial point of contact procedures and the establishment of new community connections department, including locality working.

Category 1 hazards removed (CAT1)

Between April and the end of December 215 category one hazards have been removed, the number removed increased in quarter 3 (94) meaning that performance has improved, and is now showing amber against target. It remains possible that the end of year target of 300 will be achieved; full recruitment to relevant posts within the newly formed Community Connections team will further support the attainment of this target.

6.4 CONFIDENT**Percentage of people who feel they can influence decisions (in their locality)**

Discussions are currently taking place across key agencies in Plymouth to develop a resident survey that would collect high level data about people's perceptions, experience and feelings about living and working in Plymouth.

The survey would generate high level intelligence to inform strategic decisions for the council, the community and partner organisations. It would also fulfil the requirement to report on a number of performance indicators set out both within the Council's Corporate Performance Framework and the Plymouth Plan.

If agreed, the survey would be undertaken during the summer of 2017.

Resident satisfaction with reduction in City congestion levels.

2015 data reports the 43.1% of the City's residents are satisfied with congestion levels is slightly lower than the national average, which is 45%. This follows a decline in satisfaction year on year since 2013.

Our 'Growth' agenda is currently consolidating infrastructure spending. The consequence of this is an increase in congestion during construction in significant areas of the city and therefore reducing customer satisfaction. There continues to be a programme of infrastructure improvement activity for the forthcoming years.

Currently, £12m is being invested in the A386 Derriford Transport Scheme. The disruption, congestion and dissatisfaction caused whilst this improvement are carried out are likely to be affected for a further 13/14 months. This investment is delivering long term improvement to Plymouth's road network with similar schemes also in the pipeline.

Reduced rail journey times between Plymouth/London

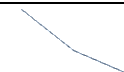
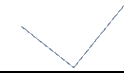
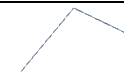
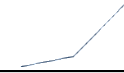

The PRTF 20 Year plan 'Close the gap' presented to Government 22nd Nov 2016, sets out a phased plan (between 2017 and 2030+) for proposed rail improvements. Awaiting a response from Government and visibility of funding allocations in the Network Rail CP 6 settlement.

The 20 year strategic rail blueprint sets out the actions and improvements that will deliver the following reductions:

- 2017-2019 - 16 minute reduction through new Timetable and 2 direct trains an hour Plymouth to London
- 2019-2029 – 14 minute reduction through infrastructure changes
- 2030+ - Further 19 minutes

7. PERFORMANCE INDICATORS

7.1 PIONEERING

PIONEERING PLYMOUTH - We will be innovative by design, and deliver services that are more accountable, flexible and efficient													
Ind.ID	Indicator	2013/14	2014/15	2015/16	Trend RAG	Trend Graph	Eng	Comp. Group	Q1 2016/17	Q2 2016/17	Q3 2016/17	Q4 2016/17	Target (RAG)
PO1	Increase the uptake of digital services by our customers	New Indicator in 2016/17			N/A		N/A	N/A	-	3.40%	Awaiting data		TBC
PO2	Maintain a high percentage of customers satisfied with our services	81%	77%	75%			N/A	N/A	Annual data			75%	
PO3	Maintain a high percentage of complaints responded to within timeframe	89.12%	76.59%	95.86%			N/A	N/A	Annual data			95%	
PO4	Increase in the (£m) value of income from commercial services			£1,027,000			N/A	N/A	Annual data			£770,000	
PO5	Maximise ROI (net yield) on each commercial estate investment	6.0%	7.3%	6.8%			N/A	N/A	Annual data			5%	
PO6	Increase the "Total Occupancy Rate" of all commercial properties owned by PCC	93.4%	94.0%	97.0%			N/A	N/A	Annual data			95%	
PO7	Scrutiny is assured that (key) partnership working is effective			Yes			N/A	N/A	Annual data			Yes	
PO8	(New) The % of (adults) residents who volunteer at least once per month		21%	22%				N/A	Annual data			23%	

7.2 GROWING

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.

Financial Year													
Ind.ID	Indicator	2013/14	2014/15	2015/16	Trend RAG	Trend Graph	Eng	Comp. Group	Q1 2016/17	Q2 2016/17	Q3 2016/17	Q4 2016/17	Target (RAG)
GR1	Increase the number of jobs in Plymouth	107,700	107,800						Annual Data				109,560
GR6	Increase proportion of young people in academic years 12-14 who are in Education, Employment or Training (EET)	Data not available due to definition change			N/A	N/A			N/A	N/A	89.6%		87.0%
GR7	Deliver 5000 new homes (Gross) over next 5 years	731	971	1244				N/A	Annual Data				1000
GR4	Increase the number of higher level apprenticeship starts	50	70				N/A	N/A	Annual Data				170
GR8	Reduce carbon emissions	1210	1055						Annual Data				1209
Calendar Year													
Ind.ID	Indicator	2013	2014	2015	Trend RAG	Trend Graph	Eng	Comp. Group	Q2 2016	Q3 2016	Q4 2016	Q1 2017	Target (RAG)
GR2	Increase the value of the City's GVA (Gross Value added per Hour - indices)	92.6	92.3						Annual Data				92.6
GR3	Increase in NVQ4 and above per head of population	29.1%	29.4%	29.9%					Annual Data				30.5%
GR5	Decrease in number of residents with no formal qualifications	6.1%	4.8%	6.1%				N/A	Annual Data				4.8%

7.3 CARING

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

Financial Year

Ind.ID	Indicator	2013/14	2014/15	2015/16	Trend RAG	Trend Graph	Eng	Comp. Group	Q1 2016/17	Q2 2016/17	Q3 2016/17	Q4 2016/17	Target (RAG)
CR1	Improve safeguarding through increased success in achieving the "Families with a future" Outcome Framework (cumulative)			54	N/A		N/A	N/A	18	103	178		TBC
CR2	Increase in number of eligible 2 year olds taking up free early education places		80%	89%					90%	93%			85.7%
CR3	% of young people with Special Educational Needs and Disabilities (SEND) in education, employment and training		73.9%	83.5%					Annual Data				85%
CR4	Children's Safeguarding timing of Assessments.		88.7%	91.4%					92%	94.7%	94.7%		88%
CR5	The proportion of people who use services who say that those services make them feel safe and secure	86.1%	93.3%	94.0%					Annual Data				94%
CR6	Overall satisfaction of people who use services with their care and support	67.8%	65.6%	70.0%					Annual Data				72%
CR7	Reduce the rate of Delayed Transfers of Care attributable to Adult Social Care	6.9	6.2	8.31					6.84	6.6	7.22		4.8
CR8	Number of households prevented from becoming homeless	900	833	900			N/A	N/A	214	513	711		1200
CR9	Category I hazards removed (CAT1) (Cumulative)	394	369	286			N/A	N/A	78	121	215		300
CR11	Self reported wellbeing – Reduce percentage with a low satisfaction score	5.30%	5.40%					N/A	Annual Data				5.1%
CR12	Increase participation in sports activities	62132	62509	144683			N/A	N/A	Annual Data				125k

3 Year Average

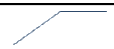
Ind.ID	Indicator	2012/14	2013/15	2014/16	Trend RAG	Trend Graph	Eng	Comp. Group	Q1 16/17	Q2 16/17	Q3 16/17	Q4 16/17	Target (RAG)
CR10	Close the gap in life expectancy between the most and least deprived areas	4.0	3.7				N/A	N/A	Annual Data				3.8

7.4 CONFIDENT

Confident Plymouth - We will work towards creating a more confident city, being proud of what we can offer and building on growing our reputation nationally and internationally									
Financial Year									
Ind.ID	Indicator	2013/14	2014/15	2015/16	Trend RAG	Trend Graph	Eng	Comp. Group	Target (RAG)
CO4	Increase the value of local community projects benefitting from non Council funding		£807,145	£2,711,542			N/A	N/A	£2,800,000
CO6	Percentage of residents who are satisfied with Plymouth as a place to live.		74%					N/A	86%
CO7	Percentage of people who feel they can influence decisions (in their locality)								30%
CO10	Improved recycling rates (Households)	33.70%	35.33%	32.62%				N/A	41%
CO11	Less waste going to landfill	63.36%	62.25%	6.8%				N/A	2%
CO12	Reduce the incidents of fly-tipping	13004	13503	6316				N/A	1000
CO13	Reduced rail journey times between Plymouth/London (minutes)	187	187	187				N/A	175
Calendar Year (2013 - 15)									
Ind.ID	Indicator	2013	2014	2015	Trend RAG	Trend Graph	Eng	Comp. Group	Target (RAG)
CO1	An increase in the city's population	259200	261546	262172					267,300
CO2	An increase in Visitor Numbers	5,256,000	5,035,000	4,965,000			N/A	N/A	4,638,733
CO3	An increase in Visitor Spend	£337,564,000	£316,843,000	£336,082,000			N/A	N/A	£319,352,833
CO5	Increase the volume of residents registered to vote	181,571	177,301	179,871			N/A	N/A	Increase
CO8	Residents satisfaction with reduction in City congestion levels.	51.20%	48.30%	43.10%				N/A	45%
CO9	Residents are satisfied with the condition of roads and pavements in the city	56.20%	53.40%	56.60%				N/A	59%

Confident Plymouth - We will work towards creating a more confident city, being proud of what we can offer and building on growing our reputation nationally and internationally

Calendar Year (2014-16)

Ind.ID	Indicator	2014	2015	2016	Trend RAG	Trend Graph	Eng	Comp. Group	Target (RAG)
CO14	Highly engaged Council staff promote the city and Council	61%	64%	64%	Amber		Green	N/A	64

8. ACTIVITY UPDATES

This section provides an overview of some of the highlights from quarter 3. Despite significant pressure in some areas, all activity set out in council plans to deliver against the Corporate Plan is currently on track.

8.1 PIONEERING

Status Update on priority Activity:

Priority Activity	Status
Quality services focused on customers' needs	On Track
Balancing the books	On Track
New ways of working	On Track
Best use of Council assets	On Track
Working constructively with everyone	On Track

Activity Highlights:

Balancing the Books – Deliver the MTFS

The Medium Term Financial Strategy (MTFS) is the overarching strategy that underpins the Council's budget. This was approved by Cabinet on the 6th of December and will be reviewed regularly with progress reported quarterly to Cabinet. The Council's budget is to be agreed by Full Council on 27 February and as such will update the MTFS going forward. It will incorporate the outcome of the 2016 local government finance settlement and will contain outline plans for future years in order to deliver a balanced budget.

Best use of Council Assets – Deliver the Asset Management Plan and maximise the community value of our assets

In Q3 the Asset Investment Fund (AIF) acquired two direct income-producing properties at a gross capital cost of £26.524m, comprising a prime city-centre retail investment let to two tenants and the 81,000 sq. ft. Friary Retail Park. Investments in the AIF (including commitments) now total £37.793m and are expected to deliver a stabilised net annual income return of £0.954m.

Quality services focused on customers' needs – Implement innovative Transformation Programmes

The Transformation of Corporate Centre (TCC) Programme has been developed. The Programme, whilst newly created, is progressing at speed and is expected to deliver benefits in excess of £8m over the next three years.

Working constructively with everyone – Develop a partnership governance framework to ensure that partnerships make robust decisions, are accountable and compliant with regulations

Volunteering has increased by 1% compared to the same time last year (Volunteer Plymouth). Time bank volunteer numbers have also increased by 40%. "Making a difference for Mayflower 400" has recruited 33 businesses against a target of 50 to deliver Corporate Social Responsibility volunteering. The One Plymouth sponsored "Our Plymouth" project is due to be launched in April 2017. This will be a single portal where people and businesses can access volunteering opportunities for the city.

8.2 GROWING

Status Update on priority Activity:

Priority Activity	Status
Quality jobs and valuable skills	On Track
Broad range of homes	On Track
Increased levels of investment	On Track
Meeting future infrastructure needs	On Track
Green and pleasant city	On Track

Activity Highlights:

Quality Jobs and Valuable Skills – Work with the Growth Board to deliver the Local Economic Strategy

The biggest inward investment in the city for over a decade meaning up to 700 jobs could be created via a major global trade deal with Sitel, a world leader in outsourced customer experience innovation. Free Wi-Fi in the city went live; launched a new round of Social Investment funding; delivered the Marine Tech Expo in September and submitted via the Local Economic Partnership Growth Deal 3 applications, a bid to secure funding to support transformation of the railway station.

Quality Jobs and Valuable Skills – Deliver the History Centre project to support jobs and investment

Confirmation that Heritage Lottery Fund and Arts Council funding has been secured at maximum level sought. First round of Coastal Communities funding has also been confirmed. This placed the project in the position of securing sufficient funding for the council to formally go ahead with the delivery of the capital works.

Increased levels of investment – Continue to develop a development pipeline using Council land and property assets

We released the covenant at The Ship, Derriford to generate a capital receipt and facilitate inward investment to create 700 jobs for Sitel. £9.6m funding through the Homes & Communities Agency to acquire property assets at Colin Campbell Court, Bath Street and Prince Maurice Road to deliver 355 new homes. £50m investment creating 200 jobs and 75 leisure related jobs. £260k One Public Estate revenue funding for the railway station to undertake feasibility on relocation of the car park, enabling a £50m investment from University of Plymouth.

Green and pleasant city – Progress strategic transport project

Derriford Hospital Interchange (£2.24m); Derriford Transport Scheme (£13.3m); 5 year programme of Northern Corridor Junction Improvements (£3m); 5 year programme of Eastern Corridor Junction Improvements (£3.34m); Charles Cross (£3m); Eastern Corridor and City Centre Strategic Cycle Network scheme (£4.91m); Northern Corridor Strategic Cycle Network (£3.51m) and Forder Valley Link Road (£33.4m).

8.3 CARING

Status Update on priority Activity:

Priority Activity	Status
Focus on prevention and early intervention	On Track
Keeping people protected	On Track
Inclusive communities	On Track
Respecting people's wishes	On Track
Reduce health inequalities	On Track

Activity Highlights:

Focus on prevention and early intervention – Deliver the Integrated Commissioning strategies

A draft vision for health and wellbeing hubs that work for different neighbourhoods across the city has been developed and consulted upon, this will be delivered through commissioning work streams including; advice and information, wellbeing, health improvement, and integrated early years. Work continues towards implementation of coordinated and comprehensive initiatives ensuring a sustainable system supporting demand challenges around primary and planned care.

Keeping people protected – Deliver the Community Safety Plan

The Safer Plymouth Board has agreed it's priorities for the forthcoming year, which are; tackling Domestic Abuse and Sexual Violence, Hate Crime and Child Sexual Exploitation. The Board is currently refreshing its performance framework and the new Safer Plymouth Plan.

Reduce Health Inequalities – Deliver the Child Poverty action plan

The Child Poverty Action Plan was signed off at Cabinet in October 2016 within which families on a low income, support for parents, poor dental health and narrowing the gap in attainment were agreed as priorities. Following a recent presentation of our Child Poverty Oral Health Strategy the Peninsula Dental Social Enterprise has pledged £100,000 to support the strategy delivery.

Reduce Health Inequalities – Deliver Thrive Plymouth

Year Three of Thrive Plymouth was launched on 16 November 2016. The focus of year three is on localising 'One You.' 'One You' is a National campaign being led by Public Health England which aims to help adults across the country avoid future diseases caused by modern lifestyles. In Plymouth, quarterly meetings of a new group called the Thrive Plymouth Network have been arranged.

8.4 CONFIDENT

Status Update on priority Activity:

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

Activity Highlights:

Plymouth as a Destination – Deliver the Mayflower National trail and international event programme

The new Mayflower CEX recruited and starts Jan 2017. Funding application submitted into Cultural destinations for £500k. New Project manager appointed to deliver £500k Visit England funded National visitor trail programme over 2years. Development of £5 million national HLF bid in process. £500K announced in last spending round for Cultural programme in 2020.

Improved Street Scene Environment – Better roads to get the city moving

A number of projects have been designed and implemented; others are in the process of being programmed for 2017/18. A review of traffic light operations and congestion hotspots has been completed and an agreed programme of intervention identified. Value for money is a key consideration and opportunities will be sought to fund removal from developer contributions, as part of a renewal exercise, or where the benefits can be clearly demonstrated as a wider invest to save.

Improved Street Scene Environment – Deliver the Pavements Improvement Programme

Priority has been given to pavement improvements with an additional £200k allocated to sites identified as requiring attention. The majority of pavement reconstruction, resurfacing etc. is delivered in the summer months, we are currently preparing this year's programme and responding to public and inspector identified defects. The Council repaired 1,944 footway defects; 167 of which were reported by members of the public or other stakeholders.

Motivated, skilled and engaged workforce – Deliver the People Strategy

The People Strategy will go to Scrutiny on 1st March 2017. Progress already being made and we are on track to deliver the 16/17 part of the roadmap by the end of March 2017.

9. COMMITMENTS

The monitoring against Commitments shows that there are no significant issues in terms of delivery at present. There is underway a renewed focus on the activity and milestones required to achieve a successful outcome.

No	Commitment	Key activities undertaken so far.	Progress
1	Provide more jobs, apprenticeships, and work experience opportunities	The biggest inward investment in the city for over a decade has been agreed meaning up to 700 jobs could be created. This follows a major global trade deal with Sitel, one of the world leaders in outsourced customer experience innovation, showing Plymouth is 'open for business' post Brexit. Also within Quarter3: free Wi-Fi in the City went live; we launched a new round of Social Investment funding; delivered the Marine Tech Expo in Sept and submitted via the LEP Growth Deal 3 applications, a bid to secure funding to support the transformation of the Train Station.	On Target
2	We will fight to maintain jobs and investment in HM Dockyard and Naval Base.	We have lobbied Central Government regarding the disposal of both the Citadel and Stonehouse Barracks. We also report that detailed planning approval was secured in September 2016 and the construction contract let in December for Phase 1, the first development at Oceans gate, which will begin in January 2017 – this development will take around 1 year and will result in 1,140m ² of office and 1,290m ² of industrial space leading to an estimated 123 new jobs. A funding bid for ERDF money is currently being developed to create a Marine Business Technology Centre located at site which will seek to host, promote and facilitate innovation.	On Target
3	Campaign for fairer public health spending for Plymouth	A National group was convened to look at how National Non-Domestic Rates could be used to fund the public health grant in future. Unfortunately, this group has been on hold temporarily, though is likely to be reconvened in the near future. The challenge of how income generated from NNDR will be redistributed to meet the needs of the population remains.	On Target
4	Maintain the campaign for better rail links and protect the airport	The PRTF 20 Year plan 'Close the gap' presented to Government 22nd Nov 2016, setting out a phased plan (between 2017 and 2030+) for rail improvements in resilience, journey times and frequency of services and capacity/comfort. Currently waiting for a response from Government and visibility of funding allocations in the Network Rail CP 6 settlement. Ongoing lobbying via MP's.	On Target

5	Continue to deliver more homes for local people on suitable sites	<p>The Government announced a £1.2billion Starter Homes Land Fund on January 3rd 2017 and we have been chosen as a partnership authority because of our strong track record of delivery, and potential for early delivery of starter homes. The Starter Homes Land Fund was set up to prepare suitable land for quality starter home developments which can be built on by developers. Earlier in the year we submitted a £25.7 million Starter Homes Expression of Interest showing how it could potentially deliver around 1,350 homes, of which nearly 700 would be starter homes. The aim is to unblock stalled sites and accelerate housing construction in the next 4 years. We have already started work to prepare a number of sites for starter homes, including the former Whitleigh Community Centre, and acquired Colin Campbell Court, Bath Street and land at Prince Maurice Road for potential development. In Q3 2016/17, progress of the 33 Plan for Homes sites report: 8 completed schemes (143 homes); 7 sites under construction (359 homes); 7 due to start on site by March 2017 (275). Following land acquisitions with HCA funding at Colin Campbell Court (link to commitment 6), Bath Street & Prince Maurice Road; now inviting expressions of interest for development under Starter Homes Programme.</p>	On Target
6	Actively pursue and bring forward plans to regenerate Colin Campbell Court	Following land acquisitions with HCA funding at Colin Campbell Court, Bath Street & Prince Maurice Road; now inviting expressions of interest for development under Starter Homes Programme	On Target
7	Seek a new high quality hotel for Plymouth Hoe	<p>Plans for a £50 million redevelopment scheme with a boutique hotel have been proposed. Development specialists Henley Real Estate have been selected as the preferred bidder to develop the site of the now-demolished Quality Hotel in Cliff Road overlooking the Hoe. Representatives from the company reported to Cabinet (6 December) to outline details of their scheme which comprises a luxury 60-bedroom boutique hotel, with state-of-the-art conference facilities, a full gym and spa and a panoramic penthouse with a fine-dining restaurant. The developers plan to have the landmark scheme delivered in time for the Mayflower 400 anniversary in 2020. This means that they plan to have the hotel built by 2019. The company plan to submit their planning application in the New Year and subject to consent being granted, want to start work towards the end of next year (2017).</p>	On Target
8	Accelerate plans to bring more empty homes in Plymouth back into use	Secured £1m capital fund to support Empty Homes Initiatives. Empty Homes Financial Assistance Policy agreed by Portfolio Holder, for implementation from January 2017. Completed Empty Homes 'Blitz' and found 390 long term empty properties that were occupied; council tax records updated. This exercise will generate approximately £476,000 in NHB each year for the next 6 years from April 2017 i.e. a cumulative total of £2.86 million.	On Target
9	Prioritise development on brownfield sites	The Plan for Homes prioritises development on brownfield sites – 73% of the 138 acres released will result in development on brownfield sites. Brownfield sites being identified and prioritised through the Plymouth Plan part II.	On Target

10	Review traffic light operations and tackle traffic bottlenecks to keep Plymouth moving	A number of projects have been designed and implemented; others are in the process of being programmed for 2017/18. A review of traffic light operations and congestion hotspots has been completed and an agreed programme of intervention identified. Value for money is a key consideration and opportunities will be sought to fund removal from developer contributions, as part of a renewal exercise, or where the benefits can be clearly demonstrated as a wider invest to save.	On Target
11	Improve our pavements	Priority has been given to pavement improvements with an additional £200k allocated to identified sites requiring attention. The majority of pavement reconstruction, resurfacing etc., is delivered in the summer months, we are currently preparing next year's programme and responding to public and inspector identified defects. The Council repaired almost 2,000 (1,944) footway defects; 167 of which were reported by members of the public or other stakeholders.	On Target
12	Promote volunteering and recognise individual effort and personal responsibility	Volunteering numbers using Volunteer Plymouth has increased by 1% on the same time last year. Time bank volunteers has increased by 40% on the same time last year. The 3 Cities of Service projects (Grow, Share, Cook, Energy Champions and Right To Read) continue and volunteers numbers show a small increase. A new Cities of Service project (Diabeaters) will be launched in February 2017. Making a Difference for Mayflower 400 has recruited 34 businesses against a target of 50 to deliver Corporate Social Responsibility volunteering.	On Target
13	Put customers and our local communities first	Our new Community Connections service was launched in January 2017 to deliver a new approach to community engagement, safer communities, housing standards, homelessness and youth engagement and advice.	On Target
14	Invite local residents to be more involved in council budget setting plans	Residents views supported the final budget report 2017/18 which was signed off and agreed at Cabinet and Full Council.	On Target
15	Introduce a city wide initiative to tackle our growing littering problem	CCIB has approved the business case for purchase of a wide range of waste and recycling bins including recycling on the go and community recycling and waste bins.	On Target
16	Continue to support our voluntary, community, and social enterprise sector	The One Plymouth sponsored "Our Plymouth" project is due to be launched in April 2017. This will be a single portal where people and businesses can access volunteering opportunities for the city. We have extended our contracts with PVCSE for funding/governance advice and sector infrastructure and with Volunteer Plymouth for our strategic approach to volunteering for a further 2 years until March 2019.	On Target
17	Freeze parking charges in the city centre until April 2017	Charges are frozen as per the commitment. We have publicly announced proposals to review parking fees, tariffs and charges as part of our 'Parking Modernisation Plan' which we will be consulting on in January 2017. It is proposed to implement these changes, which includes increases, on 1st April subject to consultation outcome.	On Target

18	Keep council tax low and balance the books	The Medium Term Financial Strategy (MTFS) is the overarching strategy that underpins the Council's budget. This was approved by Cabinet on the 6th of December and will be reviewed regularly with progress reported quarterly to Cabinet. The Council's budget is to be agreed by Full Council on 27 February and as such will update the MTFS going forward. It will incorporate the outcome of the 2016 local government finance settlement and will contain outline plans for future years in order to deliver as balanced budget.	On Target
19	Produce an options appraisal to investigate the re-introduction of the "committee" system of governance in April 2017	In June 2016 the Constitutional Review Group were tasked with developing options for the implementation of a new Committee System form of governance. Following an extensive programme of work which considered feedback from Councillors, Officers and other stakeholders, desktop research and visits to councils currently working within such a system the CRG made recommendations to Council in January 2017 to retain the current Strong Leader model of governance. The CRG are now undertaking work to further develop the role of Councillors as community champions.	Complete

PLYMOUTH CITY COUNCIL

Subject:	Proposal for a Plymouth City Council wholly owned agile Company
Committee:	Cabinet
Date:	7 March 2017
Cabinet Member:	Councillor Darcy
CMT Member:	Andrew Hardingham (Interim Joint Strategic Director for Transformation and Change)
Author:	Simon Arthurs (Senior Finance Analyst)
Contact details	Tel: 01752 307358 email: simon.arthurs@plymouth.gov.uk
Ref:	SRA/CoLtdG08022017
Key Decision:	No
Part:	I

Purpose of the report:

The Council is embracing financial challenges in driving up revenue, reducing cost, utilising the full range of its resources and assets whilst ensuring customers receive high quality services and value for money. The purpose of this report is to set up a flexible, scalable wholly owned Teckal style company to allow the Council to take advantage of innovative solutions to a broad range of financial challenges it currently faces and may well face in future.

Initially this report seeks the approval to set up the company. There will be a series of challenges over the medium term financial planning horizon. This report addresses the first challenge associated with the investment in the City Market.

The City Market investment will cost in the region of £4.1m (£3.4 net of VAT) and sets out the Council's ambitions to provide a high class city market. The City Market is a historic asset that will continue to support the local plan and sustain and grow the economy in the west of the city whilst also ensuring the physical building can also be enjoyed by future generations.

In order to ensure the affordability of the project it is important that the Council can recover the tax. The Council cannot "opt to tax" the site because this would have a significant impact on the market traders, most of whom would not be able to recover the tax harming the financial vitality of the City Market. The report sets out the financial model operated through the company that will enable the capital investment whilst ensuring the City Market economy is not hindered. This will include leasing the City Market to the Company using a peppercorn rent. The Council will continue to operate the City Market.

As further challenges need to be resolved or opportunities arise separate business cases will be required to seek Cabinet approval to expand and broaden the business of the company.

The Corporate Plan 2016/17 -2018/19:

The Council continues to adopt a pioneering approach to find flexible and innovative solutions to the challenges it faces, some of which are technical finance issues whilst others will resolve operational challenges to ensure best value for customers and the citizens of Plymouth. Adopting a strategic forward thinking approach will also ensure the company is set up to adapt, flex and ensure scalable solutions. Protecting the City Market investment will also create a financially sustainable model so that shoppers and visitors to the City Market can enjoy it for years to come whilst enabling the traders to flourish.

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

There will be a range of direct and indirect financial implications relating to the setting up of the company and its first innovative solution and these are set out below.

1. The cost of setting up the company will be in the region of £29k covering all legal, tax, financial advice and the company registration.
2. The company will have nominal running costs of £10k and will operate with Council staff seconded for the purpose of getting the company running. As each initiative is scoped and developed any expansion of the running costs together with associated operational costs and revenues will need be quantified and included with a cost benefit, risk assessment and options appraisal as part of a separate business case to inform any decisions to expand the business of the company.
3. The cost of creating the sustainable financial model for the City Market will be in the region of £24k. This will include all the work on the required lease arrangements
4. The company will need to access funds to meet its peppercorn lease obligations of maintaining the asset. Therefore, a transfer of planned maintenance budget from the City Market trading account to the company will be required or the ability for the company to draw down on a case by case basis the cost reimbursement of any maintenance required. The impact of this will be cost neutral as the company can only draw on the resources contained in the City Market budget.

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

There are no material risks associated with the creation of the company. Using a business case proposal for each proposal to expand the business of the company allows risks to be considered on a case by case basis as part of the decision making process.

There are some risks associated with the proposed City Market arrangements. These relate to the compliance with legislation and taxation policies. To mitigate these professional advisors have been advising Council officers on ensuring the correct arrangements are put in place to set up the company and associated lease arrangements for the City Market.

Equality and Diversity:

Has an Equality Impact Assessment been undertaken? An Equality Impact Assessment has been completed and no adverse impact will arise as this is a technical finance adjustment. There will be no adverse implications for City Market traders, tenants, shoppers, visitors or the employees at the City Market resulting from the decisions in this report.

Recommendations and Reasons for recommended action:

Cabinet is recommended to

1. Approve the creation of a flexible and scalable company limited by guarantee wholly owned by the Council to enable financial solutions to challenges the Council faces.
 2. Approve the process of a case by case Business Case as the authorised method of expanding the company's portfolio.
 3. Approve the business case for the City Market to protect the economic vitality of the city market whilst preserving the building for future generations to enjoy.
-

Alternative options considered and rejected:

The following alternative options were considered and rejected

1. Do not set up a company and seek to utilise the Council's existing powers. Whilst this approach will always be the primary route to resolve challenges the Council faces it is not always possible to solve challenges without innovative solutions.

In relation to the challenge of the City Market:

2. Do nothing. This would result in triggering the Councils 2016/17 and possibly the 2017/18 5% partial exemption limit costing the Council in the region of £1.5m for both years.
3. Opt to Tax and pass on the tax. This would enable the Council to recover tax on the City Market investment but would then add tax of 20% to fees and charges which the majority of traders would not be able to recover, potentially harming the economy.

4. Opt to Tax and absorb the tax which would reduce the City Market income by £0.180m per annum impacting on the ability to repay the capital borrowing charges for the City Market investment without earlier and more substantial increase in fees and charges.

Published work / information:

None

Background papers:

Title	Part I	Part II	Exemption Paragraph Number							
			1	2	3	4	5	6	7	
Equality Impact Assessment	x									

Sign off:

Fin	djn16 17.7 7	Leg	AT27 575	Mon Off	LT27 576	HR	n/a	Assets	n/a	IT	n/a	Strat Proc	n/a
Originating SMT Member													
Has the Cabinet Member(s) agreed the content of the report? Yes													

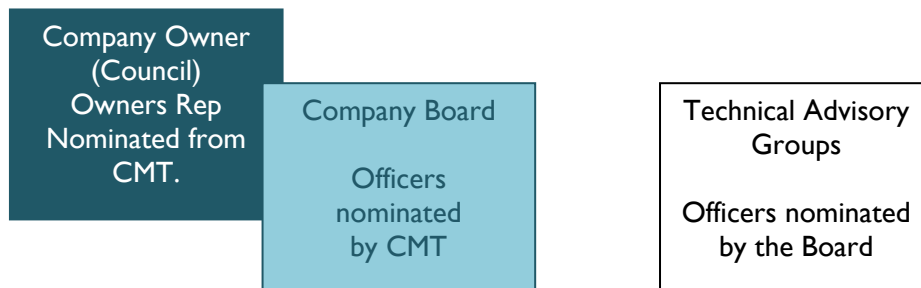
Introduction

- 1.1 The Council is embracing financial challenges in driving up revenue, reducing cost, utilising the full range of its resources and assets whilst ensuring customers receive high quality services and value for money. The purpose of this report is to set up a flexible, scalable wholly owned Teckal style company to allow the Council to take advantage of innovative solutions to a broad range of financial challenges it currently faces and may well face in future.
- 1.2 This report addresses the following two issues; the company itself and the company business for which the first financial challenge of the City Market is also contained in this report. The report sets out both in more detail.

2. The Company

- 2.1 The company will be a Teckal company limited by guarantee wholly owned by the Council. As a company limited by guarantee there will be no distribution rights.
- 2.2 In order to ensure the company is agile, flexible and can be scaled, care will be needed to ensure that it has the scope and support to respond to a range of financial challenges the Council is facing, some borne out of operational or financial necessity and some to address technical financial challenges and others to take advantage of opportunities.
- 2.3 Therefore, the company will need to deal with the following range of potential challenges and opportunities
 - Technical Financial Solutions
 - Cost Reduction Initiatives
 - Revenue generation
 - Trading potential
 - Potential to perform activities more effectively and efficiently
- 2.4 The company is not an off the shelf model so there will be some set up costs to ensure the company is scoped to deal with the range of business the Council may need. The set up costs are estimated in the region of £29k which will include the tax and legal advice and the company registration.
- 2.5 The company will initially cost no more than £10k to operate annually with most of the support coming from seconded officers.

- 2.6 A business case will be required for each decision to use the company setting out the challenge or opportunity, the financial and legal position, a cost benefit appraisal and a record of the risks.
- 2.7 As each business case is approved and the company grows and diversifies there will be a need to consider the operational costs and revenues associated which will need to be reflected in the company business plan. Generally, it is anticipated that the operational funds will exist in the council's budgets already or the solution being sought will generate the resources. In addition, it will be necessary to consider the underlying running costs of the company as part of each business case to ensure the company remains fit for purpose.
- 2.8 As a wholly owned company limited by guarantee there will be one owner which will be the Council. The Council owner will be represented by a Council Officer. A board of directors will be set up to manage the company with the scope to draw on a number of council officers to fulfil these roles based on the scale, diversity, experience and skills needed to run the company. Technical Advisory Groups (TAGs) may be required to support the board. Officers of the council may be seconded to support the company although the company will be set up to have the potential to have direct employees as and when required. The role of the Technical Advisory Groups (TAGs) is to support the Council in the production of business cases for including new business in the company and then updating the Companies business plan and monitoring progress. The TAGs will pull together relevant subject matter experts.



3. Business of the Company – Business Case

- 3.1 The company purpose will be set up with a wide remit to cover the range of potential solutions needed. However, each decision to introduce new activity into the company will require a business case covering
- Activity
 - Business Driver (rationale for the opportunity or solution being sought)
 - Options and Proposed Solution
 - Capital, revenue and Tax implications
 - Financial appraisal (cost, benefit, investment, return on investment or cost avoidance)
 - Resources needed (non-financial)
 - Risks
 - Impact on the company

3.2 Business cases will be prepared for decisions made using the Councils scheme of delegation. If a business case is approved then the activity will be included in the Company business plan, operationalised and delivered, reporting back to the Council via the Company structure.

4. Business Case – City Market

Activity

4.1 The City Market is a historic building in the West of the City providing an important, thriving and vibrant economy for traders and shoppers. The City Market has turnover of over £1m pa, creates over 200 jobs and achieves occupancy of 95%+ let on a consistent basis.

Business Driver

4.2 The City Market is not only an economic hub for the west of the City but a historic asset in its own right and a key part of the Plymouth Plan aspiration to attract investment to the area. Therefore, it is important to maintain and invest in the asset for future generations

4.3 The current investment in the City Market is costing £4.1m (£3.6m net of tax). In order to ensure the investment is affordable it is imperative the tax is recovered without adversely impacting on the market traders and perimeter shop tenants, either directly or indirectly. In addition, the Council needs to ensure it's tax planning is efficient to ensure it complies with tax limits.

4.4 There is also a need to ensure the bottom line on the City Markets financial activity is not affected as this underpins the financial model to support the borrowing associated with the investment in the City Market.

Options and Proposed Solution

4.5 There a range of options as set out below:

4.6 Option 1. Do nothing. Investing in the City Market at £3.4m and recovering £0.6m exempt tax would result in the Council breaching its 5% tax limits triggering the wider corporate £1.5m clawback of tax.

4.7 Option 2. Opt to Tax the site. This would allow the Council to recover the tax without triggering the 5% tax limit. However, it would result in charging 20% to the fees, charges and rents which would have an adverse impact on the traders who would not be able to recover the tax. This could impact on the 95% occupancy rate diminishing the financial viability and therefore the overall ability to continue to invest in maintaining the asset for future generations to enjoy.

- 4.8 Option 3. Opt to Tax the site and absorb the ongoing tax. This would also enable the Council to recover the tax on the investment. The Council would have to charge tax on the fees, charges and rents but instead of adding 20% the Council could keep the charges as they are and pay over the tax. This will effectively reduce the income the City Market receives by £0.180m pa and as option 2 reduces the resources for maintaining the asset for the longer term
- 4.9 Option 4. Split the City Market site into the superstructure and the floor within. Complete all investment works recovering the tax. However, this results in some tax being recoverable and some included within the 5% exemption calculation. The exempt element can be contained in the 5% exemption calculation without triggering it, thus avoiding a potential £1.5m liability. The Council then issues a peppercorn lease to the company for the superstructure together with the responsibility for maintaining it for the benefit of future generations. The Council continues to operate the City Market activity, without adversely impacting on the market traders and tenants thus supporting the local economic growth and potential for inward investment.
- 4.10 Option 4 is the proposed option for recommendation.

Capital, Revenue and Tax Implications

- 4.11 The capital investment in the City Market has already been approved by The City Council Investment Board (CCIB) and is contained within the financial resources approved by the Council. The project is underway and is due to be finalised early in 2017/18. This report is not seeking to revisit this other than to ensure the project is delivered within the financial resources without impacting on traders whilst remaining within the Councils financial and tax planning limits. Therefore, this business case is concerned with the options to remain within the financial and tax planning limits without impacting further on traders beyond the CCIB business case to seek investment in the City Market.
- 4.12 There are no capital implications associated with the preferred option 4.
- 4.13 There will be a revenue implication but this will be contained within existing revenue resources. Essentially the company will need to insure and maintain the City Market superstructure. There are two options for this. Option 1. Pass the budgets from the City Market account to the Company. Option 2. Set up a cost reimbursement process for the company to claim back maintenance costs.
- 4.14 The company will not be registered for tax so there will need to be careful consideration for the activity it undertakes.

Financial Appraisal

- 4.15 The preferred option will cost in the region of £23k to construct the leases. This will preserve both the £180k of potential lost tax the Council would have to absorb and also ensures the Council does not trigger the 5% exempt tax limit which would result in a repayment of £1.5m of tax.

Resources Needed

4.6 In order for the Company to successfully take its responsibilities for insuring and maintaining the City Market superstructure it will need access to existing revenue budget. In addition, the subject matter experts will need to support the Company Board on matters relating to the City Market superstructure, this is expected to be on a secondment basis and part of the current ongoing activity of existing employees from within Economic Development (Commercial Surveyors)

Risks

4.7 The following risk matrix sets out the key risks and mitigation of the preferred solution:

Ref	Risk	Initial Probability	Initial Impact	Mitigation	Mitigated Probability	Mitigated Impact
1	Risk of City Market Traders being adversely affected	Medium	Medium	The proposed option solves the risk of the City Market traders and tenants from being subjected to a 20% increase in fees, charges and rents they would have to pay	Low	Medium
2	Risk of financial viability of the City Market	Medium	Low	The proposed solution makes the financial model cost effective for everyone. The capital investment is both affordable and tax efficient and does not result in further borrowing. A financially viable financial model maximises the maintenance funds for the improved asset	Low	Low
3	Risk of triggering the 5% exempt tax limit and having to pay £1.5m	High	High	The proposed option allows the Council to ensure financial planning complies with the 5% exempt limit without impacting on the traders/tenants.	Medium	High
4	The risk that HMRC will challenge the approach being taken by the Council in setting up the company and giving it the responsibility for the City Market Superstructure.	Medium	High	Tax and Legal (QC) advisors assisting in setting up the company so it has clear purpose and function. The arrangements for the City Market peppercorn lease fall within widely accepted HMRC concessions.	Low	High

Impact on the Company

- 4.8 The company will need to set up a Technical Advisory Group drawn from Economic Development, Legal and Finance to support the company with this business case and the transition from the Council to the company to ensure the impact on City Market traders, tenants, shoppers, employees and the financial position are all preserved.

EQUALITY IMPACT ASSESSMENT

Finance Service



STAGE 1: WHAT IS BEING ASSESSED AND BY WHOM?

What is being assessed - including a brief description of aims and objectives?	Proposal for a Plymouth City Council Wholly Owned Agile Company, including the City Market Asset
Author	Simon Arthurs
Department and service	Transformation and Change. Finance Service
Date of assessment	16-02-2017

STAGE 2: EVIDENCE AND IMPACT

Protected characteristics (Equality Act)	Evidence and information (eg data and feedback)	Any adverse impact See guidance on how to make judgement	Actions	Timescale and who is responsible
Age	N/A	None – technical solution. No change to existing service operations. The proposed solution to a financial planning challenge ensures there is no impact on City Market traders, tenants, shoppers, visitors or employees	N/A	N/A
Disability				
Faith/religion or belief				
Gender - including marriage, pregnancy and maternity				
Gender reassignment				
Race				
Sexual orientation - including civil partnership				

STAGE 3: ARE THERE ANY IMPLICATIONS FOR THE FOLLOWING? IF SO, PLEASE RECORD ACTIONS TO BE TAKEN

Local priorities	Implications	Timescale and who is responsible
Reduce the gap in average hourly pay between men and women by 2020.	None – technical solution. No change to existing service operations	N/A
Increase the number of hate crime incidents reported and maintain good satisfaction rates in dealing with racist, disablist, homophobic, transphobic and faith, religion and belief incidents by 2020.	None – technical solution. No change to existing service operations	N/A
Good relations between different communities (community cohesion)	None – technical solution. No change to existing service operations	N/A
Human rights Please refer to guidance	None – technical solution. No change to existing service operations	N/A

STAGE 4: PUBLICATION

Responsible Officer

Date

Director, Assistant Director or Head of Service

PLYMOUTH CITY COUNCIL

Subject:	Framework Agreement for Plymouth Supported Living Services Contract Award Report
Committee:	Cabinet
Date:	7 March 2017
Cabinet Member:	Councillor L Bowyer
CMT Member:	Carole Burgoyne (Director for People)
Author:	Claire Anderson, Strategic Commissioning Manager
Contact details	Tel: 01752 307354 Email: claire.deborah.anderson@plymouth.gov.uk
Ref:	
Key Decision:	Yes
Part:	I

Purpose of the report:

Supported living is the term given to encompass a range of services designed to help disabled or vulnerable people retain their independence in their local community.

Plymouth City Council, in partnership with NHS NEW Devon Clinical Commissioning Group, is seeking to reconfigure current Supported Living Services to enable the following key outcomes to be achieved:

- Promote independence
- Support a reablement approach to supported living
- Develop a sustainable workforce
- Manage choice and quality
- Connect people with their local communities
- Make better use of resources

To achieve this, Plymouth City Council and New Devon CCG agreed to establish a multi supplier framework of suitable service providers working to a new specification.

The support service is to be inclusive of all Adult Social Care and Health Care eligible clients, such as people who have a learning or physical disability, acquired brain injury, sensory loss and mental health need, along with other eligible health conditions and complex needs.

A competitive procurement process was followed and the report below sets out the result of the tender process and seeks approval from Cabinet for contract award.

For reasons of commercial confidentiality, the full details of the tender process are included within a separate part 2 report.

The Corporate Plan 2016 - 19:

The Supported Living Framework will support Plymouth to deliver an outstanding quality of life which is enjoyed by everyone through addressing three of the four key corporate objectives:

- **CARING Plymouth**

The proposed service framework will support people known to PCC, ASC and CCG who are vulnerable and need support to lead happy, healthy, safe and fulfilled lives through maximising independence and re-connection with their communities. The support services provided will adopt an outcome-focussed approach, and regularly review and reduce care hours as appropriate.

- **GROWING Plymouth**

The service will support a strong economy creating job opportunities by recruiting a local workforce.

- **PIONEERING Plymouth**

The development will make the best use of Council resources by supporting people in a way that makes the most efficient use of staff, promotes outcomes and reduces reliance on paid support.

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

The value of contracts for new services for the same amount of hours will be, for PCC only, £15.08m in year one. This represents an additional financial commitment of approximately £1.5m for the first contractual year (July 2017 – July 2018) and takes into account the National Living Wage.

This increase in spend has been built into the Medium Term Financial Strategy.

Please note that this is based on current clients and support hours.

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

These services will contribute towards the delivery of the Integrated Commissioning Strategies and the Local Plan.

Equality and Diversity

Has an Equality Impact Assessment been undertaken? Yes

Recommendations and Reasons for recommended action:

To award contracts under the Framework Agreement for a period of up to 12 years. Every 3 years the Framework will be opened up to give new suppliers the opportunity to join the Framework Agreement, existing Framework suppliers will be required to resubmit their prices for new referrals only; prices for existing call-offs will remain the same.

Details of the successful suppliers are contained in the Part II report. The tender evaluation process has determined that they have the critical knowledge and experience to provide these services and that considering all evaluation criteria they have offered the 'most economically advantageous tender'.

Alternative options considered and rejected:

Extend Existing Contracts

The procurement of these services is subject to Plymouth City Council's Contract Standing Orders that state that any procurement over the threshold value of £150,000 p/a is to be competitively tendered.

Published work / information:

Equality Impact Assessment

Background papers:

Supported Living Commissioning Plan

Title	Part I	Part II	Exemption Paragraph Number							
			1	2	3	4	5	6	7	
Supported Living Commissioning Plan		x			x					
EIA	x									

Sign off:

Fin	dn161 7.72	Leg	SC/2 5358	Mon Off	LT/25358	HR		Assets		IT		Strat Proc	HG/SPU/4 44/CP/021 7
Originating SMT Member Carole Burgoyne													
Has the Cabinet Member(s) agreed the contents of the report? Yes													

I. BACKGROUND

Plymouth City Council and the CCG currently commissions support services in a variety of ways;

- Specialist framework agreements for people with learning disabilities who have social care or health funded care packages
- Spot purchasing on a case by case basis which is used across all client groups and the use of direct payments to purchase personal assistants
- Care & support agencies or live in carers to support people at home; cost and volume contract for placement management and block contracting.

I.1 Why do we need to change?

- The present supported living service pathway does not deliver an effective and consistent method of delivery that helps meet people's needs to progress and maintain independence.
- Supported living services do not clearly assess and record the achievement of personal outcomes, which lead to greater personal independence and a reduced reliance on paid care.
- People need to be at the centre of how their care is delivered and empowered to make choices, learn new skills and take control of their lives. The culture of resistance to change around how supported living care packages are commissioned and monitored needs to be changed to a positive, enabling and outcome focused model.
- There needs to be clearer expectations for service providers about what they are commissioned to deliver in relation to individual and shared support models.
- There is an identified need to build and sustain sufficient capacity within specialist provider market in Plymouth to support people with highly complex needs. This includes current citizens and people planned to return from specialist provision out of the area.

I.2 The vision for supported living

NEW VISION FOR SUPPORTED LIVING



- All people are consistently supported to maximise their potential to be as independent as possible and live safely in their own homes. New ways of working and thinking are introduced to underpin this vision.
- A consistent reablement approach is embraced by all partners to improve individual levels of independence and positive risk taking which will also ensure that vulnerable people are kept safe.
- People are meaningfully connected with their local communities to promote health and wellbeing and reduce reliance on paid care where ever possible.
- A cohesive and consistent method of managing choice and quality is deployed across the sector.
- Care packages will be outcome focussed and have clear targets for review and reduction where required. Methodologies will be developed to identify and reward providers that are successfully delivering the vision across the sector.
- A well trained, skilled and sustainable workforce is employed to deliver the volume of care required to meet the level of eligible need across all client groups.
- Improvements in data collection and financial monitoring systems are utilised to deliver a programme of managing and reducing the on-going spend against the supported living budget.

1.3 Procurement Approach

Plymouth City Council carried out the procurement of this service on behalf of itself as principal and NHS Northern, Eastern and Western Clinical Commissioning Group (as Contracting Body) for a multi-supplier Framework Agreement for supported living to provide a range of community support services including support to maintain health and wellbeing, personal care, support with finances, social recreation, tenancy related support, underpinned with the principles of self-determination and choice.

A one stage process was followed, requiring interested suppliers to complete a Selection Questionnaire (to determine whether the organisation is an appropriate body with which to contract) and a Tender by the same date. (Usually the Council uses a two stage process requiring the submission of the Selection questionnaire first, with successful providers being invited to submit a Tender).

The tender was published on the 3rd November 2016 and interested organisations were required to return the completed documents by 12.00pm on the 5th December 2016.

The NHS Shorter Form Contract is being used in line with NHS England guidance.

2. PRE TENDER SELECTION CRITERIA

2.1 Selection Questionnaire

The National Selection Questionnaire (SQ) is a standard document issued by Crown Commercial Services.

The objective of the selection process was to assess the responses to the SQ and select potential Economic Operators to proceed to the next stage of the procurement.

SQ Section	Section Title	Question Type	Weighting (%)
Section 1	Potential supplier information, Bidding Model and Contact Details & Declaration	Information only	NA
Section 2	Grounds for mandatory exclusion	Self-Certification Pass/Fail	NA
Section 3	Grounds for discretionary exclusion	Self-Certification Pass/Fail	NA
Sections 4 & 5	Economic and Financial Standing and Guarantees	Self-Certification Pass/Fail	NA
Section 6	Technical and Professional Ability	Scored	25 %
Section 7	Modern Slavery Act 2015: Requirements under Modern Slavery Act 2015	Self-Certification Pass/Fail	NA
Section 8	Additional Questions		
Section 8.1	Insurance	Self-Certification Pass/Fail	NA
Section 8.2	Compliance with Equality Legislation	Pass/fail	NA
Section 8.3	Health and Safety	Pass/fail	NA
Section 8.4	Timescales	Pass/fail	NA
Section 8.5	Data Protection	Pass/fail	NA
Section 8.6	Quality Management	Pass/fail	NA
Section 8.7	Disputes	Scored	5 %
Section 8.8	Business Capability	Scored	30 %
Section 8.9	Social Value	Scored	13 %
Section 8.10	Safeguarding	Scored	27 %

In the event of the Supplier being awarded a 'fail' on any of the above criteria, the remainder of their Selection Questionnaire was not be evaluated and they were eliminated from the process.

These weightings and the scoring methodology for each section were published in the tender documentation.

A total of 20 SQs were received and the names providers who submitted Selection Questionnaires are contained in the Part 2 report.

18 SQs met the minimum threshold score of 77% and the tender submissions for these providers were evaluated.

3. TENDER EVALUATION METHODOLOGY

3.1 Evaluation weightings

The project evaluation weightings were agreed prior to despatch of the tender documentation and were published in the ITT.

Tenders were evaluated using the following scoring framework:

Award Criteria	Weighting (%)	Sub Criteria (%)	Weighting (%)
Financial	30	Price	30
Technical	70	Purpose	10
		Service Details/Performance	18
		Service Details	10
		Performance	12
		Quality Requirements	8
		Staffing	5
		Management & Operation	7

An overall threshold of 46.7% of the achievable marks for the technical element of the Tender was required to determine whether Tenderers met the minimum requirements. Any tenderer failing to achieve this threshold will not be awarded a contract under this framework agreement

3.2 Affordability Criteria

The maximum hourly rates, as below, will be published in the Invitation to Tender documentation. Tenders exceeding these rates will be penalised as follows:

Support	Maximum Hourly Rate	Action
Day or waking night	£14.65	Not considered as price is unaffordable.
Sleeping night – (9 hours from 10pm to 7am)	£7.65	Not evaluated as set price

These maximum threshold rates are based on the assumption that National Living Wage (NLW) for 2017/18 will be £7.65. If the actual NLW transpires to be different to this then all the hourly rates offered by the tenderers will be adjusted in line accordingly and allocated staff on-costs will also be reduced proportionally.

NB. Since going out to tender the NLW has been confirmed at £7.50 for 17/18.

3.3 Evaluation of self-certified sections on Contract Award

Self-certified sections (including Economic and Financial Standing; Insurances; Quality Management as well as Equality and Diversity; Health and Safety; Data Protection and Safeguarding policies/procedures) will be evaluated for the successful bidders only at contract award.

Tenderers who cannot provide this evidence shall be excluded from the process.

These documents will be evaluated against current legislative requirements and the minimum criteria detailed in the tender documentation and scored as follows:

Definition	Criteria	Consequence
Award	Documents fully comply with criteria detailed in SQ.	Contract awarded to successful tenderer
Award subject to	Documents mostly fully comply with criteria detailed in SQ and only minor amendments are required to bring them to full compliance.	Contract awarded to successful tenderer subject to them updating documents to a satisfactory standard before contract commencement
Fail	Documents do not or only partially comply with criteria detailed in SQ and major amendments are required to bring them to full compliance.	Successful bidder will be disqualified from the process. Consideration will be given to approaching the next placed bidder.

4. FINANCE

The forecast annual spend for 2016/17, for PCC only on the contracts being replaced by this tender is £13.6m. For the CCG the 2016/17 spend is approximately £4m.

The total hours for both commissioning areas are between 15,000 and 17,000 hours per week.

Contract prices will be uplifted as follows:

- Indirect/Non Staffing costs - rates will be uplifted once every three years in line with the CPI rate from the end of the proceeding financial year;
- Direct Staff Costs - staffing costs, as detailed by providers in the pricing schedule, will be uplifted annually in line with the percentage increase of the NLW.

Every 3 years the Framework will be opened up to give new suppliers the opportunity to join the Framework Agreement, existing Framework suppliers will be required to resubmit their prices for new referrals only; prices for existing call-offs will remain the same.

The new specifications focus on a 'reablement approach' and as such it is expected that current packages of support will reduce as people are supported to become more independent.

5. SERVICE USER INVOLVEMENT

This service is underpinned by consultation with service users and stakeholders and is centred on the key priorities that they have identified.

6. SUMMARY OF EVALUATION

Tenders were submitted on the 5th December 2016 by 20 suppliers. 18 organisations passed to the tender evaluation phase, 17 of which passed the minimum threshold value to be awarded a contract.

The resulting scores and outcome from the evaluation process are contained in a Part 2 report.

The following relates to exempt or confidential matters (Para(s) 3 of Part 1, Schedule 12A of the Local Govt Act 1972). Any breach of confidentiality could prejudice the Council/person/body concerned & might amount to a breach of the councillors /employees codes of conduct.

Document is Restricted

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EQUALITY IMPACT ASSESSMENT

Supported Living Commissioning plan



STAGE I: What is being assessed and by whom?

What is being assessed - including a brief description of aims and objectives?

Commissioning Plan for Supported Living 2015-2020.

The local authority is required to review the current commissioning arrangements for supported living as the framework agreements will be coming to an end.

There is an expectation that the new contracting arrangements will be implemented from 2017 and will include all people with eligible health or social care needs under the age of 65. Supported living services should provide support and care (if required) to achieve the following outcomes:

- To enhance quality of life for people with care and support needs;
- Delay and reduce the need for care and support;
- Ensure that people have a positive experience of care;
- Safeguard adults whose circumstances make them vulnerable and protecting from avoidable harm;
- To promote a holistic approach to community living;
- Improve physical and mental health problems including promoting healthy lifestyle choices;
- Improve access to paid employment, healthcare services and leisure opportunities.

From the consultations carried out by surveys, focus groups, events or meetings with a diverse range of stakeholder groups including: people who currently use supported living services or who may in the future; current framework, spot contract providers and new providers to Plymouth and/or supported living; carers and professionals from health, social care and other organisations.

The key themes and findings from the consultation have been collated into a report that will be an appendix to the supported living commissioning plan.

STAGE I: What is being assessed and by whom?	
	<p>This EIA will aim to assess the impact of the future joint commissioning approach to people with eligible health and social care needs who use or would benefit from having supported living services. The expansion of supported living services from learning disability to include people with complex needs, co-morbidities and drug and alcohol issues, will aim to improve the quality and access to the care and support services that they require.</p> <p>In order to ensure minimal impact on service delivery a commissioning plan has been developed that promotes a joint commissioning approach between PCC and NEW Devon CCG to make the best use of resources across adult social care, commissioning, housing and health.</p> <p>The Care Quality Commission changed the way it inspects community adult social care services from October 2014. One of CQC's principles is to promote equality, diversity and human rights. In practice this looks at a set of human rights principles in relation to the five key questions asked by CQC during the inspection. As defined in the Human Rights Act 1998, the human rights principles are: fairness, respect, equality, dignity and autonomy, right to life and rights for staff.</p> <p>The commissioning plan was presented to Integrated Commissioning Strategy and Implementation Group in November 2015 and Cabinet for approval in March 2017.</p>
Responsible Officer	Fiona Gordon / Karlina Hall
Department and Service	Strategic Co-operative Commissioning
Date of Assessment	Reviewed January 2017

STAGE 2: Evidence and Impact				
Protected Characteristics (Equality Act)	Evidence and information (e.g. data and feedback)	Any adverse impact?	Actions	Timescale and who is responsible?
Age	<p><u>Plymouth's general population:</u></p> <ul style="list-style-type: none"> ▪ 64% (164,086) of Plymouth's population is aged 18 to 64.¹ ▪ 16% (41,791) of Plymouth's population is aged over 65.² <p><u>People using supported living services:</u></p> <p>There is an average age of 43 years, 365 (92%) people aged 18 to 64 and 31 (8%) people aged over 65³.</p> <p>The average age of clients is 41 years for health-funded supported living packages.</p>	<p>No adverse impact.</p> <p>The new supported living service will be for all eligible Care Act/Health funding people over the age of 18 living within the city of Plymouth (for Adult Social Care funded packages) or have a Plymouth registered GP (for CCG funded packages). As at present. In addition, there may be some 16+year olds supported by this service who are in transition.</p>		

¹ Strategic Housing Market Needs Assessment (SHMNA) Main Report Plymouth City Council, South Hams District Council, West Devon Borough Council, Cornwall Council and Dartmoor National Park Authority. July 2013 Source: ONS 2011 Census.

² Strategic Housing Market Needs Assessment (SHMNA) Main Report Plymouth City Council, South Hams District Council, West Devon Borough Council, Cornwall Council and Dartmoor National Park Authority. July 2013 Source: ONS 2011 Census.

³ Social care open Supported Living Service Agreements on CareFirst 2014.

STAGE 2: Evidence and Impact				
Protected Characteristics (Equality Act)	Evidence and information (e.g. data and feedback)	Any adverse impact?	Actions	Timescale and who is responsible?
Disability	<p><u>Plymouth's general population</u> GPs identified 1240 people (5.7 in every thousand) as having a learning disability in Plymouth compared to the national average of 4.54 in every thousand.⁴</p> <p>6.5% of people described their health as bad or very bad in the 2011 Census⁵.</p> <p>10% of people described their day-to-day activities as limited a lot due their disability or health condition in the 2011 Census⁶.</p> <p>8.5 per 1,000 of Plymouth's population aged 18-75 is in drug treatment in 2011/12⁷.</p> <p>19.4% had a limiting long term illness⁸.</p>	<p>No adverse impact.</p> <p>Clients will not be excluded from accessing the service because of their disability or health need.</p>		

⁴ Learning Disabilities Profile for Plymouth 2013. Public Health England.

⁵ Summary 2011 Census Profile. Produced as part of the JSNA. Public Health, PCC. December 2013.

⁶ Summary 2011 Census Profile. Produced as part of the JSNA. Public Health, PCC. December 2013.

⁷ Community Mental Health Profiles 2013. The Network of Public Health Observatories.

⁸ Community Mental Health Profiles 2013. The Network of Public Health Observatories.

STAGE 2: Evidence and Impact				
Protected Characteristics (Equality Act)	Evidence and information (e.g. data and feedback)	Any adverse impact?	Actions	Timescale and who is responsible?
	<p>15.16% adults 18+ with depression, 0.52% with dementia and 0.57% with learning disabilities in 2011/12⁹.</p> <p>398 have contact with mental health services per 1,000 population in 2010/11¹⁰.</p> <p><u>People using supported living services</u></p> <p>There are 37 health funded clients using supported living services (34 people with a learning disability, 3 people with a mental illness).</p> <p>SL SA on CF with a RAP code:</p> <ul style="list-style-type: none"> • 2 - dementia • 1 - frailty and/or temporary illness • 20 - general • 1 - hearing impairment 			

⁹ Community Mental Health Profiles 2013. The Network of Public Health Observatories.

¹⁰ Community Mental Health Profiles 2013. The Network of Public Health Observatories.

STAGE 2: Evidence and Impact				
Protected Characteristics (Equality Act)	Evidence and information (e.g. data and feedback)	Any adverse impact?	Actions	Timescale and who is responsible?
	<ul style="list-style-type: none"> • 316 - learning disabilities • 23 - vulnerable people • 21 - physical disabilities • 1 - substance misuse <p>Communication needs: 1 person required BSL signing, 2 large print, 4 were Makaton users, 4 people required specialist autism communication (PECS), and 3 referenced the need for specialised equipment¹¹.</p>			
Faith, Religion or Belief	<p>According to the 2011 Census for Plymouth:</p> <ul style="list-style-type: none"> • 148,917 Christians • 881 Buddhists • 567 Hindus • 168 Jews • 2,078 Muslims • 89 Sikhs • 1,198 'other religion' • 84,295 have no religion 	<p>No adverse impact.</p> <p>Clients will not be excluded from accessing the service because of their faith, religion or belief.</p>		

¹¹ Clients with open supported living service agreements on Carefirst (March 12th 2014).

STAGE 2: Evidence and Impact				
Protected Characteristics (Equality Act)	Evidence and information (e.g. data and feedback)	Any adverse impact?	Actions	Timescale and who is responsible?
	<ul style="list-style-type: none"> 18,191 did not state a religion SL SA from CF: <ul style="list-style-type: none"> 76 Christians 19 had no religion 4 'other religion' 297 unknown religion 			
Gender - including marriage, pregnancy and maternity	Plymouth's general population: <ul style="list-style-type: none"> 50% male and 50% female¹² According to the 2011 census there are: <ul style="list-style-type: none"> 7,863 single parents in Plymouth - 7,085 of them women and 3,139 of them not in employment. Health funded clients using supported living services:	No adverse impact. Clients will not be excluded from accessing the service because of their gender, marriage/civil partnership status, pregnancy or maternity.		

¹² GP Population register, October 2013

STAGE 2: Evidence and Impact				
Protected Characteristics (Equality Act)	Evidence and information (e.g. data and feedback)	Any adverse impact?	Actions	Timescale and who is responsible?
	<ul style="list-style-type: none"> ▪ 13 female and 24 male SL SA for CF: <ul style="list-style-type: none"> ▪ 176 female, 219 male, 1 not recorded. 			
Gender Reassignment	Information on gender reassignment was not collected in the 2011 census. Monitoring of gender reassignment is not routinely recorded as part of the people receiving supported living services.	No adverse impact. Clients will not be excluded from accessing the service because of their gender or reassignment.		
Race	According to the 2011 census: <ul style="list-style-type: none"> ▪ Approximately 93% of the population of Plymouth are White British ▪ The remaining 7% come from a wide range ethnic backgrounds, including significant population of British Asian (including 	No adverse impact. Clients will not be excluded from accessing the service because of their race.		

STAGE 2: Evidence and Impact				
Protected Characteristics (Equality Act)	Evidence and information (e.g. data and feedback)	Any adverse impact?	Actions	Timescale and who is responsible?
	<p>Chinese), Black British African.</p> <p>Race:</p> <ul style="list-style-type: none"> ▪ 3.9% are black and minority ethnic¹³. The largest communities are Kurdish Iraqi, 3000; Polish speaking migrant workers, 2700; Indian, 2500; Chinese, 2000; Russian speaking migrant workers, 1500; and Black African, 1,000. ▪ 7.1% residents not born in the UK¹⁴ ▪ Plymouth has a rapidly rising BME population –It has trebled in the last 10 years and this trend set to continue ▪ 3.4% English is not 			

¹³ Summary 2011 Census Profile. Produced as part of the JSNA. Public Health, PCC. December 2013.

¹⁴ Summary 2011 Census Profile. Produced as part of the JSNA. Public Health, PCC. December 2013.

STAGE 2: Evidence and Impact				
Protected Characteristics (Equality Act)	Evidence and information (e.g. data and feedback)	Any adverse impact?	Actions	Timescale and who is responsible?
	<p>their main language¹⁵. Seventy six languages are known to be spoken in the city, with most requested translations being for Polish, Kurdish, Chinese and Arabic.</p> <p>SA for SL on CF:</p> <ul style="list-style-type: none"> ▪ Ethnicity - 286 British, 1 Irish, 12 English, 1 Cornish, 85 White, 1 Turkish & Turkish Cypriot, 1 Other White, 1 White & Black Caribbean, 1 White & Black African, 1 Black & Asia, 1 Other, 5 not recorded. 107 had British recorded as their nationality. 			

¹⁵ Summary 2011 Census Profile. Produced as part of the JSNA. Public Health, PCC. December 2013.

STAGE 2: Evidence and Impact				
Protected Characteristics (Equality Act)	Evidence and information (e.g. data and feedback)	Any adverse impact?	Actions	Timescale and who is responsible?
Sexual Orientation -including Civil Partnership	Information on sexual orientation was not collected in the 2011 census, only numbers of people in a civil partnership, which gives a partial picture of this cohort. Monitoring of sexual orientation and civil partnerships is not routine as part of the people receiving supported living services.	No adverse impact. Clients will not be excluded from accessing the service because of their sexual orientation.		

STAGE 3: Are there any implications for the following? If so, please record 'Actions' to be taken		
Local Priorities	Implications	Timescale and who is responsible?
Reduce the inequality gap, particularly in health between communities.	At the extreme there is a 12 year gap between the "richest and poorest" neighbourhoods. When comparing the bottom and top 20% of areas, the gap is 7 years for men and nearly 3 years for women. Supported Living services are available for people living in all communities within Plymouth. By developing an 'outcomes' based and personalised service we will strive to ensure that people who need these services are able to achieve their aim of living an	

STAGE 3: Are there any implications for the following? If so, please record 'Actions' to be taken		
Local Priorities	Implications	Timescale and who is responsible?
	<p>independent life in the way they want for as long as possible</p> <p>This service will reduce health inequalities and inequality for people who are disadvantaged by having a limiting health condition or disability by supporting them to take part in everyday activities that other people take for granted.</p>	
<p>Good relations between different communities (community cohesion).</p>	<p>Within the specification for this service we will ensure that there is an outcomes focus including the outcomes to support people to be engaged in their community and enable them to participate. This will ensure that vulnerable people are supported to remain part of the community. It is also expected that the wider relationship with the community will embrace and promote good opportunities for all people within all the protected characteristics as detailed in the Equality Act 2010.</p> <p>Supported Living Services are community based. The work undertaken builds on community capacity and breaks down discrimination through integrating clients within the local community. Access to other community groups and resources will be encouraged as part of the supported living provision.</p> <p>The consultation with clients has highlighted their wish to be part of the community.</p>	<p>This will be encouraged through contract management through-out the life of the contract.</p> <p>Co-operative Commissioning Team</p>

STAGE 3: Are there any implications for the following? If so, please record 'Actions' to be taken		
Local Priorities	Implications	Timescale and who is responsible?
Human Rights	In order to protect individual human rights, these services must be provided in a way that respects a person's privacy and dignity and enables them to decide how things get done. This will be a crucial part of the service specification and the evaluation of the tender.	

STAGE 4: Publication			
Director, Assistant Director/Head of Service approving EIA.		Date	

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