



Democratic and Member Support

Chief Executive's Department
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WELLBEING OVERVIEW AND SCRUTINY COMMITTEE BUDGET SCRUTINY

Wednesday 25 January 2017
3.00 pm
Warspite Room, Plymouth

Members:

Councillor Mrs Aspinall, Chair
Councillor James, Vice Chair
Councillors Mrs Bridgeman, Cook, Dann, Mrs Foster, Loveridge, Dr Mahony, Sparling, Tuffin and Tuohy.

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

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Tracey Lee
Chief Executive

Wellbeing Overview and Scrutiny Committee

1. Apologies

To receive apologies from Members for non-attendance.

2. Declarations of Interest

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

3. Chairs Urgent Business

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

4. Budget Scrutiny:

4a. Supporting Information: Draft Budget Report 2017/18 **(Pages 1 - 18)**

4b. Supporting Information: Medium Term Financial Strategy 2017/18 to 2019/20 **(Pages 19 - 58)**

4c. Supporting Information: Integrated Fund Finance Report - Month 8 2016/17 **(Pages 59 - 74)**

4d. Supporting Information: Integrated Commissioning System Action Plans 2016/17 and Strategies **(Pages 75 - 88)**

The Strategies can be accessed via the following link –

<http://tinyurl.com/zxul7sf>

4e. Supporting Information: Corporate Plan Monitoring Report and Commitments Progress Report **(Pages 89 - 114)**

4f. Supporting Information: Staff Information (including Establishment Figures and Absence Figures) **(Pages 115 - 126)**

4g. Supporting Information: Staff Survey **(To Follow)**

4h. Supporting Information: Time for Big Decisions Consultation Report **(Pages 127 - 174)**

5. Recommendations:

PLYMOUTH CITY COUNCIL

Subject: Draft Budget 2017-18
Committee: Cabinet
Date: 6 December 2016
Cabinet Member: Cllr Darcy
CMT Member: Lesa Annear
Author: Paul Cook (Head of Financial Planning and Reporting)
Contact details: Tel 01752 398633
paul.cook@plymouth.gov.uk
Ref:
Key Decision: Yes
Part: I

Purpose of the report:

Under the Council's Constitution, Cabinet is required to recommend the 2017/18 Budget to Council. This report is the next stage in preparing the Budget for 7 February 2017 Cabinet to recommend to 27 February 2017 Council.

The Corporate Plan 2016/19:

The 2017/18 Draft Budget sets out the resources available to deliver the Corporate Plan.

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

The resource implications are set out in the body of the report.

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

The 2017/18 Draft Budget provides the maximum resources achievable to address key policy areas.

Equality and Diversity:

A full equalities impact assessment is attached.

Recommendations and Reasons for recommended action:

1. That the proposed revenue budget is presented to scrutiny committees in January 2017;
2. Members and officers continue to work on solutions in order to close the existing budget gap in 2017/18 in order to present a balanced budget at Full Council in February 2017;
3. Cabinet consider findings from consultation, feedback from scrutiny committees and any material changes announced in the final settlement for Plymouth City Council in early February 2017.

Alternative options considered and rejected:

There are no alternative options.

Published work / information:

[Medium Term Financial Strategy 2017/18 – 2019/20](#)

Background papers:

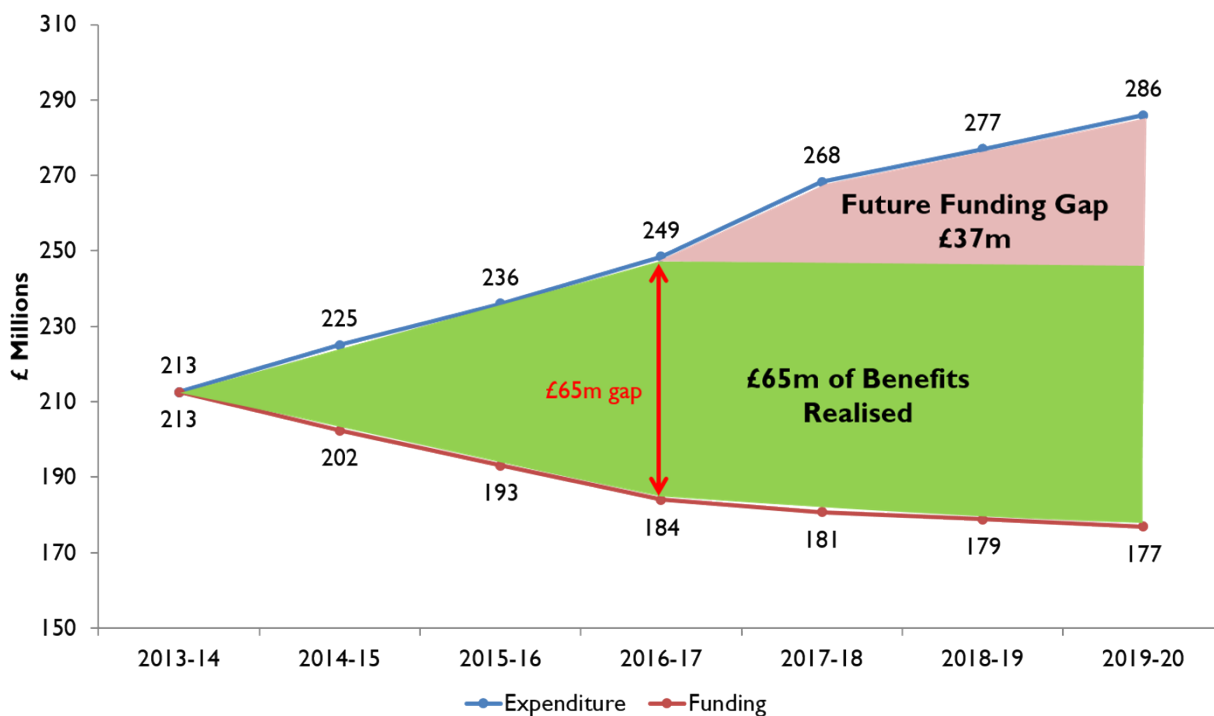
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			1	2	3	4	5	6	7	

Sign off:

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Originating SMT Member -										
Has the Cabinet Member(s) agreed the content of the report? Yes										

1.0 Introduction

1.1 The Medium Term Financial Strategy was recommended by 8 November 2016 Cabinet and subsequently approved by 21 November 2016 Council. The Strategy addresses the funding gap for the following three financial years. It builds on the significant benefits achieved over recent financial years.



1.2 The 2017/18 Budget is now being developed in greater detail and in accordance with the budget timetable.

1.3 There are a number of changes to forecast funding and expenditure for 2017/18 and these are set out in the sections below. They are also summarised in the table below.

	2017/18 £m	2018/19 £m	2019/20 £m
	FORECAST		
Budget Gap 8 November MTFS	2.241	0.682	-0.730
Autumn Statement	-0.800		
Provisional Local Government Finance Settlement	Expected to be available 8 December 2016		
Pension Cost in excess of MTFS provision	+0.500	-0.150	-0.350
Fees and charges increases below MTFS assumption	0.000	0.423	0.423
Budget Gap 6 December 2016	1.941	0.955	-0.657

1.4 The overall budget position is now set out in the table below

	2016/17 £m	2017/18 £m	2018/19 £m	2019/20 £m
	BUDGET	FORECAST		
REVENUE RESOURCES AVAILABLE	186.702	180.776	178.804	176.920
Baseline spend requirement	193.009	186.702	180.776	178.804
One off savings brought forward		4.876		
Plus identified additional costs	17.564	10.436	7.207	6.053
Overall spend requirement	210.573	202.014	187.983	184.857
In-year shortfall to be found	23.871	21.238	9.179	7.937
Cumulative shortfall		45.109	54.288	62.225
Transformation stretch savings	23.871	19.297	8.224	8.595
REVISED SPENDING FOR YEAR	186.702	182.717	179.759	176.262
Budget Gap 6 December 2016	0.000	1.941	0.955	-0.657

2.0 The Autumn Statement

2.1 The main announcements are set out in the Appendix.

2.2 The National Living Wage will be increased to £7.50 from April 2017. This is lower than the MTF5 assumption of £7.65. The £2.520m provision in 2017/18 can therefore be reduced by £0.850m.

2.3 Insurance premium tax will increase from 10% to 12%, costing the Council around £0.020m in 2017/18.

2.4 Employer national insurance contribution thresholds are being harmonised with employee thresholds. This is expected to cost the Authority £0.030m in 2017/18.

2.5 The net effect of all these changes is a reduction in the savings gap in 2017/18 of £0.800m.

3.0 Provisional Local Government Finance Settlement 2017-18

3.1 It is expected the Provisional Local Government Finance Settlement will be issued on 8 December 2016. 4-year RSG settlements have been taken up by the greater part of local authorities. The calculation of the settlement should therefore be simplified. However the results of a number of technical consultations by DCLG are expected to be announced in the settlement. Significant items include

- Revisions to the New Homes Bonus Scheme and the basis of allocation for the enhanced Better Care Fund
- Arrangements to ensure the 2017 business rates revaluation is cost neutral for individual local authorities

3.2 Although the Council has opted to accept the 4 year settlement this does not mean the Council cannot make representation during the settlement consultation phase. The Council will continue to press for a better deal for the residents of Plymouth. When offered, government said that those

authorities opting for the 4 years settlement would not be worse off; therefore guaranteeing a minimum funding position.

3.3 Any implications of the Provisional Local Government Finance Settlement will need to be incorporated in later reports.

4.0 Pension Costs

4.1 The actuarial valuation of Devon County Council's pension fund as at 31 March 2016 will be implemented 2017/18 onwards. Provision has already been made in the MTFS in anticipation of increased costs.

4.2 The PCC employer's contribution has two components – future service rate and deficit repayment.

4.3 The actuaries have determined that the future service rate will be 14.7%. This is 1% higher than the previous rate. This would represent an additional general fund cost of £600k from 2017/18 onwards.

4.4 The 2013 valuation assumed PCC would repay its £111m share of the pension fund deficit over 24 years from 2014/15. The 2016 valuation continues this profile with the deficit now being recoverable over 21 years from 2017/18. The deficit repayable has however increased to £128m. With interest due to the long period to repay the deficit the overall deficit cost is around £168m. The impact of these decisions is a proposed additional deficit contribution from the general fund of £1.000m in 2017, followed by an additional £0.150m in 2018/19 and an additional £0.150m in 2019/20.

		2016/17 £m	2017/18 £m	2018/19 £m	2019/20 £m
		FORECAST			
1	Future service rate	13.7%	14.7%	14.7%	14.7%
2	Additional cost (excluding schools) following valuation		0.600	0.000	0.000
3	Deficit recovery period	22 years	21 years	20 years	19 years
4	Additional deficit cost (excluding schools) following valuation		1.000	0.150	0.150
5	Net additional cost (2) + (4)		1.600	0.150	0.150
6	MTFS provision – 8 November Cabinet		-0.600	-0.900	-0.600
7	Reprofiled cash flow		-0.500	0.600	0.100
8	Cost in excess of MTFS provision (5) – (6)		0.500	-0.150	-0.350
	Memorandum Items				
9	Value of future service contributions	10.112	11.062	11.062	11.062
10	Of which recoverable schools		2.212	2.212	2.212
11	Deficit lump sum payable	6.358	7.651	7.834	8.021

4.6 The impact of these changes is set out in the table. The figures are provisional as discussions are still continuing with the actuaries. Any shortfall in recovery of the deficit contribution in 2016/17 will be addressed at financial year-end.

4.7 The deficit repayment is a long-term funding issue that needs to be considered in combination with the proposed increased future service rate. It is expected that total contributions can be reprofiled to spread the cost more evenly over the 3 financial years resulting in an additional pressure of only £500k in 2017/18. This would maintain the current target for deficit reduction whilst fully funding future service costs.

5.0 Fees and Charges

- 5.1 A revised Fees and Charges policy was approved by Cabinet on 8 November 2016. The assumed £500k in 2018/19 and 2019/20 has not yet been fully delivered and the budget gap is adjusted accordingly.
- 5.2 Proposals have now been developed over all the discretionary charging areas. The approach follows the Policy. Each year charges ought by and large to be increased by the Consumer Price Index (CPI). This avoids long periods of no review and then the need for a sudden hike. Charges are set in sensible amounts (not £1.01p)
- 5.3 Charges recover full cost where appropriate. Exceptions might be bulky waste (fly tipping) or compassion grounds.

6.0 Adult Social Care Precept

- 6.1 In the Spending Review November 2015 the Chancellor announced that for the rest of the current Parliament Local Authorities with responsibility for Adult Social Care (ASC) will be given an additional 2% flexibility on the current Council Tax referendum threshold to be used entirely for ASC.
- 6.2 The 2016/17 Budget approved a 2% Adult Social Care precept. The £1.845m income has been used to fund ASC provision.
- 6.3 The Adult Social care precept is shown separately on Council Tax bills as required by regulations.
- 6.4 An additional 2% precept on Council Tax for Adult Social Care in 2017/18 will raise £1.873m. This is included in the MTFs resource assumptions.
- 6.5 Adult Social Care is the largest single budget in the Council. In 2016/17 it is £71.238m and in 2017/18 is planned to be £73.514m.
- 6.6 The MTFs allows additional costs for care packages of £2.756m in 2017/18. A further £1.854m is allocated in 2018/19 and £1.374m in 2019/20.

	2017/18	2018/19	2019/20
	£m	£m	£m
	FORECAST		
Additional cost for care packages	2.756	1.854	1.374
National Living Wage in contracts	1.670	3.263	3.479
	4.426	5.117	4.853
2% Adult Social Care Precept	1.901	1.958	2.017

- 6.6 The Government also expects the national living wage to be included in all ASC contracts. The MTFs allows £2.520m in 2017/18, adjusted following the Autumn Statement to £1.670m. A further £3.263m is allocated in 2018/19 and £3.479m in 2019/20.
- 6.7 Adult Social Care provision is a statutory service and the Council must meet clients' assessed needs. The table demonstrates that the MTFs additional costs significantly exceed the income derived from the Adult Social Care precept.

6.8 In 2017/18 the Adult Social Care precept might be regarded as paying for any of the service packages below:

- 216 vulnerable older people to remain living in their own homes through the provision of valuable home care that provides assistance with daily living and personal care, such as bathing, washing, dressing, prompting with medication and preparing meals
- 145 clients in extra care housing which provides bespoke care and support in purpose built accommodation with every tenant having their own flat with a range of communal on site facilities.
- 61 working age adults with complex, profound and multiple needs (including those with learning and physical disabilities) live independent, fulfilling lives in supported living in their communities rather than in institutionalised settings

6.9 These financial pressures the Council has been taking steps to speed up financial assessments, reducing the period from 112 days to below 20 days. This enables the Council to recover income through the fairer charging policy that would not otherwise have been available.

7.0 Conclusion

7.1 There is still further work to do to finalise the budget for 2017/18. This cannot be completed until the details of the provisional settlement have been announced which should include confirmation of the 4 year settlement including details of specific grants.

Autumn statement 2016

Overview

- Borrowing is forecast to be £122bn higher in the period until 2021 than forecast in March's Budget
- No longer aiming for surplus by end of the decade. New fiscal targets aim for 2% underlying deficit and debt falling by 2020, and a balanced budget as soon as possible thereafter
- Office for Budget Responsibility (OBR) forecasting growth of 1.4% in 2017, 2.1% in 2019/20 and 2% in 2021 (lower than previously forecast)
- Government to stick to departmental spending plans set out in Spending Review 2015
- From next year, Budget to move to Autumn and there will now be a Spring Statement although no changes to be made. Further details [here](#).

Infrastructure and Investment

- Government prioritising infrastructure & investment to raise productivity
- £23bn National Productivity Investment Fund (NPIF) to be spent on innovation & infrastructure over next 5 years - targeted at transport, housing, digital communications and research & development (R&D).
- £2bn extra investment per year in R&D
- Digital infrastructure – over £1bn investment in full-fibre broadband and 100% business rate relief on new fibre infrastructure
- [Industrial Strategy](#) being developed – green paper due before end of year

Transport

- £1.1bn investment in English local transport networks
- £220m to reduce traffic pinch points
- £450m digital signaling on trains and smart ticketing
- £390m on low emission vehicles, renewable fuels, and connected and autonomous vehicles

Housing and Planning

- Affordable housing - £1.4bn to deliver 40,000 affordable homes
- Grant funding restrictions relaxed to allow providers to deliver a mix of homes for affordable rent and low cost ownership
- £2.3bn housing infrastructure fund (funded by the NPIF) to help provide 100,000 new homes in areas of high demand
- Pilot of Right to Buy for housing association tenants
- Ban on letting agent fees 'as soon as possible'
- Housing white paper coming shortly

Welfare

- No plans for further welfare saving measures in this Parliament (beyond those already announced)
- Welfare spending cap to remain
- Universal Credit taper rate decreased from 65% to 63% from April 2017

Devolution

- £1.8bn from Local Growth Fund to be allocated to regions– £191m to South West with allocation for individual LEPs to be announced shortly.
- Mayoral Combined Authorities to have new borrowing powers

Finance

- National Living Wage increase from £7.20 to £7.50 in April 2017 (Plymouth City Council currently pays Living Wage Foundation rate of £8.45)
- Fuel duty rise to be cancelled
- Rise in Insurance Premium Tax from 10% to 12%

- Corporation Tax to fall to 17% as planned by 2020
- Employee and employer National Insurance thresholds to be equalised at £157 per week from April 2017
- Income tax threshold to be raised to £11,500 in April, from £11,000 now. Higher rate income tax threshold to rise to £50,000 by the end of the Parliament
- From April 2017, tax savings on salary sacrifice and benefits in kind to be stopped, with exceptions for ultra-low emission cars, pensions, childcare and cycling

Culture

- £1 million towards the development of a new [creative media centre](#) in Plymouth

Useful Links

[Full Autumn Statement documents](#)

[LGA Autumn Statement 2016 live blog](#)

[LGiU Autumn Statement briefing](#)

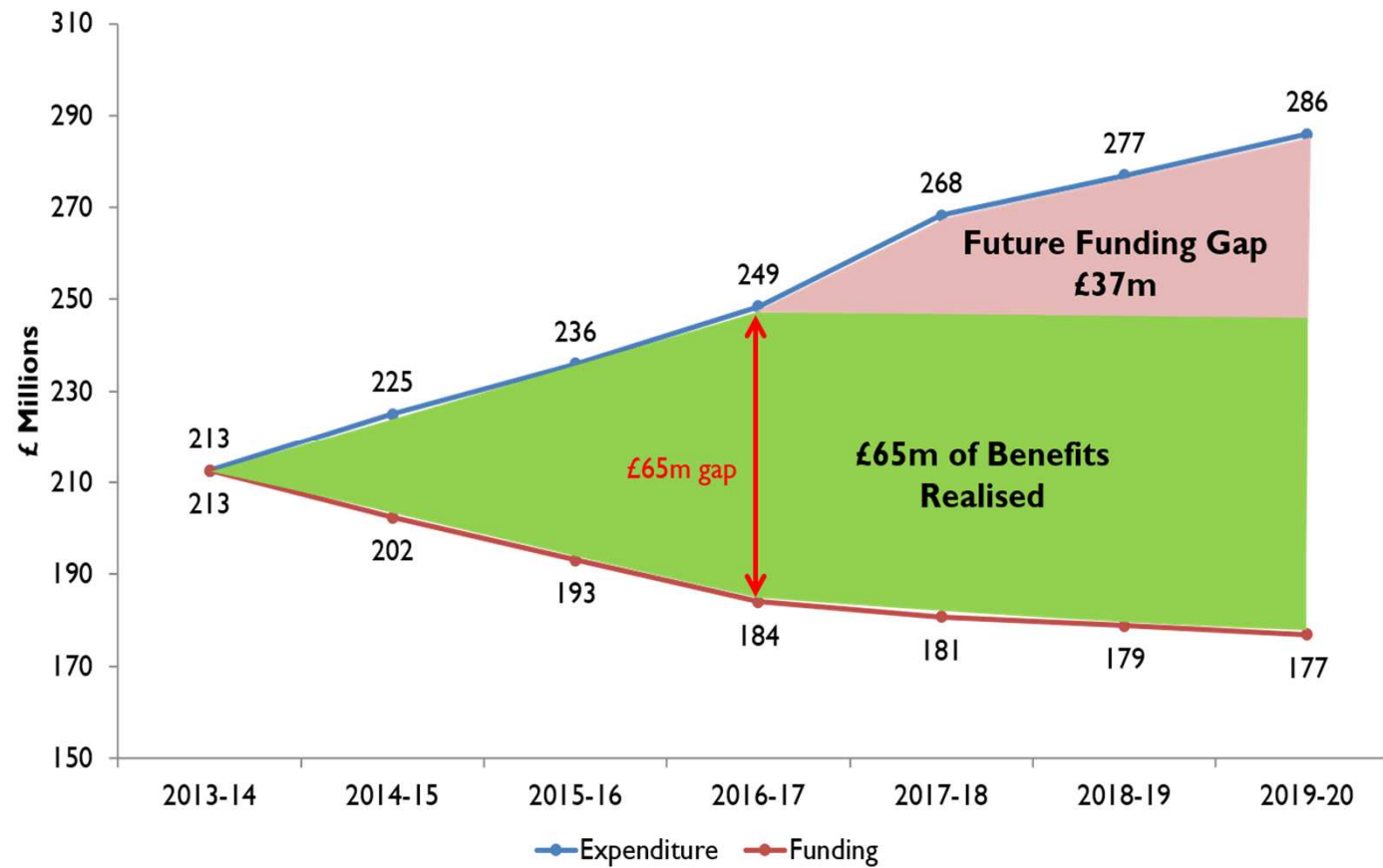
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Budget Update



Budget Scrutiny
January 2017

MTFS 8 November 2016 Cabinet



M8 Revenue Monitoring



Directorate	Gross Expenditure	Gross Income	2016/17 Latest Approved Budget	Forecast Outturn	Forecast Year End Variation	Movement from previous month
	£m	£m	£m	£m	£m	£m
Executive Office	4.445	(0.415)	4.030	4.047	0.017	0.001
Corporate Items	11.119	(10.030)	1.089	1.089	0.000	0.000
Transformation and Change	150.231	(115.716)	34.515	34.666	0.151	(0.732)
People Directorate	275.817	(153.328)	122.489	123.750	1.261	0.202
Public Health	20.007	(19.644)	0.363	0.363	0.000	0.000
Place Directorate	70.035	(45.819)	24.216	24.851	0.635	(0.051)
TOTAL	531.654	(344.952)	186.702	188.766	2.064	(0.580)

Changes since November MTFS (1 of 3)



	2017/18 £m	2018/19 £m	2019/20 £m
Budget Gap MTFS	2.241	0.682	-0.730
Settlement 15 December			
Adult Social Care Support Grant	-1.300	1.300	0.000
New Homes Bonus changes	1.281	0.575	0.575
Change to National Living Wage rate	-0.850	0.000	0.000
Change to Insurance tax and NI payments	0.050	0.000	0.000

Changes since November MTFS (2 of 3)



	2017/18 £m	2018/19 £m	2019/20 £m
One-off grant maximisation in People 16/17	2.219	0.000	0.000
Asset Investment Fund additional income	-0.100	-0.100	0.000
Reduction in Fees and Charges income	0.000	0.423	0.423
Pension deficit costs	0.600	-0.750	0.050
Increase in Council Tax Base	-0.342	-0.150	-0.150
Reduction in reserve and provision budgeted contributions	-0.150	0.000	0.000

Changes since November MTFS (3 of 3)



	2017/18 £m	2018/19 £m	2019/20 £m
Proposed Council Tax increase	0.000	0.000	0.000
Further flexible use of receipts or application to minimum revenue provision	-0.500	0.500	0.000
Increased investment diversification	-0.200	-0.400	-0.200
Reduced 5% working balance reflecting expenditure reductions	-0.184	-0.176	-0.165
Budget gap at 7 February 2017	2.565	2.104	-0.197

MTFS current position



	2016/17 £m	2017/18 £m	2018/19 £m	2019/20 £m
	BUDGET	FORECAST		
REVENUE RESOURCES AVAILABLE	186.702	181.118	179.297	177.561
Baseline spend requirement	193.009	186.702	181.118	179.296
One off savings brought forward		4.876		
Plus identified additional costs	17.564	10.536	6.607	6.453
Overall spend requirement	210.573	202.114	187.725	185.749
In-year shortfall to be found	23.871	20.996	8.428	8.188
Cumulative shortfall		44.867	53.295	61.483
Transformation stretch savings	23.871	18.431	6.325	8.385
REVISED SPENDING FOR YEAR	186.702	183.683	181.400	177.364
Budget Gap	0.000	2.565	2.103	-0.197

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MEDIUM TERM FINANCIAL STRATEGY

2017/18 to 2019/20



The Medium Term Financial Strategy takes a 3 year view from April 2017 to 2019/20 and looks at how the Council will fund Plymouth's ambitions and priorities.

Foreword



Councillor Ian Bowyer
Leader of Plymouth City Council

“Plymouth is an ambitious City with huge growth potential and is undergoing exciting changes. The City Council is committed to improving value for money. We want to listen to our citizens and businesses about how we spend the resources we have. This Medium Term Financial Strategy sets out our approach to the financially challenging but exciting times ahead.”



Councillor Ian Darcy
Cabinet Member for Finance and ICT

“As Portfolio Holder for Finance I am determined to maximise efficiency and draw in the highest value of external funding Plymouth can achieve. We will strive to maintain services despite reducing funding. The Medium Term Financial Strategy is one of the key stages in finding the answers to this challenge.”



Tracey Lee
Chief Executive of
Plymouth City Council

“Since 2013 the Council has improved its services whilst delivering £65m of efficiency savings. The Council is committed to further service improvements whilst delivering £37m of efficiencies over the next 3 years. The Medium Term Financial Strategy shows how our improvements link to the City; people’s jobs, homes, health and how we will pay for the services we provide.”



Andrew Hardingham
Assistant Director for Finance

“The Medium Term Financial Strategy is a core part of the Council's strategic framework. The Strategy has a vital role to play in funding the City’s ambition set out in the Plymouth Plan. It enables the priorities of the Corporate Plan to be put into action. Essentially it helps us balance the books.”

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Introduction

The MTFS links the revenue budget, capital programme and treasury management strategy.

- A central document in our financial planning
- A key role in the budget setting process
- Ensures the budget is prepared in line with Plymouth priorities
- Covers a 3 year period and is updated and approved annually
- Balancing the books and best use of Council assets
- Identify sustainable, alternative and increased sources of income
- Deliver the Asset Management Plan and maximise the community value of our assets

The MTFS is based on a set of financial principles and objectives. These are set out below.

Financial Principles

Managers must contain their expenditure within budget.

The Council will achieve a balanced budget year on year.

Services will be charged for under the Council's Fees and Charges Policy. Charges will be increased for inflation.

Provision for pay inflation will be made centrally. Available resources will be allocated to service budgets following the local government pay settlement.

Specific grants will be included in service budgets. Any later reduction in a grant must be absorbed by the service budget, except in exceptional circumstances.

If appropriate, cross cutting savings may be held centrally. In-year savings will be reported separately. Savings will be deducted from service budgets the year after implementation.

Service departments are expected to meet the capital financing costs of projects. Corporate or cross cutting schemes may be funded centrally.

ICT expenditure is financed by service departments. Corporate or cross cutting schemes will be funded centrally.

Financial Objectives

To generate the maximum possible funding towards delivering the priorities as set out in the Plymouth Plan and our Corporate Plan 2016 – 19.

Prioritise capital schemes based on deliverability of tangible outcomes whilst considering the context of the overall capital and revenue affordability.

To support the local Plymouth economy working in partnership with local businesses.

Council Tax increases will be below the level to trigger a referendum.

Maximise income opportunities primarily through structured growth of the City and proactive partnership working.

To continue to maximise savings from our Transformation Programme and seek new opportunities where possible.

Achieve a return on investment of 0.8% in 2017-18, and 1% in later years.

Borrowing not to exceed £300m in 2017-18.

Provide for borrowing costs in the MTFS.

Retain a revenue balance of at least 5% of net expenditure.

Plymouth

Britain's Ocean City

THE PLYMOUTH PLAN 2011-2031

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

WHAT WE WANT TO ACHIEVE...

LEADING CITY

A city fulfilling its strategic role as a major economic driver and provider of services in the region

HEALTHY CITY

People live in happy, healthy, safe and aspiring communities

GROWING CITY

A city which has used its strengths to deliver a prosperous city with a strong economy and quality places

INTERNATIONAL CITY

Plymouth is internationally renowned as Britain's Ocean City and is the UK's premier marine city, famous for its waterfront

HOW WILL WE KNOW WE'RE SUCCESSFUL?

Plymouth is recognised as a key regional economic driver	People get the best start to life , enjoy a better quality of life and increased life expectancy	Plymouth's population has grown to more than 300,000	Plymouth offers a diverse cultural experience with a major events programme
Plymouth has high quality strategic services and facilities	More people are taking care of themselves or finding care within their community	Plymouth continues to be recognised as a leading Green City	Plymouth is internationally renowned as a leading UK tourist destination
The quality and resilience of Plymouth's transport and digital connectivity has improved	More residents are contributing to and involved in their community	Plymouth has more vibrant, productive and innovative businesses	Plymouth is recognised internationally for marine science and high technology manufacturing
Plymouth's strategic defence role has been safeguarded and strengthened	There is good quality health and social care for people who need it	People have the skills to be school ready and work ready to meet the needs of the city	Plymouth has a reputation for world class universities and research institutions
Plymouth's stunning setting and natural assets have been enhanced	Plymouth has good quality neighbourhoods where people feel safe and happy	Plymouth has the right environment for growth and investment	Plymouth has a reputation as a welcoming and multicultural city with diverse communities

WHAT PRINCIPLES WILL GUIDE US?



POWER

People have confidence that they can influence decisions that affect them



OPPORTUNITY

People can contribute to and benefit from being part of the city's future



ROOTS

People belong and care about Plymouth's future and their own



CONNECTIONS

People mix, learn from each other and work together



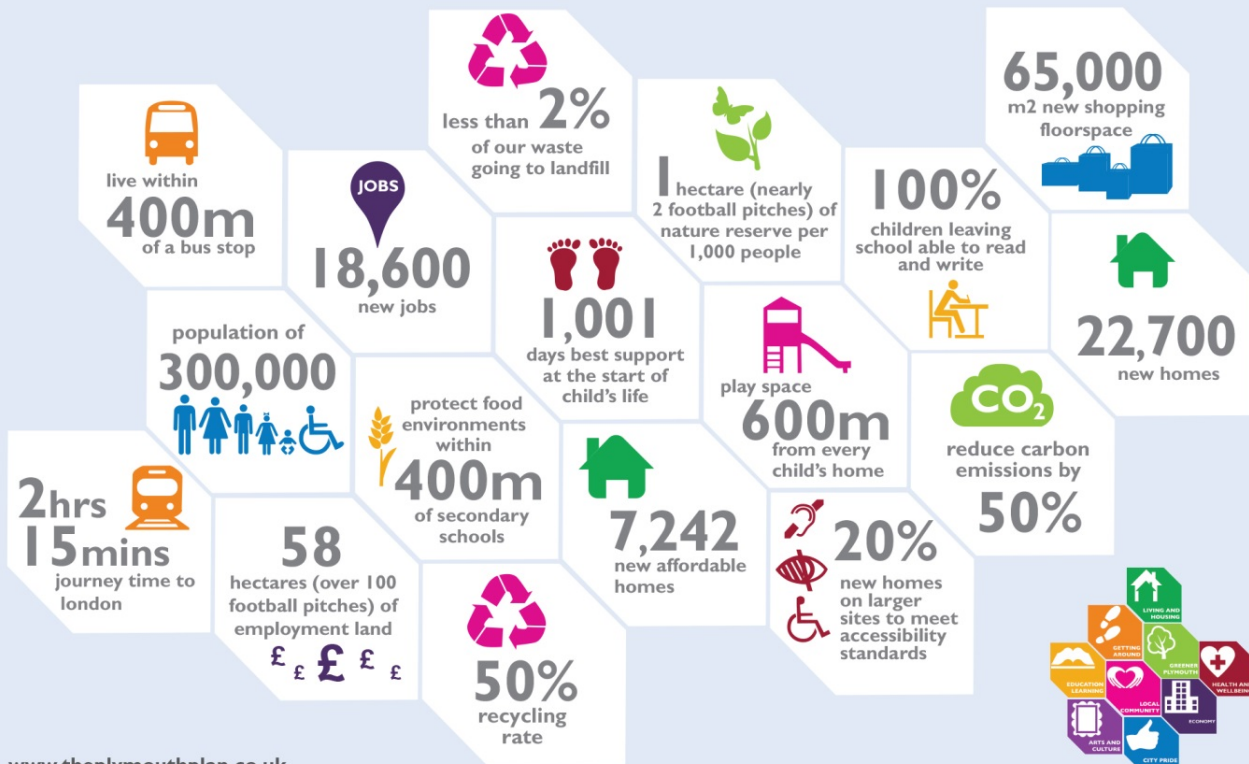
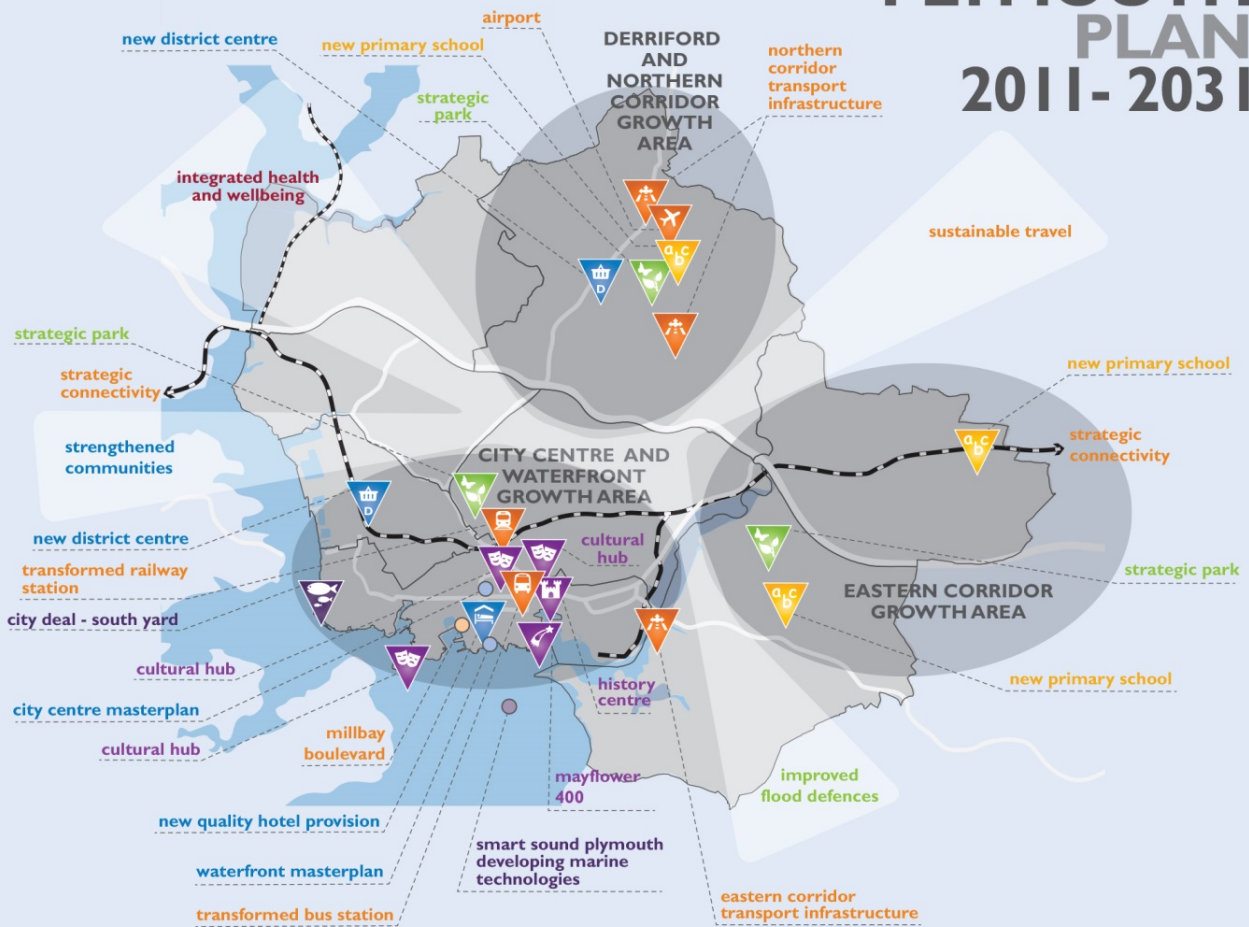
FLOURISH

People, communities and businesses thrive in a creative and diverse city

Plymouth

Britain's Ocean City

THE PLYMOUTH PLAN 2011-2031



www.theplymouthplan.co.uk



Corporate Plan

The Corporate Plan 2016 to 2019 sets out our vision to be ‘one team serving our city’ and retains our ambition 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

WE ARE DEMOCRATIC

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

WE ARE RESPONSIBLE

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

WE ARE FAIR

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

WE ARE PARTNERS

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

OUR VISION One team serving our city

PIONEERING PLYMOUTH

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

GROWING PLYMOUTH

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

CARING PLYMOUTH

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

CONFIDENT PLYMOUTH

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

OUR THEMES

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

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

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

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

National Context

Reform of local Government funding

The Government is undertaking a fundamental review of how local authorities are funded. This is likely to prove the biggest change to local Government finance in decades.

In July 2016 DCLG issued two consultation papers - *Fair Funding* and *100% Business Rates Retention*. The Council's response to Government is summarised in the box below. The Council expects more detailed proposals for consultation will be issued by Government in 2017. The changes could have a significant impact on the Council's budgets from 2020-21 onwards. The level of financial risk faced by the Council might be increased.

The Council will be working to protect its financial position by lobbying and as a member of SIGOMA and the Unitary Authority Treasurers Group.

Fair Funding and Business Rates

The Council already has significant pressures.

Spending need should be measured by multi-level modelling. Regression analysis of past expenditure should not be used as it is unfair and self-fulfilling.

New burdens are to be devolved to local Government. But Councils must also be given the powers to set service policy and run the devolved services to meet local needs.

Local authorities should not be expected to take on responsibilities where high demographic growth or rapidly increasing demand can be expected.

The Council supports business rates growth being used to support devolution deals.

The system should be re-set periodically to protect individual authorities.

All combined authorities should enjoy the additional powers proposed for Mayoral Combined Authorities.

Appeals risk and safety nets should operate nationally.

All Combined Authorities should have the power to levy a 2p supplementary rate.

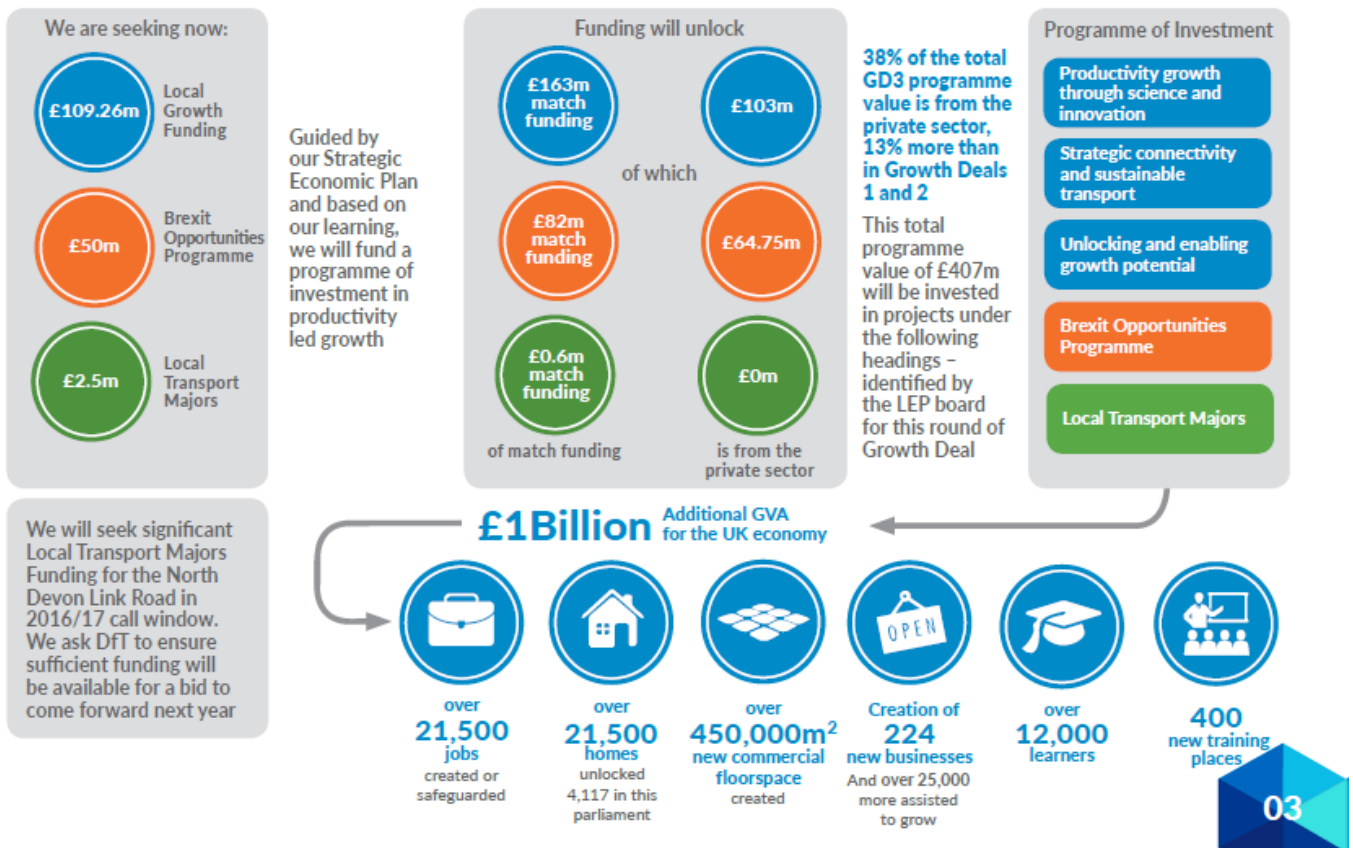
Existing powers to levy a business rates supplement should be retained.

Devolution

Since the 2015 election, the Government has reiterated its commitment to devolving power out of Whitehall. Plymouth and Partner Authorities have agreed in principle a combined Authority for the Heart of the South West area (including Councils across Devon, Somerset, Plymouth and Torbay, plus health partners and the Local Enterprise Partnership). The Prospectus is focused on driving up productivity levels by securing greater powers and longer term funding to invest in more housing, jobs and strategic infrastructure.

The Heart of the South West has submitted a bid to Government in July 2016 for Growth Deal 3. The proposal if taken forward will achieve gross value added in relation to Growth Deal 3 of £1bn to the UK economy.

**Our Proposal:
The Headlines**



Four Year Local Government Finance Settlement

In order to assist Local Authorities in their financial planning, the Government offered a four year settlement in 2016. The Council submitted its Efficiency Plan to Government 14 October 2016 in order to lock in Plymouth’s Revenue Support Grant entitlements to 2020.

The Government is consulting on the 2017/18 funding settlement. This proposes to offer a four year settlement for other grants. The City Council would support this on the grounds of reducing financial risk and uncertainty.

Flexible use of Capital Receipts

In the Spending Review 2015 the Chancellor of the Exchequer announced that to support local authorities to deliver more efficient and sustainable services, the Government will allow local authorities to spend up to 100% of their fixed asset receipts (excluding Right to Buy receipts) on the revenue costs of reform projects.

A Flexible Use of Capital Receipts Strategy will be submitted to Council as part of the 2017 budget process.

New Homes Bonus and Better Care Fund

Government is consulting on New Homes Bonus. The system of incentives is being reviewed, and entitlements are being reduced from 6 years to 4 years. Nationally, the reduction in New Homes Bonus is being re-directed to the Better Care Fund. Provisional Better Care Fund allocations are assumed in the savings table in the Medium Term Financial Strategy. Student accommodation – whilst not subject to Council tax – attracts new Homes Bonus.

Leaving the European Union

The financial and service implications of leaving the European Union are being carefully monitored.

- A downturn in the housing market and new starts could impact on New Homes Bonus.
- Reduction in interest rates could reduce the Council's investment income.
- Reduced development of business premises could impact on Plymouth City Council (PCC) business rates income.
- The Council has significant industrial and commercial holdings and any fall in rental levels or demand for premises could have an adverse impact on income budgets.

Leaving the European Union will also provide opportunities for Plymouth City Council. Reliance on EU support could be replaced by increased devolution to local authorities. This would create increased opportunities for the Heart of the South West Combined Authority.

Local Economy

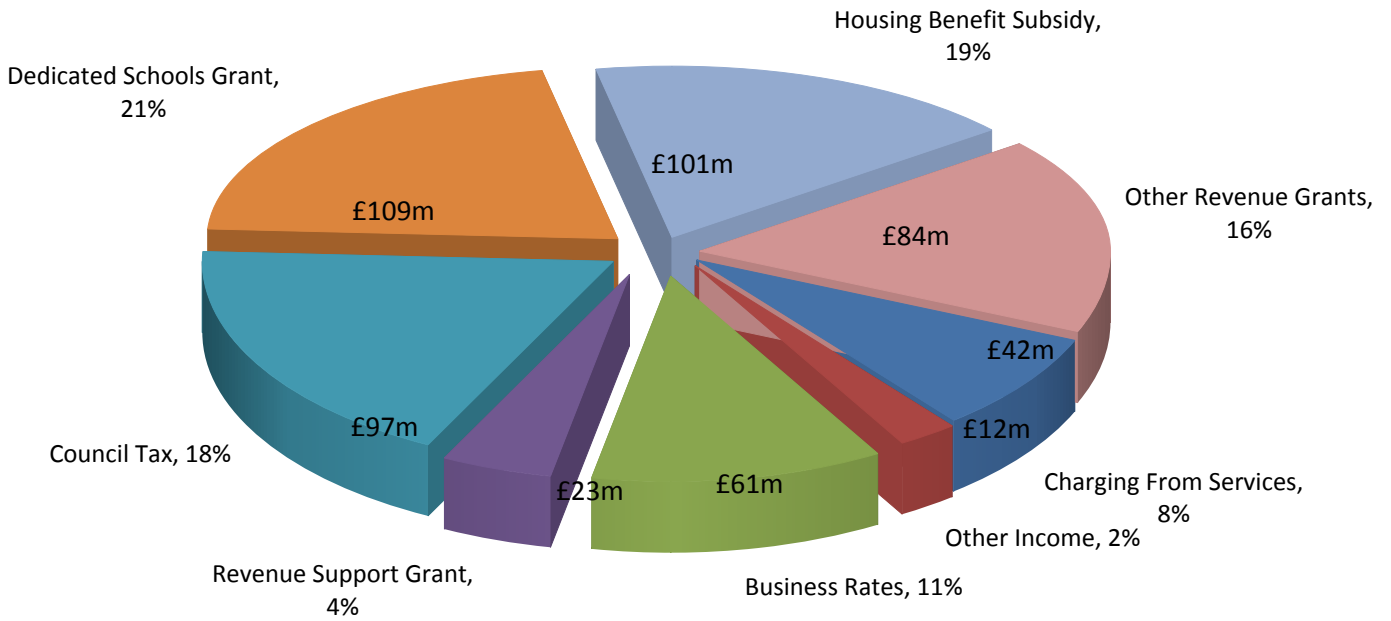
With a population of approximately 262,700, an economic output of £5.2 billion and 108,000 jobs, Plymouth is the most significant economic centre in the south west peninsula and the largest urban area in the Heart of the South West Local Enterprise Partnership, making it a key location for growth. The city's economic performance up to the onset of the global financial crisis and subsequent recession of 2008/9, showed some signs of improvement particularly in terms of nominal Gross Value Added (GVA), relative GVA per job/hour, and employment growth. Following the economic recovery, Plymouth's economy continues to gain strength; there has been a reduction in public-sector dependency (although it is still higher than in other cities) and unemployment is decreasing. House prices are rising in line with the national average and full-time median wages compare favourably with other similar cities.

- Plymouth's total GVA annual total value now exceeds £5 Billion - the highest value ever (2014). GVA per Hour Worked is 92.3% of the national average;
- Plymouth's (2014) Gross disposable household income rises to a record high of £4,059 per household;
- Gap in pay between Plymouth & the HotSW (Annual-Resident full-time) = -2.5% (2015);
- 1,289 new jobs were created in the city (2015).

Resources available

Although our budget is expressed in net terms of £186m, the actual gross spend for the Council is in excess of £530m per annum. This reflects a number of significant income streams which the Council either manage, or passport on to third parties.

2017/18 Revenue Income Sources



Medium Term Financial Forecast

	2016/17 £m	2017/18 £m	2018/19 £m	2019/20 £m
	BUDGET	FORECAST		
REVENUE RESOURCES AVAILABLE	186.702	180.776	178.804	176.920
Baseline spend requirement	193.009	186.702	180.776	178.804
One off savings brought forward		4.876		
Plus identified additional costs	17.564	10.736	7.357	6.403
Overall spend requirement	210.573	202.314	188.133	185.207
In-year shortfall to be found	23.871	21.538	9.329	8.287
Cumulative shortfall		45.409	54.738	63.025
Transformation stretch savings	23.871	19.297	8.647	9.017
REVISED SPENDING FOR YEAR	186.702	183.017	179.486	176.190
Budget Gap	0.000	2.241	0.682	-0.730

- Funding is reducing year on year from £187m in 2016/17 to £177m in 2019/20;
- Most of the increasing costs are outside of the control of the Council such as the National Minimum Wage and the cost of Adult and Children's Social Care;
- Transformation stretch savings offset the gap delivering savings of £37m over the next 3 years.

Transformation Stretch Savings Summary

Transformation Stretch Savings	2016/17 £m	2017/18 £m	2018/19 £m	2019/20 £m
New Homes Bonus	1.319	0.768	0.144	-0.018
Better Care Fund Gain		0.764	2.522	4.377
Council Tax Support			0.250	
ODPH Directorate	0.202	0.040	0.003	0.002
Chief Executive Office	0.073	0.255	0.035	0.022
Place Directorate including GAME 2	1.715	2.896	0.598	0.176
People Directorate - One System One Aim	9.882	7.117	4.039	3.656
Transformation & Change Directorate (Transformation of Corporate Centre)	3.627	2.645	1.870	0.421
Corporate items	7.054	4.812	-0.814	0.382
Total Savings	23.871	19.297	8.647	9.017

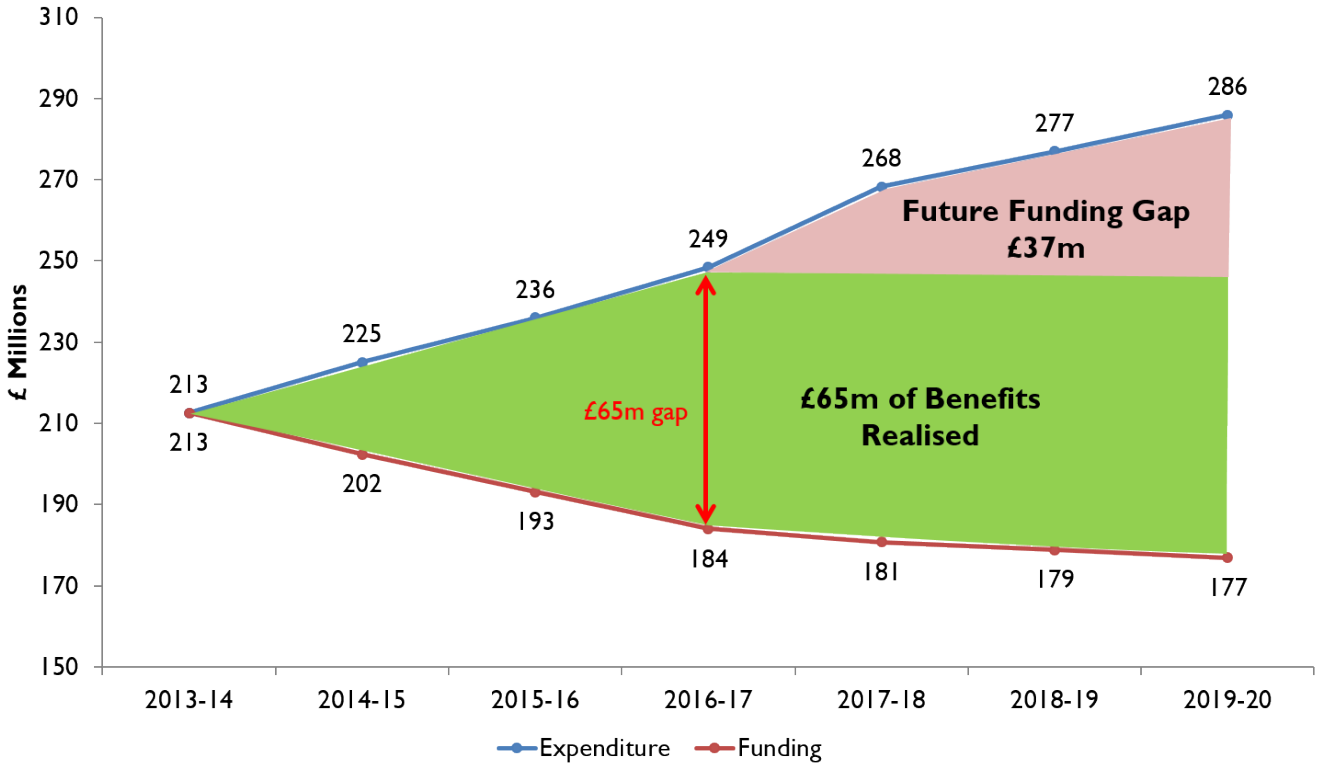
Transformation Stretch Savings Detail

Transformation Stretch Savings	2016/17 £m	2017/18 £m	2018/19 £m	2019/20 £m
New Homes bonus	1.319	0.768	0.144	-0.018
Better Care Fund Gain		0.764	2.522	4.377
Council Tax Support			0.250	
ODPH Directorate	0.202	0.040	0.003	0.002
Chief Executive Office	0.073	0.255	0.035	0.022
Place Directorate including GAME 2				
Place 15/16 one off savings b/f	0.335			
Reduced Insurance premiums	0.200			
City Deal re-profiling	0.200	0.100	-0.500	
Real time passenger information		0.024		
Economic Development Systems Review - moving towards cost neutrality		0.200		
Commercial Events			0.150	0.050
Energy-Related Initiatives: Dividend from Ernesettle Solar Farm		0.043		
Energy-Related Initiatives: Additional Capitalisation of Low Carbon Team Posts		0.025		
Parking Modernisation Plan		0.500		
Additional Efficiencies	0.127	0.213	0.198	0.126
GAME2 - Asset Investment Fund	0.100	0.750	0.250	
GAME2 - Street Service operations	0.250	0.275		
GAME2 - Highways re-procurement		0.250		
GAME2 - Strategic Planning and Infrastructure Systems Review		0.266		
GAME2 - Waste Modernisation		0.250	0.500	
GAME2 - Commercialisation - Place Directorate Review	0.503			

Transformation Stretch Savings	2016/17 £m	2017/18 £m	2018/19 £m	2019/20 £m
People Directorate - One System One Aim				
Integrated delivery	0.830	0.775	0.400	0.650
Integrated commissioning	2.331	2.225	0.850	1.000
Children, young people, youth and families	2.100	1.500	0.750	0.750
Learning and Communities	0.300		0.250	0.250
People Directorate review	1.435	0.500	0.250	0.250
Efficiencies People Directorate	2.886	2.117	1.539	0.756
Transformation and Change Directorate (Transformation of Corporate Centre)				
Finance Transformation	1.500			
HR Transformation	0.300			
Legal Department Transformation		0.200		
Corporate Fraud Debt recovery	0.100			
Transformation Review	0.500	0.835	0.500	
Smart working		0.305	0.543	0.234
Administration and Facilities Management		0.125		
Systems Review - Community Facilities	0.048	0.470	0.033	
Systems Review - CST Cross cutting	0.990			
Further Efficiency Savings	0.189	0.317	0.294	0.187
Service Centre			0.500	
Corporate Items				
Systems and IT infrastructure		0.338		
Corporate Training		0.055		
Procurement	0.400	0.300	0.300	
Fees and Charges in accordance with Policy		0.500	0.500	0.500
Treasury Management/MRP/LOBO	1.245	0.500	0.500	1.000
Treasury Management Savings	0.008	0.512	-0.114	-0.118
Strategic Asset Review	0.070			
Sale of Annual Leave	0.200			
Corporate Items Review	0.255			
Reduction in Working Balances	0.950			
MRP	3.926			
Flexible use of Capital Receipts		3.000	-2.000	-1.000
Total Savings	23.871	19.297	8.647	9.017

Our Financial Position – what we projected

In 2013 we worked out what the estimated gap by 2016 would be if we did nothing.



Due to transformation savings the Council has overcome the £65m gap identified in 2013. The efficiency challenge moves forward and the chart re-sets the position for setting the 2017/18 budget.

Financing the Council

Financial Planning Assumptions

The Medium Term Financial Strategy is based on national and local economic context and local strategic direction.

Key Financial Planning Considerations

The four-year Revenue Support Grant settlement.

Reductions in other Government grant funding without matching reductions and responsibility for related services provision.

A continuing range of increasing costs in order to meet the demands on the Council and maintain key services, particularly in Adult Social Care and Children's Social Care.

Increased costs of meeting new initiatives.

An expected increase in annual pay inflation of one per cent.

A continued increase in employer pension contributions.

General inflation relating to external spends and contracts have not been accounted for on the understanding that smarter procurement practices will continue to contain significantly increased spending.

Key Assumptions

Benefit from the Devon-wide Rates Pool continues in 2017/18 and future years.

Build on the strong relationship with key partners such as the NHS N.E.W Devon Clinical Commissioning Group building on the S75 Agreement implemented April 2015 and the Integrated Fund

Maintain a minimum 5% Working Balance. This reserve has been steadily built up over the years and stands at £10.652 million as at March 2016. This equates to approximately 5.5% of the Council's net revenue budget which is about the average for Unitary Councils.

Revenue Resources

Plymouth City Council, in line with all other Local Authorities, continues to face diminishing resources and increasing demand and costs.

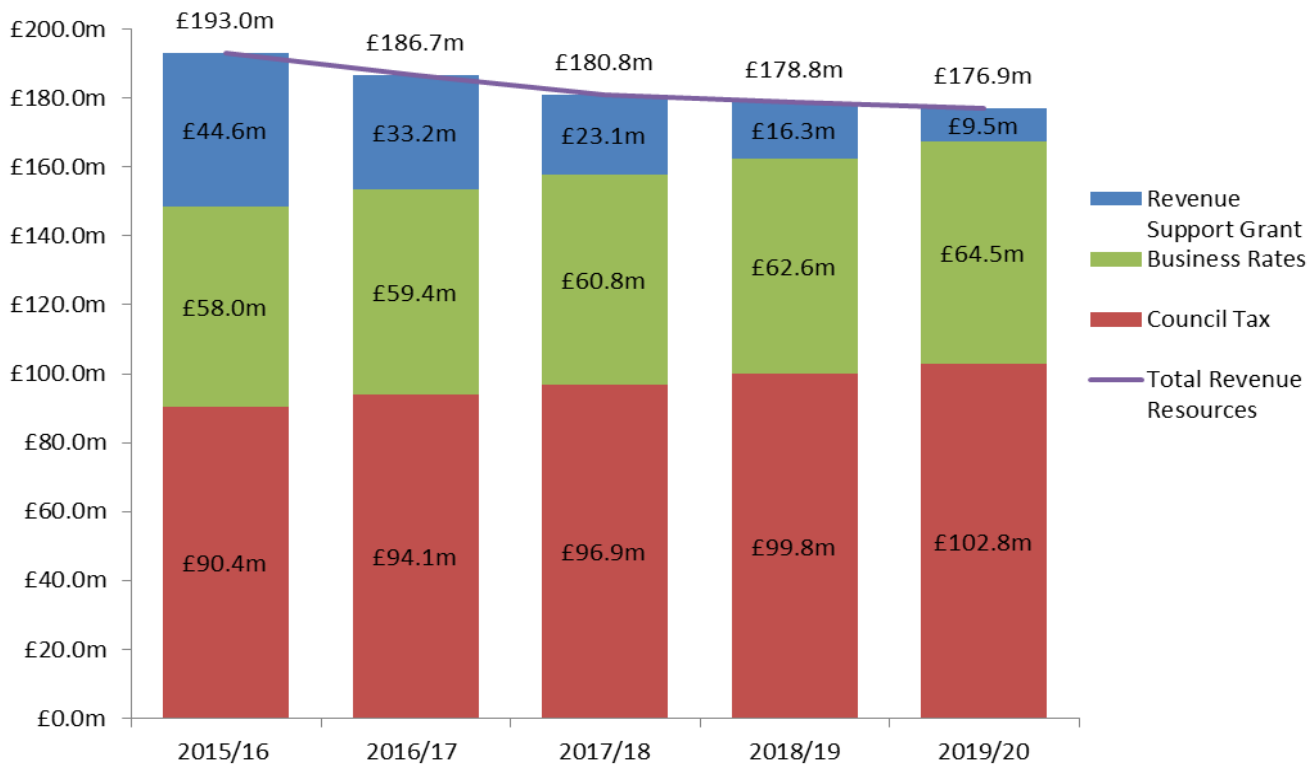
Our Council tax assumptions reflect a steadily increasing tax base, and the levying of an additional 2% Adult Social Care precept in each financial year.

The Business Rates forecast assumes a full growth dividend. It is expected that Devon Business Rates pooling gains will continue. A moderate RPI increase has been assumed.

	2015/16	2016/17	2017/18	2018/19	2019/20
	Actual	Budget	Forecast		
	£m	£m	£m	£m	£m
Revenue Support Grant	44.550	33.211	23.058	16.323	9.533
Council Tax	90.410	94.082	96.927	99.842	102.845
Business Rates	58.049	59.409	60.791	62.639	64.541
Total	193.009	186.702	180.776	178.804	176.920

The scale of the funding reductions is the financial challenge facing the Council over the next four years. The Council therefore faces a continuing reduction in core central funding from the Revenue Support Grant.

Revenue Resources



Treatment of Specific Grant Funding

Housing Benefit Subsidy

Normal housing benefit payments are subsidised at 100%. Housing Benefit Subsidy Grant is estimated to be **£101m** in 2016/17. However overpayments attract only a 40% subsidy rate.

Increased levels of claimant error are being notified to Councils by DWP under Real Time Information. An additional **£0.5m** has been provided to address the subsidy implications.

Dedicated Schools Grant

The largest specific grant that the Council receives is the Dedicated Schools Grant (DSG) which is **£183m** for 2016/17. The funding is spent either directly by Schools, (Primary, Secondary and Special), through their formula allocations, or by the authority on their behalf. The Schools Forum, (a representative group of Head Teachers and relevant stakeholders), are consulted on the local authority's formula distribution and the amounts administered centrally.

Any over or under spends on the DSG are carried forward to the following financial year with a neutral impact on the Council's general fund. However, accumulated school balances do form part of the Council's overall reserves and provisions.

Pupil Premium

In addition to the Dedicated Support Grant the Council also receives additional schools funding through the Pupil Premium. This allocates additional funding to schools that have pupils who are:

- Eligible for free school meals;
- Looked after by the City Council;
- Have parents who are currently serving in the armed forces.

Public Health Grant

This Government Grant supports the Council's public health responsibilities. Grant conditions apply including responsibilities for 0-5 children services which was transferred in October 2015.

For 2016/17 the Public Health grant was **£16.133m**. Plymouth City Council's Public Health Grant was cut by over **£0.374m** with the provisional 2017/18 allocation being cut by a further **£0.398m** in 2016/17.

Overall, since 2015/16 Plymouth's allocation has been cut by **£1.169m**.

Grant funds may only be spent on activities whose main purpose is to improve the public health of our local population. Local Authorities should have regard to the need to improve the take up of and outcomes from their drug and alcohol misuse treatment services.

New Homes Bonus/Better Care Fund

The New Homes Bonus is a Government scheme which is aimed at encouraging local authorities to grant planning permissions for the building of new houses in return for additional revenue. Local authorities are not obliged to use the New Homes Bonus funding for housing development. The scheme was introduced in April 2011. The amount of NHB that each authority receives is dependent upon two elements;

- The Council tax band of each additional property built, multiplied by the national average Council tax level from the preceding year i.e. 2016/17 allocations are based upon the average Band D Council tax set in 2015/16 at £1,484;
- A payment of £350 for each affordable home;
- Empty homes coming back into use.

In December 2015, the Department for Communities and Local Government published the provisional 2016/17 New Homes Bonus allocations, indicative 2017/18 to 2019/20 allocations and a technical consultation paper “New Homes Bonus: Sharpening the Incentive.”

It was announced that the New Homes Bonus scheme would be extended indefinitely, however Government has issued a consultation to consider how the incentive element may interact with potential full retention of business rates and devolution.

Under the current scheme Local Authorities receive New Homes Bonus for a six year period. Government’s preferred option is to reduce legacy payments from 6 years to 4. The impact of these changes to Plymouth City Council would be a cumulative reduction of NHB of £6.4m by 2020/21. The year on year reductions are shown in the table below.

Government has also considered a further alternative to reduce existing NHB allocations to 3 or 2 years however this is very unlikely to be carried forward. There no information in the consultation paper regarding transition arrangements for this option.

New Homes Bonus projections are detailed below. Government consultation on the redistribution of the national reduction in New Homes Bonus as Better Care Fund CF was issued in October 2016. The net impact is shown in the Medium Term Financial Strategy savings table.

Movement in Schemes	2015/16	2016/17	2017/18	2018/19	2019/20
	£m	£m	£m	£m	£m
New Homes Bonus					
Existing 6 Year Allocations	4.197	5.516	6.284	6.428	6.411
NHB Year on Year Change		1.319	0.768	0.144	-0.018
Better Care Fund					
New Homes Bonus Proposed DCLG 4 Year Allocations	4.197	5.516	6.284	4.371	4.619
Shortfall – 6 Year to 4 Year Scheme				-2.057	-1.792
Better Care Fund – Additional Funding			0.764	5.343	9.454
Net Change in Funding			0.764	3.286	7.662
Year on Year Change			0.764	2.522	4.377

The Plymouth Integrated Fund

As part of a collaborative transformation programme, Plymouth City Council and NHS North East and West (NEW) Devon Clinical Commissioning Group (CCG) continue to draw on the Plymouth Integrated Fund. This has been created by pooling or aligning the vast majority of the People Directorate budget and the Public Health commissioned services budget to form a fully integrated health and social care commissioning budget. Implemented via a Section 75 Agreement under the NHS Act 2006, the Plymouth Integrated Fund has a combined net budget of £490m and was established specifically to create an integrated population based system of health and wellbeing for Plymouth.

Our four integrated commissioning strategies, developed in conjunction with the NEW Devon CCG, continue to provide the direction and guidance for a place-based, whole system approach to health and social care outcomes in Plymouth and help identify how the Plymouth Integrated Fund will be used to optimum effect. Each of the two partners contributes to the fund as follows:

- NHS N.E.W. Devon Clinical Commissioning Group: £353m
- Plymouth City Council: £137m

The Plymouth Integrated Fund also incorporates the Better Care Fund, which is a national programme aimed at accelerating integration between the NHS and Local Government. It creates a local single integrated budget to incentivise the NHS and Local Government to work more closely, placing wellbeing as the focus of the health and social care services. For 2016/17 the funding we receive from the Better Care Fund has been confirmed as £19.351m for both partners. The Plymouth Integrated Fund is supported on the basis of a 72% Clinical Commissioning Group 28% Council share of financial benefits and risks. This agreement limits the transfer of any over or under spends between the partners to a defined prudent maximum. The development of the Plymouth Integrated Fund has created greater opportunity to deliver improved outcomes and financial savings, recognising the existing budget pressures in both organisations, which have developed plans to address underlying overspends in the Plymouth Integrated Fund. Livewell Southwest - a Community Interest Company (CIC) - deliver community, physical and mental healthcare to people living in Plymouth, South Hams and West Devon and is an example of how the transfer of the adult social care staff enabled a fully integrated approach to both health and social care assessments for the people of Plymouth.

Council Tax

The Council increased Council Tax in 2015/16 by 1.99%. Council Tax is assumed to be frozen through to 2019/20 in the MTFs. A 2% Adult Social Care precept has been applied in all years. In the table below we have set out the implications on our overall resources for 2017/18 to 2019/20 of three alternative options on future changes:

- A general Council tax freeze in each year
- A general Council tax increase of 1% year-on-year
- An increase up to the referendum limit of 1.99% in each year.

Every 1% movement in the Council Tax base equates to £0.950m.

	2016/17	2017/18	2018/19	2019/20
	£m	£m	£m	£m
Adult social care precept assumed	94.080	96.927	99.842	102.845
		0.969	0.999	1.029
Based on 1.00% increase 2017/18 only	94.082	97.896	100.841	103.874
		0.960	0.988	1.018
Based on 1.99% increase 2017/18 only	94.082	98.856	101.829	104.892

Income Collection

The 2016/17 revenue budget and MTFs assumptions are based on achieving the collection targets. Bad debt provisions are kept under regular review by the Assistant Director of Finance.

Type of debt	Target % 15/16	Target % 16/17	Target % 17/18	Target % 18/19	Target % 19/20
Council Tax	98.5	98.5	98.6	98.7	98.8
Business Rates	98.5	98.5	98.6	98.7	98.8
Commercial Rents	97.0	98.0	98.5	98.5	98.5
Sundry Debt	97.0	97.5	98.0	98.0	98.0

The targets for Council tax collection and business rates are stretched for 17/18 onwards. These are ambitious targets and the increase is not currently assumed in the MTFs. The average in-year Council tax collection rate for unitary authorities was 96.9% in 2015/16. The average in-year business rates collection for unitary authorities was 98.0% in 2015/16.

Additional costs

Additional costs accepted within the MTFs are exceptional in nature with the inherent assumption that spending departments will absorb the increased cost of service demand and inflation through proactive management action and efficiencies through business as usual operations. A clear business case must be approved through the Corporate Management Team (CMT) in order to incorporate future year funding allocations.

Utilities have been a significant additional cost in recent years. However, through office rationalisation, carbon reduction investment and falling prices, we have not incorporated such pressures within our MTFs at this stage.

Likewise, general inflation relating to external spends and contracts have not been accounted for on the understanding that smarter procurement practices will continue to contain significantly increased spending. The additional costs within the 2017-18 MTFs are detailed on page 22. Additional costs are kept under constant review as part of on-going budget monitoring.

Item / area	2016/17	2017/18	2018/19	2019/20
	£m	£m	£m	£m
Salary and Pension Inflation	0.900	0.900	0.900	0.900
Pension actuarial review		0.600	0.900	0.100
Adult Social Care – Care Packages	3.562	2.756	1.854	1.374
Children, Young People and Families – Care Package		1.800		
Major Investments	0.850	0.550	(0.400)	
National Insurance changes April 2016	1.500			
Transport links / Income	0.528			
National Living Wage	2.217	2.520	3.263	3.479
Delt	1.400			
2015/16 savings met from one-offs	5.888			
Specific grants reduction	0.719			
Plymouth Plan (one-off)		0.210	(0.210)	
ICT re-provisioning		0.300	0.300	0.300
Apprenticeship Levy		0.250		
Revenue costs arising from capital investment decisions		0.250	0.250	0.250
Staff costs (EVRS / redundancy)			0.500	
Housing Benefit Subsidy		0.500		
Neighbourhood Initiatives		0.100		
Total	17.564	10.736	7.357	6.403

Salary and Pension / Inflation

Pay awards have been significantly reduced over recent years, including a prolonged period of staff pay freeze. A one per cent increase in our payroll roughly equates to £0.9m added revenue spend within our base budget. Looking forward, we have assumed a one per cent award for both 2017/18 and 2018/19 with additional funding towards our pension deficit review.

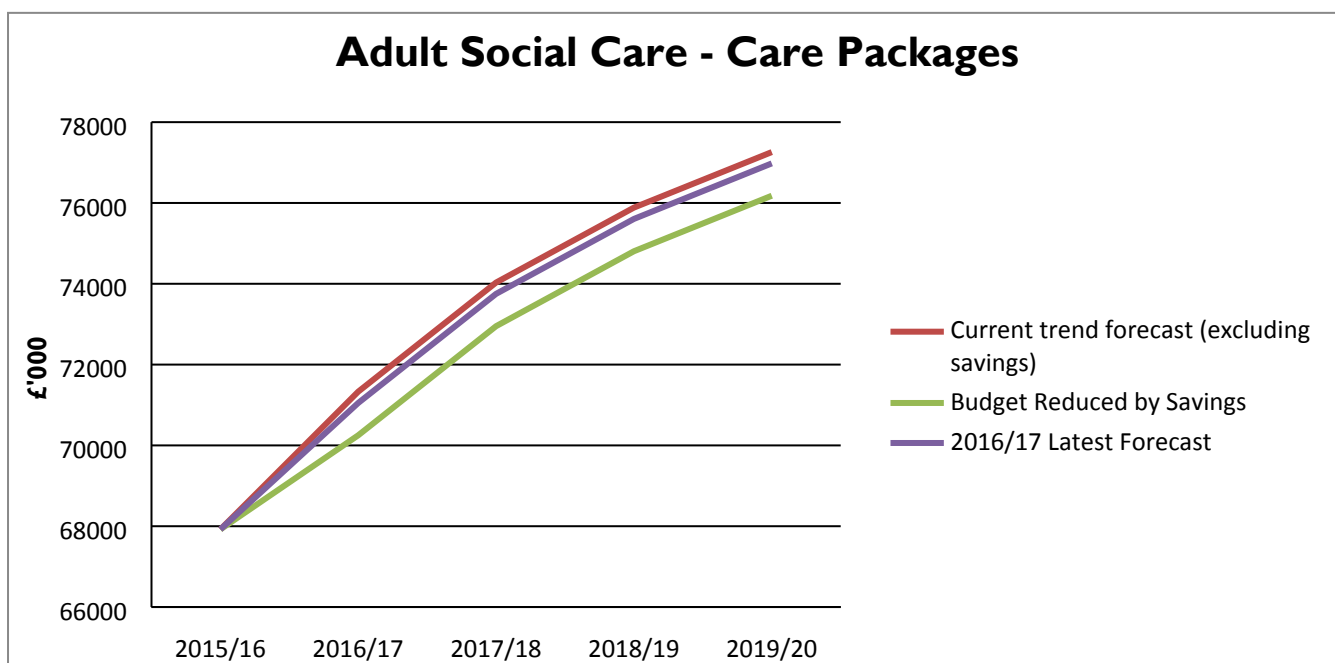
With the move towards alternative service delivery vehicles such as DELT (www.deltservices.co.uk) and CaterEd (www.plymouth.gov.uk/catered), future one off costs will need to be quantified in terms of ensuring that there is no pension deficit at the point of transfer.

Pensions Actuarial Review

Provision has been made for the impact of the actuary revaluation of the Devon Superannuation Fund. New Rates come in to force in 2017/18.

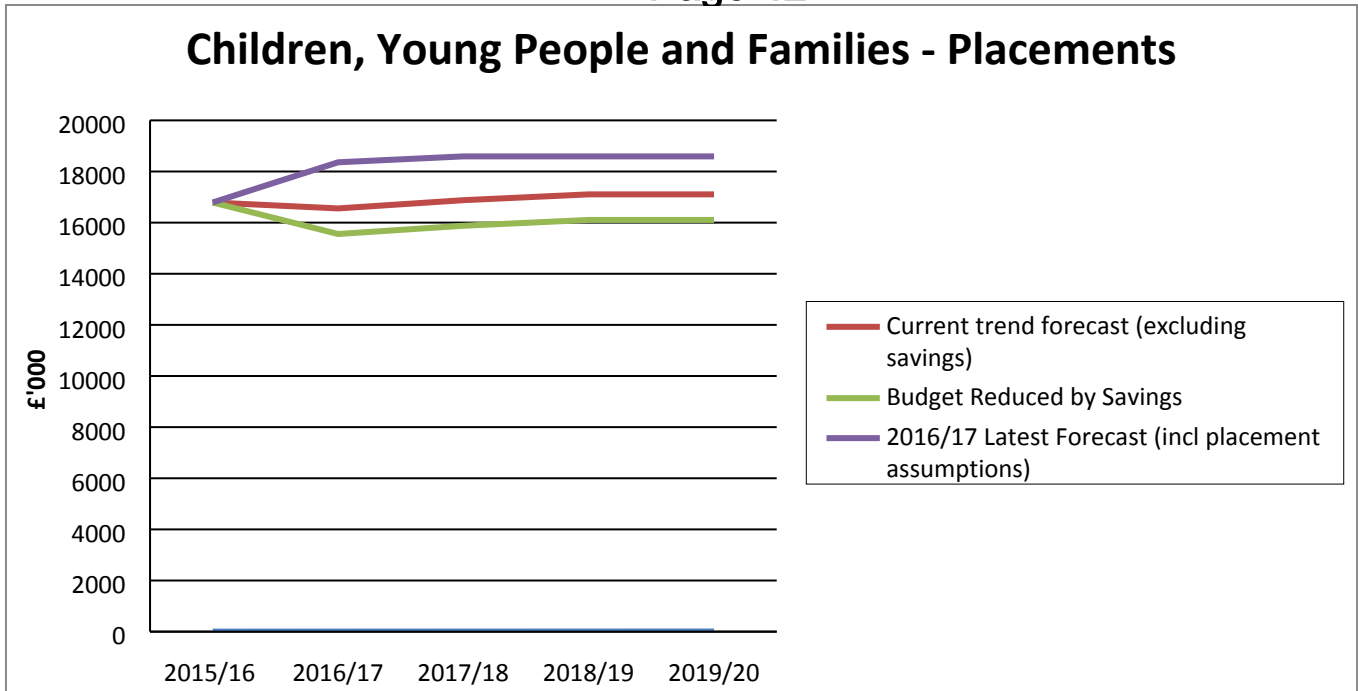
Adult and Children Social Care

The Medium Term Financial Strategy allocates additional revenue funding to match core spending requirements. Due to diminishing resources, these allocations are exceptional in nature.



	2015/16 Outturn £m	2016/17 Budget £m	2017/18 Budget £m	2018/19 Budget £m	2019/20 Budget £m
Net budget for ASC care packages (before savings)	67.921	71.331	74.087	75.991	77.365
Additional MTFS provision			2.756	1.854	1.374

Children, Young People and Families - Placements



	2015/16 Outturn £m	2016/17 Budget £m	2017/18 Budget £m	2018/19 Budget £m	2019/20 Budget £m
Net budget for CYPF care packages (before savings)	16.788	17.049	18.849	18.849	18.849
Additional MTFS provision			1.800		

A further allocation in the 2017-18 MTFS for children's packages has been made in respect of the Quarter 1 variation identified. Initial analysis suggested the increase in the total of Looked After Children, a rise of 21 against the 386 costed in the budget (an increase of 7%) was a spike rather than a new base. However, as the year has progressed it is evident that this number is the new base. The number of children in residential care has risen from 20 to 27 with additional costs of £0.900m; children placed with independent foster carers has risen from the budget assumption of 70 to 107 with additional costs of £0.970m.

Major Investments

We are creating the South Yard Marine Industries Production Campus site. This is a long term investment project which will create employment opportunities and generate commercial income in future years. The MTFS assumes an allocation of £0.850m in 2016/17 to cover start-up and running costs with an additional £0.550m allocated in 2017/18. This reduces back to £1.000m in 2018/19. These running costs will not be required long term.

Plymouth City Council is working towards the 400th celebration of the sailing of the Mayflower from Plymouth and has set out ambitious plans to ensure the occasion is marked nationally as well as locally. This allocation is to cover the revenue associated costs of planning and hosting events up to and including 2020.

The additional allocation of £0.528m also includes covering the lost car park income as a result of the closure of some of the city's current sites, and the additional cost of security for the former airport site.

National Living Wage

The new National Living Wage of £7.20 per hour was introduced in April 2016. The MTFS has provided £2.217m in 2016/17 rising by £2.520m in 2017/18; £3.263m in 2018/19; and £3.479m in 2019/20. The Council pays the Foundation Living Wage (currently at £8.25) and this will be reviewed or capped for affordability in future years whilst the new National Living Wage catches up.

2015/16 Savings (one-off)

This was a technical adjustment in 16/17 to build ongoing savings in the base.

Plymouth Plan (one-off)

This covers the anticipated consultation costs in 2017/18.

ICT re-provisioning

The MTFS provides £0.300m in 2017-18, 2018-19 and 2019-20 for ICT re-provisioning. The cost of replacing our current stock of ICT equipment, covering desktop and laptop equipment and printers etc. will fall on revenue resources rather than the capital programme.

Apprenticeship Levy

An Apprenticeship Levy applies from April 2017 and is payable at 0.5% of payroll cost.

Revenue costs arising from capital investment decisions

£0.250m is included for the revenue costs arising from capital investment decisions in 2017/18 stepped a further £0.250m in 2018/19 and £0.250m in 2019/20. Borrowing costs associated with investment projects follow the “Invest to save” principle and are repaid by the project. There will be cases where investment is required, such as Health and Safety, where there is no financial payback. Such investment will be met from allocations.

Council Staff costs (Employee Voluntary Redundancy Scheme (EVRS)/Redundancy)

Our workforce has reduced significantly in the last 3 years with further posts being considered through alternative service delivery mechanisms (e.g. shared services, social enterprises) as a direct result of the actions and solutions that will be delivered within the MTFS period. £0.500m is included in 2018/19 to cover the **Council Staff costs (EVRS / redundancy)**.

Housing Benefit Subsidy

Normal housing benefit payments are subsidised by Department for Work and Pensions (DWP) at 100%. Claimant error is subsidised at 40%, but is recoverable from the claimant. If the claimant is still in receipt of housing benefit there is a regulatory limit to the amount that can be recovered of £10.95 per week.

Since 2014 DWP has compared its database of payroll and family credit information with monthly extracts of Local Authority housing benefit records. Benefits authorities are notified of any claimant error by DWP. Given the increased scale of claimant error and the difficulties of recovering overpayments in many cases, it is prudent to provide £0.5m in the revised MTFS for loss of housing benefit subsidy.

Neighbourhood Initiatives

£100k has been added to the MTFS for this important development.

Transformation Programmes

Local Government is changing rapidly as traditional sources of funding are reducing and the demand for our services is increasing. We continue to face a £37m funding gap within three years unless we continue to transform the way we do things at pace. We know we cannot do things in the same way we have done in the past and our transformation programme is taking a pioneering and ambitious approach to addressing these challenges while improving services and outcomes for Plymouth citizens.

It means providing services in new ways, joining up with partners wherever possible, investing in ways of doing things more efficiently, making the most of our assets and raising income by taking a more commercial approach.

There are three programmes that involve a wide range of projects touching every area of our work. The transformation programme comprises:

Transformation of the Place Directorate (Growth, Assets and Municipal Growth Programme - GAME 2)

This programme is investing in accelerating Plymouth's economic growth, which will raise income through business rates and Council tax. It includes a wide range of initiatives to create more jobs and deliver more homes in Plymouth, guided by the Plymouth Plan and the Plan for Homes.

We are also maximising the opportunities to increase income by making best use of our assets and taking a more commercial approach to the way we commission and run services.

Street Service operations

The continued modernisation of the Street Cleansing and Grounds service will deliver further savings. A reduced reliance on overtime and agency workers plus changes in working patterns are at the centre of this proposal.

Waste

The Council has a clear policy statement within the Plymouth Plan as to how it intends to manage its waste. With the anticipated housing growth in the City, estimated to be another 12,000 more properties by 2031, it is essential that there is a sustained focus on best practice, sustainable and efficient waste collection operations and increasing recycling levels before the anticipated need for investment in the service to cope with the housing growth.

Highways re-procurement

Our HM17 project has a clear objective of the Council re-establishing its management of roads and pavements. The in-sourcing of personnel from the current provider will see a review of the resource required to manage our infrastructure. It will involve the establishment of a client function that also draws in Highways, Parking and Marine and the Strategic Transport Planning teams; the latter area's inclusion provides an opportunity for further benefits realisation.

Asset Investment Fund

In 2015/16 we established an Asset Investment Fund to deliver our objective to use the Council's resources wisely by creating a long term additional commercial property income stream while helping create jobs by providing high quality business accommodation.

We have a significant commercial property investment portfolio with a capital value of around £88m and a net income of circa £5m (5.7% net return). The portfolio supports around 2,400 jobs in property assets that local businesses occupy that contribute towards growth in the local economy.

We are in a unique position to benefit from access to long term fixed rate prudential borrowing at low interest rates and to create an Asset Investment Fund to start an investment programme to directly build and acquire additional economic development and job supporting investment properties. This includes re-purchasing long leases on assets where we hold the freehold title, such as the city centre shops. We re-purchased an industrial estate long lease earlier this year which is providing a 10 per cent return.

The adoption of the Asset Investment Framework will provide a sound basis and evaluation criteria on which future property investment acquisitions can be assessed and the performance of the existing commercial estate monitored. This will ensure that the Council's commercial estate will provide a secure long term income stream to help front line service delivery and support the economic development of the city.

Growth Dividend

We will continue to be proactive in securing greater value from our assets and driving projects that deliver growth which brings long term economic and financial benefits for the city such as through securing New Homes Bonus, new Council tax and business rate revenues and additional Community Infrastructure Levy.

These measures include:

- The Plan for Homes which provides a comprehensive delivery framework to respond to need to increase the supply and quality of new housing in the city. The updated Plan for Homes agreed by Cabinet in February 2016 extends the existing plan to 2021, with an £80m commitment to housing investment to deliver over 1,500 new homes in support of the overall delivery of 5,000 homes over the next five years;
- Reviewing the Community Infrastructure Levy to focus the funding secured from development on supporting the infrastructure needed for growth (a new charging schedule is due to be in place by April 2017);
- Focusing the delivery of major projects that will have the greatest impact on revenue such as Drake Circus Leisure, Civic Centre, Seaton Neighbourhood, Railway Station, Colin Campbell Court, Bath Street, Quality Inn Hotel and Millbay;
- Continuing the programme of Direct Development to drive rental income and NNDR across the Land Property portfolio;
- Continuing to drive housing developments on Council land.

One Public Estate – Working with public sector partners to deliver savings by better and more efficient and joined up use of public sector land and property. This includes modernising the railway station and surrounding area, creating a Health and Wellbeing hub at Douglass House and master planning the Mount Gould Hospital site. We secured £0.420m central Government funding for One Public Estate Phase 3.

One System, One Aim - Transformation of the People Directorate



A significant proportion of our revenue budget is spent on adult care services and the costs of providing health and wellbeing services are rising as demand increases. The programme has already delivered pioneering changes to our adult social care services by combining them with health services to reduce costs and improve the health and wellbeing of Plymouth residents.

The programme emphasises the need for preventative and early intervention services to improve health, thus reducing demand for services in the longer term to develop a sustainable system.

It comprises multiple work streams currently embedded across:

- Integrated Delivery
- Integrated Commissioning
- Integrating services for Children and Young People and Families
- People Directorate Review
- Efficiencies

As the programme moves into its next phase of aligning to the One System, One Aim programme of activity the projects take on a different shape and feel and will need to subsume the following areas of development and delivery, utilising resources across PCC, CCG, Livewell Southwest, Plymouth Hospitals NHS Trust and other partners to achieve the following aims:

- Review and redesign the Urgent Care System
- Transform services for Children and Young People
- Redesign and remodel the system for Elective Care
- Remove the amount of spend on individual High Cost packages of Care
- Develop an integrated system of Health and Wellbeing Hubs
- Implement the 5 Year Forward View for Mental Health
- Develop and redesign Primary Care as part of the system of Health and Wellbeing

In parallel, the People review will continue to maximise grant funding, identify additional income opportunities and deliver operational efficiencies through the remodelling of teams and services across the whole directorate.

Integrated Commissioning

- Joining up planning and sharing resources
- Implementing the Integrated Commissioning strategies including:
- Working with Primary Care, Community Pharmacies, the voluntary sector and other partners to develop Health & Wellbeing hubs across the city
- Building on our integrated Health & Social Care offer:
 - To allow easier and earlier access to services promoting wellbeing or providing help in a crisis
 - Empowering people to take control of their own health and wellbeing
 - Helping older people who have come out of hospital to stay at home
 - Ensuring that families and carers will not have to chase professionals or ask them to talk to each other
- Working with NEW Devon CCG and Health partners to redesign Urgent and Planned Care across the city
- Redesigning commissioned advice and information services, and develop an implementation plan for a comprehensive 'One Help Plymouth' offer.
- Launching a new Community Operations offer to join together housing, community youth and community safety services to work with partners to improve community engagement in Plymouth.
- Reviewing other areas of the People Directorate to develop smarter and more seamless ways of working.

Children and Young People Services

- Extending of the Gateway offer to widen the support for Children, Young People and Families
- Remodelling SEND services across the system to deliver a joined up approach making use of mobile working technology
- Redesigning targeted support to ensure children and young people get the right help at the right time to ensure services provide early help and support during crisis
- Extending the Permanency team to widen the support for Children in Care
- Developing an improved quality assurance response for children's services
- Launching a new multi-agency hub with partners to safeguard children across the city

- Implementing new ways of working across Children's Social care, which will make use of mobile working to deliver timely assessments and support for children in need
- Reviewing and remodelling the services for Education, Learning and Skills to improve our offer to students, parents and schools across the city

System Enablers:

- Embedding our digital advice and information offer currently delivered through the on line directory
- Remodelling and rationalising existing systems in line with ICT Strategy
- Preparing digital systems to allow for Integrated Digital Health and Care Record functionality by 2020
- Implementing new technology to support business redesign

The People Directorate review will accelerate the review of all areas not within the scope of Integrated Delivery, Commissioning or Children's and Young People. Efficiencies and a reduction in headcount will be achieved through the opening of EVRS and then the subsequent remodelling of teams and services across the directorate.

The Directorate will also continue to seek to maximise all available grant funding and additional income opportunities.

Transformation of the Corporate Centre

This programme has been established to:

- Define and deliver an organisational service centre to deliver universal services and transactions with consistency and commonality
- Deliver digital service transformation across the entire organisation to enable channel shift and process commonality to support delivery to the transformation outcomes
- Implement the Customer Service Strategy and the customer and channel elements of the blueprint through the system review process

The programme is supporting the delivery of the following agreed outcomes:

- Supporting cost effective, easy to use and highly accessible services
- Enabling informed decision making by joining up systems within PCC to create integrated views of Citizens, Costs, Services and outcomes and Performance
- Automating manual/paper tasks to reduce costs and improve quality
- Enabling smart/mobile working to allow services to be delivered where they are needed and reducing accommodation costs
- Delivering modern, high productivity technical tools to staff meeting the needs of a professional workforce and helping to attract and retain talent to the authority

Service Centre – this will support all Council departments who manage customer (including internal customer) requests and enquiries. The highest volume of customer contacts are the least complex and it is these transactions that will be managed by the Service Centre. Customer interactions will be simplified and standardised and will provide clear and transparent performance metrics. The Service Centre's capacity to support will increase as System Reviews are completed when suitable high volume, low complexity processes will be migrated and deliver economies of scale.

Digital Services - This project is an enabler for channel shift and automation; giving an organisational capability to deliver transformational change in service delivery, assisting with a reduction in call demand, enabling customers to self-serve and reducing paper-based transactions and the manual transfer of information.

AgileHR – Modernising the way we provide HR and OD services by restructuring the service, introducing a business partner model and improving and expanding the way we use our self-service workforce management system, iTrent. It is also about developing our workforce to reflect the future needs of the

organisation, using technology, empowering managers and providing staff with the tools they need to meet the challenges in their areas.

Finance FIT – Improving the way we deliver financial services to the organisation, ensuring we work in the most efficient way possible and that opportunities for self-service, automation and streamlining processes are maximized.

SMART working – Introducing flexible ways of working, using modern IT to enable staff to work more efficiently, while saving money by making the most efficient use of our buildings and assets.

Asset Management - Investigating the Council's office requirement for the future and rationalising the way we use our estate and delivering savings enabled by SMART working. Ensuring the Corporate Office buildings are fit for purpose and used in the most efficient way. We will be rationalising the estate by consolidating our office space need into the most efficient size/number of buildings and either releasing unused buildings for sale or leasing freed up space to generate income. The Councils depots will be consolidated to reduce the number and size to meet current and forecast needs with surplus depots sold for alternative uses.

Other Transformation Activity

Systems Reviews - a key element of our transformation is breaking down service silos and joining up the way we work both internally and with partners to deliver better and more efficient services.

Reviewing services in the context of the bigger organisational picture helps to identify opportunities to:

- Significantly reduce the number of times citizens have to contact us for the same service request
- Standardise the way we deal with citizens regardless of how they contact us
- Make it quicker and easier for citizens to contact us and to measure how we are performing against consistent standards
- Use our customer insight and organisational intelligence to improve outcomes from citizens
- Enable customers to access more services online at any time and using any device
- Use intelligence and customer insight to add value to interactions with citizens

This will help ensure we have a consistent approach across the organisation to the way we service Plymouth citizens.

The Future of Transformation

Our vision is for all Council services to work as one system together with our partners to deliver the most efficient services possible and better outcomes for Plymouth residents.

This involves collaborating with our public sector partners, providing services in new ways, simplifying our systems and processes, delivering transactional services through one point, maximising the use of digital channels and adopting an entrepreneurial culture.

Our aim as we continue to transform the organisation is to:

- Benefit from economies of scale. We will review all services and centralise those activities that can better be performed universally within a central, consolidated Service Centre.
- Enable maximum contact through digital channels and service as many requests as possible at point of contact and to automate and further streamline processes and opportunities for increase self-service.
- Benefit from a full picture of each customer and their needs based on a centralised data repository and intelligence and to provide a joined-up service to customers using shared business processes.
- Provide a joined-up and intelligent single point of contact for wider servicing of public service needs within the region.
- Explore potential benefits of delivering services by alternative means through a systems review focusing on consolidation, collaboration and sharing –internally and externally.

Capital Budget and Programme

Over recent years the Council has reviewed its management of the capital programme and is based on specific funding streams, to produce a more strategic capital budget. This capital budget now represents an overall affordability envelope within which a capital programme of projects for delivery sits.

The level of capital resource available has also been diminishing and will continue to do so for some time. Less is now available through direct capital allocation with increased need to bid for specific pots of funding linked to specific outcomes, for example, major road infrastructure projects and large cultural projects such as the History Centre etc. The Council's ability to maximise investment into the city through vehicles such as the Growth Fund and the Heart of the South West Local Enterprise Partnership has become an increasing priority.

We continually challenge and update all capital income streams in order to estimate the total resources at our disposal. Maximising developer contributions, under Section 106 (S106) of the Town and Country Planning Act 1990, and forecasting for the future generation of capital receipts through planned and structured asset disposals, remain vital income streams. There are a number of risks inherent within the calculation of forecast resources, the majority of which are reflected by the use of an appropriate RAG rating.

Funding Source	2016/17	2017/18	2018/19	2019/20	2020/21	Total
	£m	£m	£m	£m	£m	£m
Un-ring fenced Grants	10.037	6.540	5.315	3.815	3.815	29.522
Ring fenced Grants	36.421	51.399	44.230	18.555	10.942	161.547
Developer Contributions	19.296	9.381	6.558	6.154	6.153	47.542
External Contributions	2.223	0.500	0.500	0.572	0.500	4.295
Capital Receipts	9.316	1.834	0.619	2.006	0.500	14.275
Investment funds Loans repaid	1.734	0.222	0.326	0.906	0.380	3.568
Borrowing (Plan for Homes)	15.000	47.500	17.500	0.000	0.000	80.000
Borrowing (Asset Investment Fund)	45.204	3.686	0.000	0.000	0.000	48.890
Borrowing - other	47.469	9.994	9.031	6.381	7.000	79.875
Revenue/ funds	1.794	1.3920	1.868	0.300	0.100	5.454
Total	188.494	132.448	85.947	38.689	29.390	474.968

Income Assumptions

Capital Receipts

Capital receipts arise from the sale of an asset. Usually the sale of an asset cannot be used to fund ongoing revenue purposes, without exceptional rules in place (i.e. capitalisation directions, or for one off transformational purposes), thus the sale of assets is used to re-invest in capital investment. Furthermore capital receipts can be ring fenced or un-ring fenced subject to specific circumstances or agreed decisions to earmark a specific capital receipt.

The current methodology for predicting capital receipts is obtained from the Capital Receipts working group which tracks progress against scheduled sales of capital receipts. This results in a relatively straight forward forecast of known assets for sale which is then RAG rated based on expected timing and value.

Non Ring Fenced Grants

Un-ring fenced Grants are best described as the “block allocation” of capital grants awarded to the Council by Central Government, based on a needs assessment. The blocks typically cover education and transport. Historically, the Council allocated the blocks to the applicable services and the services have drawn down against these funds with projects, in essence there has been a ring-fencing of sorts internally. The position is now changed with the Council deciding that all un-ring-fenced resources should first be available to the relevant service area, and if unused be held in a central pool with all priorities being considered. This may mean that funds passed to the Council by the Government for transport may be used for anything else.

The method of prediction is aligned to the spending reviews and settlements. In immediate years the block allocations tend to be announced as confirmed. This is often accompanied by indicative future year announcements (based on an assessment of need). As we move into the future we are using the information provided within these settlements and from central Government announcements.

Investment Fund loans repaid

The Investment Fund of £20m was created from a “top slicing” from a range of all un-ring fenced income sources. A number of investments were awarded as repayable loans. Approved business cases demonstrated that these initiatives could repay the investment. There is therefore an income stream representing the repayment of these investments back to be recycled as a future un-ring fenced resource. The monitoring of loan repayments is based on a scheme by scheme basis. Each cash-flow and return on investment varies.

Ring-fenced Grants

These grants are paid to PCC to deliver schemes, or outcomes, which will be defined in the terms and conditions from the funder, and may include time barring and future obligations for the Council. There will be penalties for the terms and conditions not being met.

Our income assumptions include mandated projects in our pipeline.

Borrowing

Loans are taken out to fund capital expenditure from approved lenders based on the Treasury management knowledge on interest rates and borrowing. The repayment of the loan principle and interest is paid for from revenue.

Developer Contributions

Our Planning department forward forecast this based on known future developments. This is then RAG rated based on expected timing and value.

Community Infrastructure Levy (CIL) (which replaced the S106 Tariff). The levy is used to support new developments by funding infrastructure needs – for example, new road schemes, park improvements or improvements to local school capacity. This is charged on a £ per square metre rate of the proposed new development.

Section 106 – Negotiated Obligations and tariff

Negotiated Element - this is negotiated with the developer and is used to fund specific works, normally linked to the development.

Planning Development Tariff - pooled into categories to be used in such areas such as Transport, Education, Libraries. Regime has been replaced by CIL but resources continue to be collected.

External Contributions

Sum provided by a funder, but not specifically as a grant. This is a direct award of resources for a specified purpose; for example the £2.1m contribution from British Land towards the new Mayflower Coach Station.

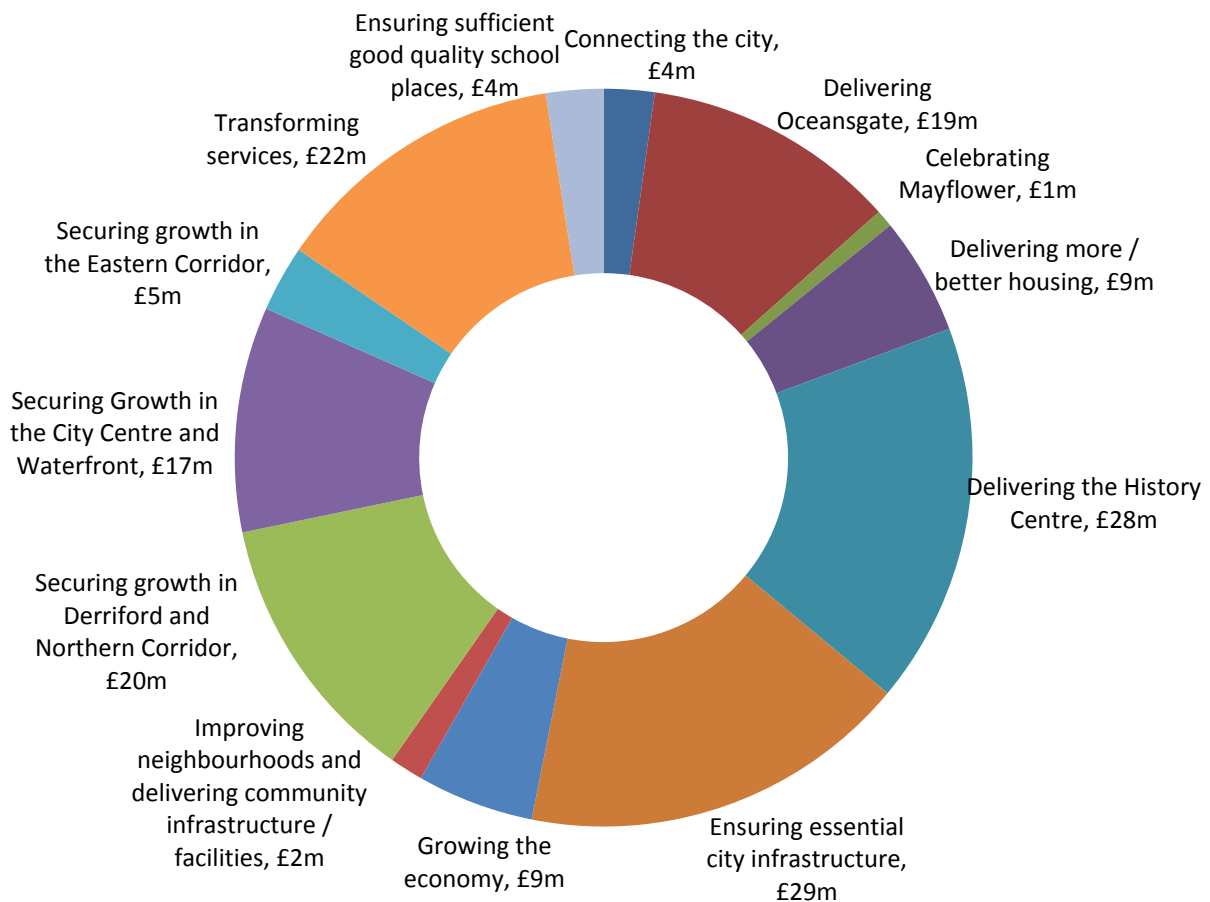
Revenue

The use of revenue budget to directly fund capital spend: This is known as an RCCO (Revenue Contribution to Capital Outlay).

Officers will remain proactive at securing external grant funding wherever possible in order to continue to deliver significant, ambitious capital investment in the city. The budget will be continually updated as further details of funding are made available. Projects utilising funding are submitted and approved by our City Council Investment Board (CCIB).

Projects seeking to fund proposals from borrowing will be required to meet the principle of “Invest to save”. Business cases will evidence that a loan to fund capital spend can be repaid from the net revenue benefits achieved from the investment, as evidenced in a discounted cash flow. This ensures a net present value of a capital project over the life of the asset. The repayment of the loan principle and interest is paid for annually from the revenue account. The repayment of loans taken out based on approved capital projects is reported through regular revenue monitoring, until the loan is repaid. Proposed projects will continue to have to meet this “Invest To Save” criteria, and that the revenue impact of this will continue to be met from the relevant service revenue accounts.

It is noted that resource forecasts for the period 2017 – 2021 are reducing, as RAG rated estimates become less certain. The capital programme is also front loaded to deliver the greatest proportion of projects utilising 2017 – 2021 resources in the early periods. The current approved Capital Programme for 2017-21 is £168m.



We remain committed to a significant capital investment programme. The Council will engage with partners in major regeneration of the city, not only contributing towards improvements, but also to sustain local work opportunities, for example, the construction industry. We will ensure that we maximise the outcomes and revenue savings generated through capital investment. For example, we will grow businesses in the city and build more houses to generate business rate income, New Homes Bonus and Council tax. Our Capital Resources to 2020/21 are £475m, and our Capital Programme includes:

Investment in Road infrastructure

We will continue with our £20m capital investment in our road infrastructure with planned carriageway resurfacing to repair pot holes and improve road junctions and traffic flows.

Investment in schools

We will continue to invest in providing improved schools and additional capacity for the increasing number of school age children in the city, ensuring there is a school place for every child and education opportunities which will improve their quality of life.

Plan for Homes

£80m investment to for much needed house building across the city. Individual draw down against this scheme will be subject to due diligence and outcomes delivered in terms of number and types of dwellings to be built.

Derriford Transport Scheme

£12.7m investment will provide new and enhanced transport infrastructure in the form of two major junction upgrades in the Derriford area on the Northern Corridor at Derriford Roundabout and the Tavistock Road / William Prance Road junction. The scheme seeks to optimise the existing transport network and provide additional capacity to improve journey times and reliability whilst freeing up capacity in order to allow large scale development to come forward in the Derriford area and along the Northern Corridor. Public transport is at the heart of the proposals to encourage sustainable journeys to be made. Opportunities to improve pedestrian and cycle links and crossings will also be maximised.

Forder Valley Link Road

£33.4m will be invested to provide a direct link to Derriford and to support future housing developments at Seaton neighbourhood.

Asset Investment Fund

£50m is being invested into strategic property investments that will help grow the local businesses and will create income to support the Council's revenue budget.

Strategic Cycle Network

£8.3m is being invested in the Northern and Eastern Corridors Strategic Cycle Network. This will deliver a network of routes for experienced and inexperienced cyclists that will link each of the neighbourhoods in Plymouth. This will benefit pedestrians and people with mobility and other impairments.

Plymouth History Centre

£30m is being invested to transform the current museum to a cutting-edge cultural centre, three times its existing size, providing 86% more exhibition space and 100% more flexible learning space.

Oceansgate

£20m is being invested in the first phase with 32,400 square metres of new and converted workspace.

Plymouth City Market

£3.5m is being invested to revitalise this integral part of the West End of the City Centre and an important link to the regeneration of this area, linking with the new Mayflower Coach Park.

Treasury Management

The Council's approach to Treasury Management has been significantly revised due to the global economic environment and by the recent decision to leave the European Market. These events have led to the Bank of England reducing the bank rate to an all-time low.

Despite being risk adverse, we continue to explore opportunities for generating significant revenue returns through close management of the business's working capital and associated cash flows.

The Asset Investment Fund has been investing in local property by borrowing at unprecedented low interest rates. This will enable the Council to increase its investment income as well as supporting its revenue budget.

With falling interest rates on the Council's main bank and call accounts, we have also been proactive in seeking alternative investment vehicles for money that we are able to put aside for a longer time period. For example, our £20m investment in property funds generated a return of more than 4% in 2016/17 and a similar return is forecast for 2017/18.

The Council's published Treasury Management Strategy details our borrowing limits and specifies approved institutes for investment, (with maximum limits), based on credit ratings and other pertinent factors. We also publish Prudential Indicators which set investment and borrowing performance indicators to ensure that we stay within these guidelines. We maintain regular engagement with our Treasury Management advisors, ArlingClose, and constantly seek their advice on our strategic direction and key operational decisions.

Borrowing Limits

The Council is required to set out its annual Borrowing and Investment Strategy recognising its implications on the Council's revenue budget. It is a statutory duty under the Local Government Act 2003 for the Council to determine and keep under review how much it can afford to borrow. The Council must have regard to the Prudential Code when setting its Authorised Borrowing Limit, which essentially requires it to ensure that total capital investment remains within sustainable limits and, in particular, that the impact upon its future Council Tax and Council rent levels is acceptable.

The Council approved its revised Treasury Management and Investment Strategy for 2016/17 in February 2016. In this Strategy we have approved the authorised borrowing limits from April 2016 as:

- 2016/17 £400m
- 2017/18 £440m

The Council will consider the use of borrowing if evidenced by a robust business case which clearly details financial and non-financial outcomes achievable through the proposed capital investment. Such cases require approval through the City Council Investment Board (CCIB) with the associated revenue cost of borrowing the money charged against the relevant service department to which the investment relates.

To ensure that the Council is not over-exposed to risk in terms of the extent of long term borrowing, we have set a target that the overall revenue cost of borrowing must not exceed 10% of the Council's entire net revenue budget in any given year. With future year resources anticipated to fall further over coming years, this target needs to be closely monitored by the Council's Section 151 Officer and Treasury Management Board.

Minimum Revenue Provision (MRP) Policy

The Council is required to make a revenue charge each year to provide for the repayment of loans taken out to finance capitalised expenditure. Government's Capital Financing Regulations places the duty for an authority each year to make an amount of Minimum Revenue Provision which it considers to be "prudent".

The prudent provision is to ensure that debt is repaid over a period reasonably in line with that over which the capital expenditure provides benefits.

During 2015/16 the Council has undertaken a review of its MRP calculation method and accounting assumptions. The Council's calculations were driven by a very complex spreadsheet that needed a full overhaul. The Council therefore engaged its TM advisors, ArlingClose to review and advise best practice. The main conclusions were that, due to the way we were calculating our annual MRP charge has resulted in an over-provision for many years and it also recommended a change in the calculation method.

The Council wants to match the economic benefits from its assets with the life of those assets. Therefore the Council changed its MRP policy to use the annuity method which not only spreads the cost of the borrowing over the life of the assets but it also takes into account the time value of money.

The Council's previous method of calculating MRP was to spread the cost of borrowing in a straight line over a maximum of 25 years. The current Council tax payers would therefore pay a relative higher charge than Council tax payers in the future. For example, if an asset cost £20m to build and has a life of 20 years then there would have been a £1m charged each year on the straight line basis. The annuity method takes into account the time value because £1m today has a higher value (NPV) than £1m in 20 years' time.

Financial Governance, Performance and Risk Management

The Council has been working on improving its financial and governance arrangements for a number of years. Financial Management has improved, performance management has improved, scrutiny has developed and an independent audit committee is operating well.

Finance managers are an integral part of Department Management Teams. They offer financial advice and challenge to Senior Management as part of the process. We also have two Senior Financial Analysts, one supporting our GAME transformation programme, the other our Integrated Health and Wellbeing programme.

The Council's medium term strategy focuses on joining up the individual elements to ensure effective, integrated monitoring and management of:

- Corporate Plan and Priorities
- Benchmarking spend and key performance indicator information
- Revenue budget and spending linked to priorities
- Delivery against revenue delivery plans
- Cost and Volume analysis for Children's and Adult Social Care expenditure
- Delivery of the capital programme

We will continue to build upon the existing reporting template which joins up these core elements. In 2010/11 we introduced quarterly integrated reports (supplemented by monthly scorecards) which will continue to be presented and challenged by:

- Corporate Management Team
- Cabinet
- Scrutiny Panels

In addition, we will be producing a joint PCC and CCG monthly finance report to monitor our performance against our aligned budget for health and wellbeing of circa £482m for 2015/16. This report will be a management tool for Cabinet and the CCG Board and also the Integrated Commissioning Board.

The Audit Committee will continue to provide an essential role in ensuring that we provide effective governance. In particular, their quarterly meetings will challenge progress made against the annual governance statement, internal and external audit plan, reports and recommendations. In addition, the audit committee has now assumed the lead member role in challenging and placing assurance on the Council's Treasury Management arrangements. To ensure that our financial procedures and practices are reviewed, up to date and reflect the operational business requirements and risks that the Council faces,

Financial Regulations and levels of Delegated Authority will be submitted to, and approved by our audit committee on an annual basis.

Our internal audit service continues to be provided through the Devon Audit Partnership, a shared service arrangement with Devon County and Torbay Councils. The core objective of this arrangement is to improve the quality and efficiency of audit services.

The Council has created a number of specific reserves and provisions in order to plan in advance for known and anticipated future revenue costs. We will regularly review the appropriateness and use of these reserves throughout each financial year. As a minimum, all specific reserves will be reviewed on an annual basis in March as part of the end of year accounting closedown.

A brief description of the purpose of each of our significant reserves and provisions is as follows:

Redundancy Costs

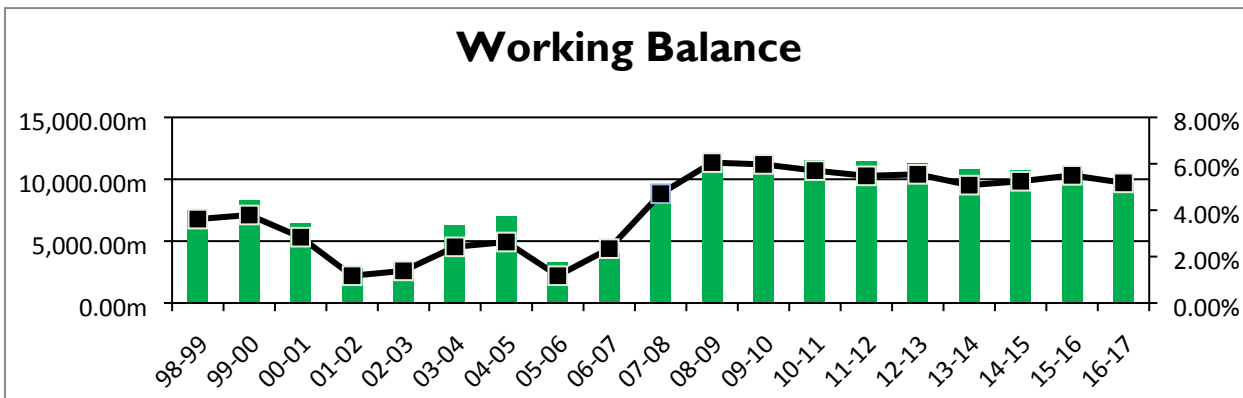
Over recent years, a number of management actions and budget delivery plans have relied on restructuring staffing and/or rationalising management. Whereas the Council is committed to minimising the number of compulsory redundancies unfortunately, on occasions, this is not feasible. This specific reserve is set aside to meet with the Council’s corporate redundancy costs.

Insurance Fund Reserve

A provision that has been set up to meet the cost of anticipated future insurance claims based on existing known liabilities and estimated future liabilities. It enables the Council to reduce its payments to external insurance providers by transferring some of the risks of small claims to the authority.

Working Balance

The Council’s Working Balance is the revenue reserve that is put aside to cover any significant business risks that might arise. This reserve has been steadily built up over the years and was £10.652m as at March 2016. The significant constraints that will be placed on public sector spending for the foreseeable future.



The Council’s reserves should be adequate to cover potential risks. Plymouth has significantly improved the approach to risk management over recent years. Our strategic and operational risk registers are comprehensive and are regularly reported to, discussed and challenged by senior officers and members. Given the size of the financial challenges in 2016/17 and beyond it is even more appropriate that we are maintaining this value in our working balance.

For the MTF period to 2019/20 we are not anticipating any further draw down against our Working Balance, although with the continuing reduction in our core funding we need to revisit our percentage holding.

Risk Register

Risk	Mitigation	Likelihood	Impact	Score
Leaving the European Union impact on New Homes Bonus	Proactive approach to new development	3	3	9
Leaving the European Union impact on NDR income	Proactive approach to new development and promoting business investment in PCC	3	3	9
Leaving the European Union investment returns	Ongoing review of investment policy and use of property fund to maintain returns	3	3	9
New Homes Bonus reallocation to Better Care Fund	Further details of Government proposals awaited to enable full consideration of the risk	3	3	9
Change of Government - 4-year RSG settlement at risk	Work with partners and local government bodies to protect the settlement	2	3	6
Fair funding review disadvantages PCC	Work proactively to lobby for increased PCC resources that recognise the particular needs of the City	4	5	20
100% business rates retention does not direct a fair share of resources to PCC or does not allow the benefits of rates growth to be fully retained	Work proactively to lobby for increased PCC resources and promote a system that is not unduly favourable to authorities with a high business rates base	4	5	20
Volume of demand and demographics beyond MTFS assumptions- adults	Although provision has been made in the MTFS for additional costs in this area, the position will need careful monitoring	3	3	9
Volume of demand beyond MTFS assumptions - children	Although provision has been made in the MTFS for additional costs in this area, the position will need careful monitoring	4	5	20
Risk to Council tax collection rates following the roll out of Universal Credit	The MTFS is based on realistic collection assumptions, but the position will need to be carefully monitored and additional resources allocated for collection activity as necessary	3	3	9
Risk of additional costs through pension fund deficits beyond MTFS assumptions	Some provision has been made in the MTFS for additional pension costs, but the position will need to be carefully monitored. The Government Actuary is to have a new role in signing off deficit reduction timescales	3	3	9
Delivery of planned savings	The achieved value of Transformation Stretch savings is part of regular budget monitoring. Corrective management action is taken where adverse variations are identified	3	3	9
Revaluation Risk	Revaluation changes not fully compensated in Government top-up funding	3	3	9
Commercialisation Debt Risk	Borrowing to invest in commercial projects exposes PCC to additional credit risk, as the revenues that flow from these projects are inherently uncertain	2	4	8

Medium Term Financial Strategy

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Northern, Eastern and Western Devon
Clinical Commissioning Group



NHS NEW Devon CCG

Plymouth Integrated Fund

Finance Report – Month 8 2016/17

Introduction

This report sets out the forecast financial performance of the Plymouth Integrated Fund for the month of November 2016 (month 8).

The report is in two sections.

- The first section details the performance of the Integrated Fund, including the section 75 risk share arrangements.
- The second section details the financial performance of the Western Planning and Delivery Unit (PDU) of the Clinical Commissioning Group (CCG).

In summary, the Integrated Fund is forecasting to deliver against budget with a nil risk share impact.

SECTION 1 – PLYMOUTH INTEGRATED FUND

Plymouth Integrated Fund Finance Position

The summarised financial performance of the Integrated Fund for both the CCG and the City Council is set out in **Appendix 1**. Both the Health and Local Authority budgets, at this stage in the year, are forecasting to be balanced by year end. However, there are risks in delivery of this position for both organisations.

The impact of the risk share at this stage in the year is minimal, at less than £50k. As this continues to fluctuate with the individual organisations forecasts, whilst it remains less than £50k either way, a zero impact has been reflected in the outturn forecast.

Health Contribution to the Fund

The financial plan for 2016/17 is not yet approved by NHS England but negotiations are nearing conclusion with the national Arm's Length Bodies of the CCG share of the system wide control total and the contractual arrangements to support this. For the purpose of the month 8 reporting the budget has been set based on a partial move towards the proposed system plan at PDU level.

Overall the Health contribution to the fund is forecast to be in line with the budget. Within this there are some pressures as identified, however, as the financial plan and budgets are not yet finalised, these pressures are currently offset by an assumed release of contingencies or recovery plans:

Acute Care

This position has now improved marginally from month 7? and is forecasting close to budget.

Community Services

There is a small overspend forecast at £0.800m, due mainly to the inclusion of the risk in capital resources. A mitigation plan is being explored.

Placements

There is an overspend currently forecast of £1.5m. This is due to higher than planned numbers of clients and costs of care packages, but has improved by £xxx since last month's report.

Contingency

The above pressures are generally offset by the use of the Clinical Commissioning Group contingency.

Local Authority Contribution to the Fund

Overall the Local Authority contribution to the fund is forecast to be in line with the budget. Within this there are some pressures as identified, however, on top of the nearly £10.5m delivery plans that the Local Authority is due to achieve in 2016/17, recovery plans are being developed to contain these in year pressures by the year end:

Children, Young People and Families

The Children Young People and Families (CYPF) Service are reporting a budget pressure of £0.653m - no change from month 7.

The Service continues to face unprecedented pressures, care applications are up, and the service are struggling to purchase cost effective placements to adequately

meet demand. In the last 11 months, Plymouth has observed an increase in the number of children in care of 5.4%. The continued increase in numbers of children in care is in line with national and regional trends.

As part of the transformation project for 2016/17, CYP&F are expected to make savings of over £2.100m (in order to contribute to the £9.214m Directorate target). Circa £1.000m has been saved to date through EVRS and the Transformation of Services together with an anticipated £0.800m through review and commissioning of placements and a further £0.300m from an extensive piece of work across the peninsula to provide children's secure places. In addition Children's Improvement Board will be considering a project to address in year pressures including accelerating the In House Fostering Action Plan.

There are risks that continue to require close monitoring and management:

- Increased number of young people in care since budget setting autumn 2015.
- Lack of availability of the right in-house foster care placements creating overuse of IFA's.
- Use of Residential Placements due to lack of foster care placement sufficiency across the Peninsula. The lack of availability of foster care is leading to a small number of children being placed in residential care as an alternative to fostering.
- Court ordered spend continues on Parent & Child Assessment placements.
- There are still a small number of individual packages of care at considerably higher cost due to the needs of the young person.
- There are currently 28 Residential Placements with budget for only 20
- There are currently 104 Independent Foster Care (IFA's) placements with budget for only 70. We are aiming to achieve savings from the transformation of our In House Foster Care Service.
- A region wide lack of placements due to an increase in demand for placements.

The overall number of children in care at the end of November stands at 406 a reduction of 4 in the month.

The number of children placed with independent fostering agencies stands at 104 against a target budget of 70 placements. Residential placements stands at 28 against a target of 20 budgeted placements with a number of these placements being high cost due to the complex nature of these children's needs. There is currently one young person placed in 'welfare' secure. The In-House Foster Care placements have 179 including connected carer's placements against a target budget of 219 placements, and 3 placements in 'Other Local Authority' Foster Care. There is currently 2 In House Parent & Child Assessment Placement, 1 court ordered Independent foster care placement and 1 high cost Residential placements. There are 17 young people 16+ placed in supported living against a target budget of 20.

Strategic Co-operative Commissioning

The Strategic Co-operative Commissioning (SCC) service is reporting a budget pressure of £0.705m – an increase of £0.200m from last month. There are a number of areas that are contributing to this pressure through increased costs and numbers of clients with care packages. These areas are now reporting the following forecast overspends:

	Month 8	Month 7	Month 6
Supported Living	£1.176m	£1.078m	£1.037m
Residential & Nursing	£0.752m	£0.567m	£0.793m
Day Care	£0.269m	£0.218m	£0.221m
External Short Stays	£0.481m	£0.345m	£0.243m

An increase in clients transferring from Health and new clients into the system has been a key factor, along with Short Stay & Respite clients being in place for a greater number of bed nights.

These pressures are currently being offset in part by underspends on Domiciliary Care and Direct Payments along with increases in client contributions and Joint Health Funding.

Although previously fairly static, client numbers have gone up significantly this month, as has the cost of the care packages. This is currently being reviewed by commissioning officers.

The SCC budget is on target to make savings of over £5m (in order to contribute to the £9.214m Directorate target) with the activities and actions that will drive delivery forming part of the transformation programme. These have been achieved via savings around reduced client numbers, reviews of high cost packages and contracts.

Education Participation and Skills

Education Participation and Skills (previously Learning and Communities) is still reporting a breakeven position at the end of month 8.

During 2016/17 the Education Participation and Skills budget will need to make savings of £1.269m (in order to contribute to the £9.214m Directorate target) with activities and actions that will drive delivery forming part of the transformation programme. Circa £0.999m has been saved to date through EVRS and the transformation of services.

Star Chamber exercises have taken place within the Service and these will continue to drive out savings during the year, to mitigate emerging pressures.

Community Connections

Community Connections (previously Housing Services) is continuing to deliver (£0.097m) savings.

There is a pressure through higher demand for emergency accommodation of £0.105m, being contained by a number of actions including lower revenue project spend (£0.058m) identified at month 8.

The emergency B & B placements average between April and November is 34 per week, which exceeds the profiled budget of 28 placements per week. The forecast for the remainder of the year is for 35 per week average placements which reflects the current trend.

Action is ongoing to limit the overall cost pressure through lower placements and prevention work.

Public Health

Although the 16/17 Public Health ring-fenced grant was cut by £1.293m for Plymouth City Council, the Directorate is on track to achieve a balanced budget.

As part of this balanced budget, Public Health is making contributions towards schemes in other Council departments, and will continue to prepare plans to achieve the anticipated further reduction to the ring fenced grant in 2017/18.

Integrated Fund Delivery Plans

Across the entire Integrated Fund (the People and Public Health Directorates and CCG), there are plans to deliver £25m of savings. These are currently reported on target to deliver in the current year.

Conclusion

The Integrated Fund is currently forecasting a balanced position against the 2016/17 budget of £491m, with a nil impact on the Section 75 risk share agreement.

SECTION 2 – WESTERN PDU MANAGED CONTRACTS

Context / CCG Wide Financial Performance at Month 8

The financial plan for 2016/17 is not yet approved by NHS England but negotiations are nearing conclusion with the national Arm's Length Bodies of the CCG share of the system wide control total negotiated between the 4 main providers within the Devon footprint who are

The CCG budget has therefore been set on the draft financial plan to deliver an in year deficit of £29m. In addition to this the brought forward deficit from 2013/14 to 2015/16 of £78.4m is repaid bringing the CCG to a planned cumulative deficit position of £107.4m.

Although the month 8 budget position remains in line with previous months, the forecast outturn at month 8 has been reported in line with the CCG share of the system wide control total. This is a deficit position of £34m following the release of the non-recurrent headroom reserve. This is in line with the reporting treatment since month 6. This move to the system position has been made in agreement with NHS England. The ability to reach this position for the CCG is predicated on a non-recurrent movement of deficit between the CCG and provider organisations. This movement is still subject to a final agreement and therefore a risk remains on the reported deficit which is reflected in the CCGs risk position.

Month 8 Summary financial position

	Planned Deficit £'000	Actual Deficit £'000	Variance £'000	Movement from previous mth
Year To date in year position	21,422	24,458	3,036	3,036
B/fwd deficit	52,257	52,257	0	0
Total In year Position	73,679	76,715	3,036	3,036
Forecast in year deficit	29,006	33,561	4,555	4,555
B/Fwd deficit	78,386	78,386	0	0
Total Forecast Deficit	107,392	111,947	4,555	4,555

Year to date

The year to date financial position of the CCG reflects the move to the CCG share of the system wide gap as described above. This results in an in-year deficit of £24.5m (prior to the repayment of brought forwards deficits). Within the commissioning budgets there are some under and over spends which are detailed in the report below and significantly the year to date impact of the FNC national price change and continued growth in Independent Patient Placement (IPP) spend.

Forecast

The forecast outturn of the CCG is in line with the CCG's share of the system wide gap, proposed as part of the negotiation on a system wide control total and organisations relative share of the financial gap. In addition, the CCG has had to absorb cost pressures, the material issue being £3.5m due to the impact of FNC and IPP as described above. This has been offset through the partial release of contingency reserves and benefit within the CHC forecast in the forecast to meet the planned level of in year deficit.

System Wide Savings Plan

The CCG is reporting 78% achievement of the net CCG share of the System Wide Savings plan as at month 8 with a forecast achievement of 76%. This is following alignment with the system wide savings plan and the release of the system wide gap budget offset by the headroom and increased deficit.

Risk

The CCG financial position shows slight movement from month 7, following support from the NHSE Area Office for the revenue consequences of capital constraints to complete a 3 year IT project at Livewell. The remaining unmitigated risk is £11.8m and should it materialise would result in the CCG having a deficit of £45m. Work is ongoing with the system to mitigate this risk position.

Western PDU Finance Position

Introduction

The initial draft budget (as described within the context above) for the contracts managed in the Western PDU is £306.5m. Adjustments to budgets this month include the remapping of Mental Health contracts into the Locality to better reflect where the contracts are managed. The total budget now stands at £314.1m.

The Locality is currently forecasting a marginal (0.05%) overspend against the budgets for the contracts that are managed in the West. This is a net position and includes some overspending and some underspending contracts. The most significant elements include:

- Livewell Southwest, resultant from the use of Minor Injuries Services for which we hold a variable contract. Also included this month is the risk that capital resources will not be received and for which the CCG is contractually committed. We continue to seek resolution to this risk.
- Acute Trusts, resultant from relatively small variances in activity on Payment by Results contracts.
- Wheelchair Services, resultant from a technical improvement due to a clarification on the application of VAT

The detailed analysis for the PDU is included at **Appendix 2**.

Acute Care Commissioned Services

Plymouth Hospitals NHS Trust

As explained in the context above, at the time of writing, the final contract value for Plymouth Hospitals NHS Trust is unconfirmed and the contract unsigned. The contract performance will still be reported on and scrutinised at the same degree of granularity and as such detail can be provided in this report.

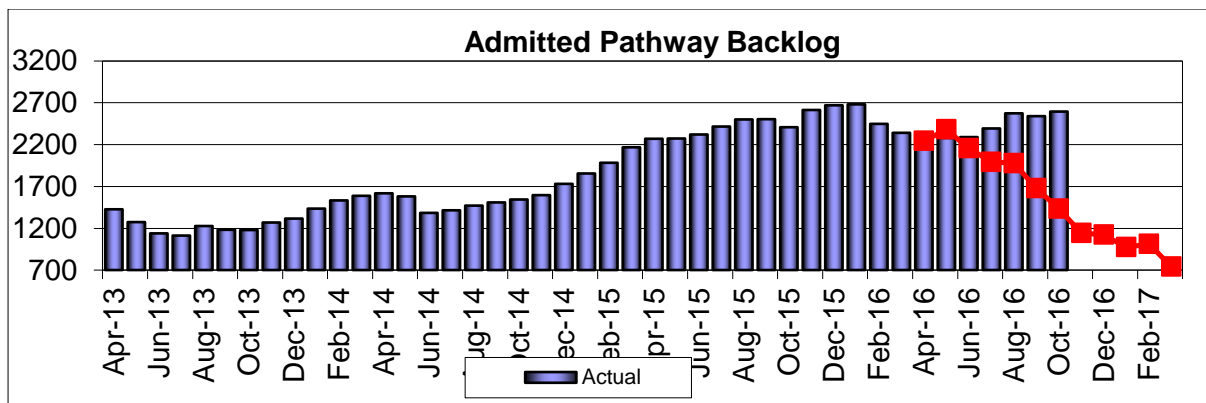
At this stage the budget allocation and forecast spend reflect the anticipated final contract value of £176.7m.

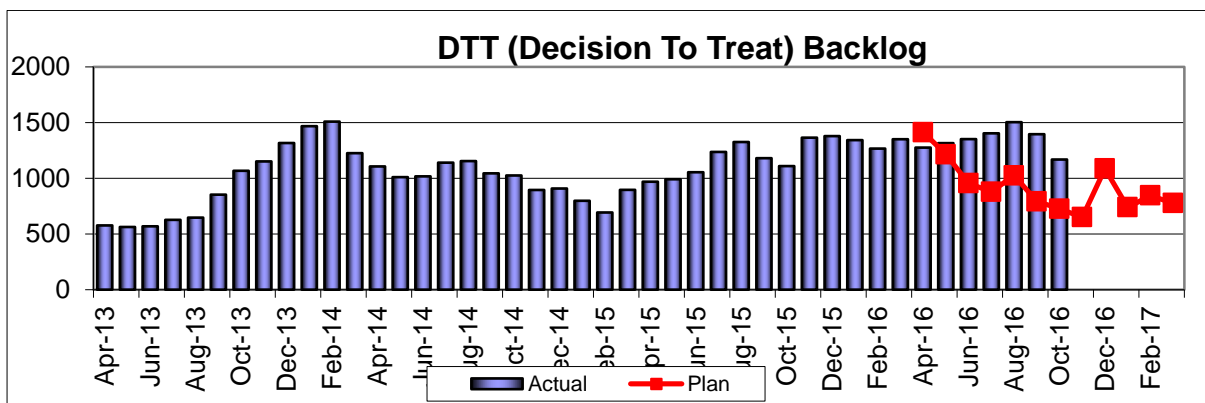
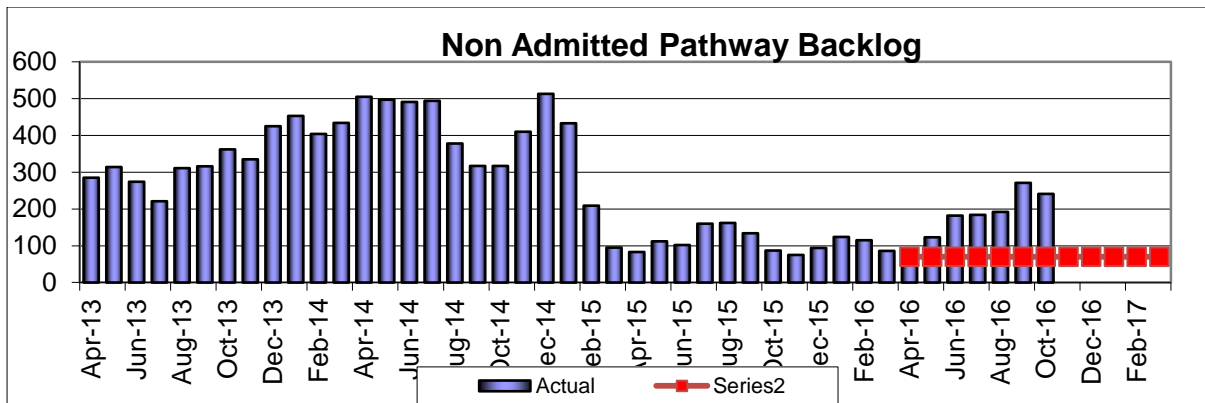
Capacity Constraint

There are a number of specialities that the Trust has been unable to provide sufficient capacity to deliver RTT and match the demand in the system. The agreed level of capacity shortfall has been excluded from the contract, and the locality has been working with the Trust and other providers to bring appropriate levels of additional capacity online. This currently includes plans with Care UK to open a 3rd theatre whilst they have already started providing General Surgery and Endoscopy, with PHNT to refurbish and increase the throughput of Tavistock theatre and to bring modular theatres online.

RTT Compliance

Performance to month 7 is summarised in the following tables.





Contract Performance

The month 7 performance information showed an overperformance against the contract plan of £0.36m.

The main reasons for the contractual underperformance are summarised below.

2016/17 M07	Planned Spend	Actual Spend	Variance	Variance Activity	Variance Spend
	£000s	£000s	£000s		
Elective	22,149	21,721	- 428	-3.6%	-1.9%
Non Elective	34,497	34,934	437	0.8%	1.3%
A&E	5,118	5,198	81	2.9%	1.6%
Outpatients	17,742	18,536	794	5.4%	4.5%
Excluded Services	21,887	21,356	- 531		-2.4%
Penalties	-	-	-		
CQUIN	2,340	2,348	8		
Contract Adjustments			-		
Total	103,732	104,094	362		0.3%

The **Elective** position is £0.4m (1.9%) behind plan from a financial perspective but 3.6% behind plan in overall activity terms. The main contributors to this position are under performances within Upper GI surgery, Vascular Surgery, Cardiology and General Surgery where the Junior Doctor Strikes, theatre cancellations and bed availability have caused a reduction in capacity. This position is offset by over

performances in Clinical Haematology, Endoscopy and Hepatobiliary & Pancreatic Surgery.

Non Elective has overperformed in medical and surgical specialties, whilst women's and support services were slightly under plan. The value variance is greater than the volume variance which indicates that the average cost per admission is higher than had been planned for.

In **Accident and Emergency** the Trust have seen 1,225 (2.9%) more patients than planned for so far this year. The majority of this overperformance has occurred in month.

The overall position of an overperformance of £0.8m (4.5%) on **Outpatients** masks a wide variation in performance at individual specialty level with over performances in ENT, Paediatrics, Dermatology, Colorectal Surgery and most significantly Ophthalmology. Clinical Haematology and Pain Management are behind the year to date plan. Within this position there is also variation in the type of outpatient attendance where follow ups account for £38k of the over performance, first attendances £249k and procedures £491k.

The overperformance occurred during months 1-5, with months 6 and 7 being largely on plan.

Referral Information

Referral information for month 7 of 2016/17 showed an overall decrease of 4.8% compared to the same period last year, with GP referrals being 5.7% below the equivalent 2015/16 volumes.

PHNT	Referral Source	2015/16	2016/17	Variance	%
Externally Generated	GP	34,083	32,133	- 1,950	-5.7%
	Dentist	112	96	- 16	-14.3%
<i>Sub Total</i>		34,195	32,229	- 1,966	-5.7%
Internally Generated	Consultant	9,612	9,872	260	2.7%
	Other	4,823	4,373	- 450	-9.3%
	A&E	2,280	1,988	- 292	-12.8%
<i>Sub Total</i>		16,715	16,233	- 482	-2.9%
Grand Total		50,910	48,462	- 2,448	-4.8%

The first part of 2015/16 saw higher referrals than the latter part of the year as a step change reduction was noted mid-year. Therefore this measure is comparing the high part of 2015/16 with the continued low referral rates seen since mid 2015/16. So whilst this measure shows a reduction compared to the previous year, it is a continuation of the reduction that we experienced last year and not a significant further reduction.

The source data in this report is taken from the Provider data supplied under schedule 6 of the contract except where the Provider is stated as 'Other'. Other Provider data is taken from DRSS Bookings. Filters are applied to the Provider data to remove any non-consultant led activity, maternity activity and specialties which are not year on year comparable. NHS England (including Specialised) activity is also excluded to provide a NEW Devon CCG view.

Performance Measures

The Trust are appraised against a number of nationally and locally defined key performance indicators. A summary of the key measures is included below:

PHNT Month 7 key performance indicators			
Measure	Target	This month	YTD
RTT - Percentage seen within 18 weeks - admitted pathways	90%	74.3%	
RTT - Waits over 52 weeks	0	79	
Diagnostics - Percentage of patients waiting over 6 weeks - 15 key tests	<1%	2.4%	
Cancer - Percentage seen within 2 weeks - urgent referral to first seen	93%	95.1%	93.7%
Cancer - Percentage treated within 62 days - urgent referral to first definitive treatment	85%	76.8%	81.2%
Cancer - Percentage treated within 31 days - decision to treat to first definitive treatment	96%	93.1%	95.4%
Ambulance handovers - Number of handovers over 30 minutes	0	56	462
Ambulance handovers - Number of handovers over 60 minutes	0	1	20
A&E - Percentage of attendances seen within 4 hours	95%	87.6%	84.9%
Delayed transfers of care (acute) - bed days		773	5069
Clostridium difficile - Number of hospital infections	35	0	1
MRSA - Number of hospital infections	0	0	1
Cancelled operations - patients to be offered another binding date within 28 days	0	33	174
Cancelled operations - urgent operations cancelled a second time	0	0	0

South Devon Healthcare Foundation Trust

The 2016/17 South Devon Healthcare Foundation Trust contract value for acute services has been set at £5.24m on a variable PbR basis, with a further £0.92m fixed contract for community services.

At month 7 the contract is over performing by £137k, with a £78k over performance in month. This is made up of underspends within elective activity (-£72k) and overspends within non elective admissions (£75k) and high cost drugs (£40k).

The contract also has a QIPP target of £147k which is being reported as undelivered and so represents a further £86k overperformance so far this year.

Independent Sector

The IS position at most providers remains constant this month however the performance at Nuffield Plymouth has worsened following a larger than expected volume of activity. This has reversed an underperformance rather than resulted in an over-performance against contract value.

London Trusts

There are no significant movements from the previous month within the London trusts. Significant over-performance due to high cost critical care patients remains at Guys and the Royal Brompton.

Livewell Southwest

The Livewell Southwest (LSW) Contract is blocked, with a single variable service (the Minor Injuries Unit). LSW produce a monthly performance/finance databook which allows both parties to shadow monitor the block contract and review key performance metrics.

We are currently validating activity data to understand the underlying activity position within this contract.

Care Co-ordination R.... Team

We have continued to see a drop in CCRT numbers on the caseload, and are currently forecasting an outturn of £8.2m for 2016/17, which is in underspend of £48k

Primary Care Enhanced Services

Whilst the budgets and expenditure are reported in the Western PDU report, this is to ensure that all lines of expenditure for the CCG are reported in a PDU and there is integrity to the reports produced. There is, however, a separate governance structure for Enhanced Services that sits outside and alongside the two PDU structures to ensure there is segregation of decision making in primary care investments. The forecast expenditure is in line with budgets.

QIPP Savings Delivery

NORTHERN, EASTERN AND WESTERN DEVON CLINICAL COMMISSIONING GROUP

2016/17 FINANCE BOARD REPORT

FOR THE PERIOD FROM 01 APRIL 2016 TO 30 NOVEMBER 2016

Month 08 November	Year To Date			Current Year Forecast		
	Budget	Actual	Variance Adv / (Fav)	Budget	Forecast	Variance Adv / (Fav)
	£000's	£000's	£000's	£000's	£000's	£000's
SAVINGS LEDGER REPORT						
NHS Royal Devon & Exeter Foundation Trust	-468	-443	25	-2,442	-1,408	1,034
NHS Plymouth Hospitals NHS Trust	-1,314	-739	575	-4,516	-2,633	1,883
NHS Northern Devon Healthcare Trust	-669	-289	380	-1,720	-1,287	433
Prescribing	-2,326	-2,342	-16	-3,995	-3,995	-
Placements	-4,690	-4,686	4	-10,000	-10,000	-
Individual Patient Placements Adult	-300	-396	-96	-449	-502	-53
Other Community Services	-867	-867	-	-1,300	-1,300	-
Care Co-ordination Team	-303	-355	-52	-531	-531	-
System Gap	-12,925	-1,956	10,969	-19,389	-	19,389
GROSS SAVINGS	-23,861	-12,072	11,789	-44,342	-21,656	22,686
TOTAL INVESTMENT	-3,533	-3,533	0	-4,832	-4,832	-
Contractualisation of system position	-7,217	-9,451	-2,233	-10,826	-14,176	-3,350
NET SAVINGS	-34,612	-25,055	9,556	-60,000	-40,664	19,336
IHAM Growth Mitigation	-9,333	-9,333	-	-14,000	-14,000	-
NHS England monitored QIPP	-43,945	-34,389	9,556	-74,000	-54,664	19,336
			78%			74%

System wide savings plan

The above savings report has been aligned to the system wide savings plan with the balance of the system gap being held within the system gap reserve. In order to fund the opening system budget positions, the System leaders agreed to utilise the non-recurrent RTT reserve and the system investment reserve in the opening position. The commitments to reach the opening position over drew these reserves by £4.8m.

In order to recreate the system reserves it was agreed that a £15m stretch target would be applied to the programmes of work to recover the position. This element is currently being worked on and will be contractualised once plans are signed off. This will then enable the CCG to recreate the RTT reserve, clear the negative investment reserve and recreate the system savings reserve to then be contractualised with providers once investment requirements are signed off.

Although the budget has not been amended the forecast outturn was adjusted to align to the CCG's share of the system wide gap last month. This is reflecting the

reduction in the negative system wide gap reserve through the release of headroom and the increase in bottom-line deficit

The above year to date position is aligned to the system wide plan savings report for the CCG element of the plan. Overall the CCG is reporting 78% delivery of plan with 76% delivery forecast by yearend.

The elective care forecast has reduced by £3.35m which is reflected in the shortfall in providers' delivery. This shortfall is mitigated by an increase in contractualised QIPP as a result of the block contract arrangements. This is being managed as part of the overall risk management of the system to achieve the system wide control total. As part of the monitoring of the system wide savings plan, each Senior Responsible Officer (SRO) for the 6 work streams is required to sign off the forecast of the savings they are responsible for as a system. The CCG element of savings will be driven by and aligned to the SRO forecast.

Conclusion

In summary, the forecast outturn position for the Planning and Delivery Unit is marginally overspent against plan. This incorporates the impact of the Integrated Fund, for which the risk share forecast is currently zero.

Ben Chilcott
Chief Finance Officer, Western PDU

David Northey
Head of Integrated Finance, PCC

APPENDIX 1**PLYMOUTH INTEGRATED FUND PERFORMANCE AND RISK SHARE**

NORTHERN, EASTERN AND WESTERN DEVON CLINICAL COMMISSIONING GROUP

PLYMOUTH INTEGRATED FUND

2016/17 FINANCE BOARD REPORT

FOR THE PERIOD FROM 01 APRIL 2016 TO 30 NOVEMBER 2016

Month 08 November	Year to Date			Forecast		
	Budget	Actual	Variance	Budget	Actual	Variance
	£000's	£000's	£000's	£000's	£000's	Adv / (Fav)
CCG COMMISSIONED SERVICES						
Acute	113,513	113,214	-299	168,953	168,889	-64
Placements	28,334	29,089	755	41,730	43,247	1,517
Community & Non Acute	49,561	50,108	547	74,373	75,219	846
Mental Health Services	837	861	24	1,255	1,226	-29
Other Commissioned Services	9,600	9,144	-456	15,092	14,572	-520
Primary Care	32,439	32,052	-387	48,574	48,006	-567
Subtotal	234,285	234,468	183	349,977	351,158	1,182
Running Costs & Technical/Risk System Plan Agreement	1,259	1,796	537	5,617	5,700	83
					-1,260	-1,260
CCG Net Operating Expenditure	235,544	236,264	720	355,594	355,598	4
Risk Share					-	-
CCG Net Operating Expenditure (after Risk Share)	235,544	236,264	720	355,594	355,598	4
PCC COMMISSIONED SERVICES						
Children, Young People & Families	23,273	23,708	435	34,910	35,562	652
Co-operative Commissioning & Adult Social Care	50,505	50,975	470	75,758	76,463	705
Education Participation and Skills	6,684	6,684	-	10,026	10,026	-
Community Connections	1,501	1,436	-65	2,251	2,154	-97
Subtotal	81,963	82,803	840	122,945	124,205	1,260
Public Health Commissioning	9,706	9,706	-	14,559	14,559	-
Recovery Plans in Development					-1,260	-1,260
PCC Net Operating Expenditure	91,669	92,509	840	137,504	137,504	-
Risk Share					-	-
PCC Net Operating Expenditure (after Risk Share)	91,669	92,509	840	137,504	137,504	-
Combined Integrated Fund	327,214	328,773	1,560	493,098	493,102	4

APPENDIX 2**PDU MANAGED CONTRACTS FINANCIAL PERFORMANCE**

NORTHERN, EASTERN AND WESTERN DEVON CLINICAL COMMISSIONING GROUP

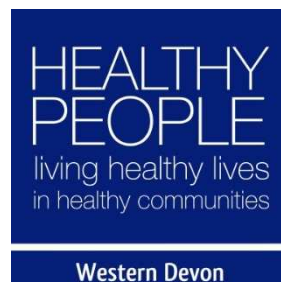
2016/17 FINANCE BOARD REPORT

FOR THE PERIOD FROM 01 APRIL 2016 TO 30 NOVEMBER 2016

Month 08 November	Year To Date			Current Year Forecast		
	Budget	Actual	Variance Adv / (Fav)	Budget	Forecast	Variance Adv / (Fav)
	£000's	£000's	£000's	£000's	£000's	£000's
ACUTE CARE						
NHS Plymouth Hospitals NHS Trust	118,796	118,796	-0	176,700	176,508	-192
NHS South Devon Healthcare Foundation Trust	4,252	4,379	127	6,353	6,569	216
NHS London Contracts	1,086	1,214	127	1,623	1,836	213
Non Contracted Activity (NCA's)	5,900	5,500	-400	8,813	8,413	-400
Independent Sector	8,404	8,041	-363	12,553	12,518	-35
Subtotal	138,438	137,928	-510	206,042	205,845	-197
COMMUNITY & NON ACUTE						
Livewell Southwest	47,980	48,647	667	71,970	72,970	1,000
GPwSI's (incl Sentinel, Beacon etc)	1,176	1,155	-21	1,764	1,733	-31
Community Equipment	432	427	-5	648	640	-8
Ultrasound (Sonarcare)	170	157	-14	256	245	-11
Reablement	1,012	1,001	-11	1,517	1,500	-17
Other Community Services	171	170	-0	256	255	-1
Better Care Fund_Plymouth CC	5,703	5,703	-0	8,555	8,555	0
Subtotal	56,644	57,260	616	84,966	85,899	933
MENTAL HEALTH SERVICES						
Mental Health Contracts	17	17	-	25	25	-0
Other Mental Health	663	663	0	994	994	-
Subtotal	680	680	0	1,020	1,020	-0
OTHER COMMISSIONED SERVICES						
Stroke Association	102	106	4	153	159	6
Hospices	1,786	1,685	-101	2,679	2,551	-128
Care Co-ordination Team	5,552	5,519	-33	8,252	8,204	-48
Patient Transport Services	280	323	42	420	475	55
Wheelchairs Western Locality	1,433	1,191	-242	2,150	1,790	-360
Commissioning Schemes	127	132	5	191	191	-0
All Other	335	266	-69	503	392	-111
Subtotal	9,617	9,223	-393	14,348	13,762	-586
PRIMARY CARE						
Enhanced Services	5,048	5,048	-0	7,573	7,573	-
Other Primary Care	115	115	-	173	171	-2
Subtotal	5,164	5,164	-0	7,746	7,744	-2
TOTAL COMMISSIONED SERVICES	210,542	210,255	-287	314,121	314,268	147



Integrated Commissioning System Action Plans 2016-2017



Wellbeing – Integrated System Action Plans 2016-17

AIM	Commissioning Activity	Complete By	System Indicators	Individual Outcomes
Sustain the improvement in healthy life expectancy and health inequality and reduce both all age all cause deaths due to cancer, stroke, heart disease, and respiratory disease	Deliver a suite of work programmes covering the multi-factors of Thrive Plymouth. Including: <ul style="list-style-type: none"> Physical Activity Action Plan Plan for Sport Schools Collaborative approach to healthy eating 	March 2017	Public Health Outcomes Framework (PHOF): <ul style="list-style-type: none"> % of adults classified as overweight % of adults classified as physically inactive smoking prevalence 	People and communities are supported to make healthy life choices
Commission only from providers who have a clear and proactive approach to health improvement, prevention of ill health, whole person wellbeing and working within the wider community in which they operate	Create and implement a single strategic vision for health and wellbeing hubs that work for different neighborhoods across the city	March 2017	<ul style="list-style-type: none"> Office for National Statistics (ONS) Self Reported Wellbeing Social Isolation Average Warwick-Edinburgh Mental Wellbeing Scale (WEMWBS) 	People and communities are supported to make healthy life choices
	Redesign commissioned advice and information services, and develop an implementation plan for a comprehensive 'One Help Plymouth' offer	October 2016	<ul style="list-style-type: none"> Number of enquiries through Advice Plymouth Adult Social Care Framework (ASCOF): people who found it easy to find advice and information 	People and communities are empowered to make healthy life choices
	Implement a new model for community engagement and empowerment through the delivery of the Housing Plan and Safer Plymouth Plan	March 2017	<ul style="list-style-type: none"> Removal of Category 1 hazards Domestic abuse incidents 	<p>People live in suitable accommodation</p> <p>People and communities feel safe</p>
	Implement the redesign of community integration support for new Refugees	March 2017	<ul style="list-style-type: none"> ONS Self Reported Wellbeing Social Isolation Average WEMWBS 	<p>People live in suitable accommodation</p> <p>People and communities feel safe</p>

Wellbeing – Integrated System Action Plans 2016-17

AIM	Commissioning Activity	Complete By	System Indicators	Individual Outcomes
Place health improvement and the prevention of ill health at the core of our planned care system, demonstrably reducing the demand for urgent and complex interventions and yielding improvements in health and the behavioural determinants of health in Plymouth	Redesign and commission a new sexual health system	March 2017	Public Health Outcomes Framework (PHOF): <ul style="list-style-type: none"> • Under-18 conceptions • Late HIV Diagnosis • Indicator 3.02 chlamydia detection • Termination of pregnancy 	People are protected from unplanned pregnancy and sexually transmitted disease Children are protected from sexual exploitation
	Implement a coordinated and comprehensive range of primary care development initiatives to ensure a sustainable system for the future, maximise prevention opportunities, and provide an alternative setting for secondary care services, via: <ul style="list-style-type: none"> • Developing federations • Primary care co-commissioning • Primary Care Innovation Programme • Primary Care Transformation Fund • Primary Care Home 	March 2017	Clinical Commissioning Group Outcomes Framework (CCGOF) <ul style="list-style-type: none"> • Referral To Treatment time Success Regime targets: <ul style="list-style-type: none"> • Reduction in 1st outpatient appointments • 20% reduction in follow-up outpatient appointments • 10% reduction in overall demand for secondary care services 	People have good access to primary care Improved work/life balance for practice staff
	Implement a coordinated and comprehensive plan for reducing demand for planned care (both elective inpatient and outpatients) in line with Success Regime and Right Care: Elective: <ul style="list-style-type: none"> • Referral management • Evidence based care pathways • Specialist advice • Diagnostics Outpatient: <ul style="list-style-type: none"> • One stop clinics • Referral management • Acute sector support (medical) 	March 2017	CCGOF: <ul style="list-style-type: none"> • Referral To Treatment time • Total health gain as assessed by patients for elective care • Reduced numbers of patients awaiting treatment for over 52 weeks Success Regime targets: <ul style="list-style-type: none"> • Reduction in 1st outpatient appointments • 20% reduction in follow-up outpatient appointments • 10% reduction in overall demand for secondary care services 	Higher rate of patient satisfaction Quicker return to activities of daily living
	Implement the Medicines Optimisation Plan including: <ul style="list-style-type: none"> • Redesign and commission a chronic pain pathway 	March 2017	<ul style="list-style-type: none"> • Reduced pain prescribing 	Higher rate of patient satisfaction Quicker return to activities of daily living
	Redesign the diagnosis pathway for dementia	March 2017	National Health Service Outcomes Framework (NHSOF) <ul style="list-style-type: none"> • Estimated diagnosis rates for dementia 	People live well with dementia

Children and Young People – Integrated System Action Plans 2016-17

AIM	Commissioning Activity	Complete By	System Indicators	Individual Outcomes
Deliver prevention and early help: intervene early to meet the needs of children, young people and their families who are 'vulnerable' to poor life outcomes	Work in partnership to provide better outcomes for children aged 0-5 and their families, we will focus on: <ul style="list-style-type: none"> Developing interventions identified within the pathways for vulnerable families, additional needs, breastfeeding and nutrition Improve and increase access to information and advice in preparation for parenthood Review approaches to parenting support to ensure consistency and focus on resilience 	September 2016 December 2016 March 2017	<ul style="list-style-type: none"> Improved breastfeeding rates Reduction in the need for child protection Improvement in the Early Years Foundation Score Public Health Outcomes Framework (PHOF) Healthy Weight Parental review to measure progress since 2013 	Readiness for school Improved parenting capacity and ability to keep child safe Improved breastfeeding and nutrition Reduction in childhood obesity
	Analyse and review performance across Maternity and Early Years Services to develop a commissioning plan with intentions for the future shaping of provision in 2017/18	January 2017		
	Implement and deliver an integrated/aligned response to Early Help and the functions of the Gateway across health and Council services	March 2017		
Deliver prevention and early help: intervene early to meet the needs of children, young people and their families who are 'vulnerable' to poor life outcomes And: Keep our children and young people safe: ensure effective safeguarding and provide excellent services for children in care	Develop an outcomes framework and plan for the design of an integrated offer for vulnerable children, young people and families, including: <ul style="list-style-type: none"> Reconfiguring Plymouth City Council targeted support Co-commissioning of Early Help with schools Rapid response to crisis and escalating need Multi-agency support to achieve sustainable improved outcomes 	December 2016	<ul style="list-style-type: none"> Reduction in hospital admissions for self-harm and mental health No child with mental health problems assessed in police cells Reduction of length of stay in hospital for those with mental health disorders 30% reduction in referral to CAMHS 	Reduction in self-harm Improved coping strategies Improvement in mental health
	Develop an operating model and action plan Define future service requirements and commissioning options			

Children and Young People – Integrated System Action Plans 2016-17

AIM	Commissioning Activity	Complete By	System Indicators	Individual Outcomes
Deliver an integrated education, health and care offer: ensure the delivery of integrated assessment and care planning for our children	Develop and implement a commissioning plan for integrated specialist services for children with Special Education Needs and Disabilities (SEND), ensuring: <ul style="list-style-type: none"> Integrated referral management Integrated Education, Health and Care Assessment Process Integrated Education, Health and Care Outcome Based Planning Clear diagnostic pathways Evidence-based pathways of care 	November 2016	<ul style="list-style-type: none"> Timely and co-ordinated care – right care, right time Ability to deploy resources to maximum efficiency and effectiveness Clear core offer for children and young people with specific health needs and SEND 	<p>Improved education attainment</p> <p>Ability of families to manage need in the family home</p> <p>Ability to safeguard from abuse</p>
	Review the children to adults transitions pathway, identifying the gaps to develop a plan for improvement	December 2016	<ul style="list-style-type: none"> Proportion of people who have control over their daily life Proportion of carers who report that they have been included or consulted in discussions Clarity regarding provision for children who will not meet the criteria for Adult Social Care but still require on-going support 	<p>Smoother transition pathway</p> <p>Improved service user experience</p>
Keep our children and young people safe: ensure effective safeguarding and provide excellent services for children in care	Review our Permanency Offer and develop and increase sufficiency of in-house fostering, focusing on: <ul style="list-style-type: none"> Clear criteria and efficient processes to maximise and expedite movement to permanency Clear pathways to support the option for special guardianship or long-term stable fostering 	July 2016	<ul style="list-style-type: none"> Reduction in the use of Independent Fostering Agencies (IFA), residential placements and welfare secure Placements closer to home Placement stability Decrease in homelessness 	<p>Placement stability</p> <p>Engagement in education</p> <p>Improved health</p> <p>Reduced risk taking</p> <p>Life skills for transition to adulthood</p>
	Improve the quality, sufficiency and value for money of placements by identifying providers that can provide a range of high quality placements to meet need, including: <ul style="list-style-type: none"> Family-based care with a focus on permanency Models of care for those in crisis or with significant risk 	March 2017		
	Improve the offer for supported accommodation for children and young people 16+ in care, leaving care or homeless.	June 16		
	Choose Regional Adoption Agency delivery vehicle, as well as the host Local Authority	May 16		
	Design the operational model	October 2016	<ul style="list-style-type: none"> Adoption scorecard performance improves 	<p>Improvement in adoption service performance indicators, in particular numbers and speed</p>
	Ensure Shadow Regional Adoption Agency plans are in place	April 2017		

Community – Integrated System Action Plans 2016-17

AIM	Commissioning Activity	Complete By	System Indicators	Individual Outcomes
<p>Provide integrated services that meet the whole needs of the person</p>	<p>Deliver the recommendations of the Complex Needs Commissioning Plan by co-designing a future whole system in Plymouth</p>	<p>December 2016</p>	<ul style="list-style-type: none"> • Admission episodes for alcohol related conditions • Successful completion of drug treatment • Number of households becoming homeless • Reoffending levels • % of adults in contact with secondary mental health services who live in stable and appropriate accommodation 	<p>The creation of a 'whole system' approach that meets the needs of clients with a singular support need whilst also providing an improved offer to clients with more complex needs</p> <p>A more efficient and collaborative model is developed that delivers an improved client experience</p> <p>Providers share responsibility for achieving outcomes</p> <p>The workforce are up skilled</p> <p>Additional capacity generated</p> <p>Reduced number of moves</p> <p>Integrated assessment and confidentiality agreement so people tell their story once</p>
<p>Reduce emergency attendances and admissions to hospital for all ages</p>	<p>Map and redesign the urgent care system to ensure sustainability and improved performance during 2016/17. Elements of this work for transformation/improvement are:</p> <ul style="list-style-type: none"> • Implementation of the "Big 6" for children's services • Reduction in lengths of stay in all settings of care • The development of a lead provider arrangement for the emergency department and minor injury units • Commission a Psychiatric Liaison Service to meet national criteria and local need 	<p>March 2017</p>	<ul style="list-style-type: none"> • Achievement of the NHS Constitution Emergency Department access standard • Proportion of people still at home 91 days after discharge from hospital into reablement/rehabilitation services • Discharges at weekends and bank holidays • Reduced delayed transfers of care from hospital, per 100,000 population • Psychiatric Liaison targets met • Reduction in the number of people who self-harm and re-attendance the emergency department 	<p>Higher rate of client satisfaction</p> <p>Quicker return to activities of daily living</p> <p>Improved work/life balance for staff</p> <p>New models of integrated care to enable people to remain in their own homes wherever possible</p>

Community – Integrated System Action Plans 2016-17

AIM	Commissioning Activity	Complete By	System Indicators	Individual Outcomes
Reduce emergency attendances and admissions to hospital for all ages	Establish a pilot to improve safe and effective discharge from hospital through the provision of adaptations in Plymouth	March 2017	<ul style="list-style-type: none"> • Achievement of the NHS Constitution Emergency Department access standard • Proportion of people still at home 91 days after discharge from hospital into reablement / rehabilitation services • People helped to live in their own home through the provision of Major Adaptation • Permanent admissions of older people (aged 65 and over) to residential and nursing care homes • Self-reported wellbeing: % of people with a low satisfaction score 	<p>People are supported to return to their home environment in a safe and effective way</p> <p>People are supported to remain at home and live independently following a stay in hospital</p>
Provide person centred, flexible and enabling services for people who need on-going support to help them to live independently	<p>Work in partnership with stakeholders to implement the local plan for the transforming care programme.</p> <p>Implementation will be via six work streams.</p>	March 2017	<ul style="list-style-type: none"> • Permanent admissions of younger people (aged 18-64) to residential and nursing care homes • The proportion of people who use services who feel safe • Proportion of people who have control over their daily life • The proportion of carers who report that they have been included or consulted in discussions about the person they care for • The proportion of people who use services who say that those services make them feel safe and secure • Transforming community care programme indicators • Increased numbers of people accessing Direct Payments, Personal health Budgets and/or Individual Service User Funds 	<p>More people with a learning disability and/or autism will be supported to live in the community and at home</p> <p>The frequency of people displaying behaviours that challenge will be reduced as will the severity of episodes</p> <p>People with a learning disability and/or autism who display challenging behaviours will be kept safe in their communities wherever possible</p> <p>Fewer people will be admitted to non-secure and secure hospitals</p> <p>Delayed discharges will be minimised</p> <p>Any hospital stays will be closer to the individual's home and support networks</p> <p>There will be fewer inpatient beds commissioned for the population</p> <p>People with a learning disability and/or autism who display challenging behaviours will enjoy an improved quality of care and an improved quality of life</p> <p>More people with a learning disability and/or autism will be in employment</p> <p>Fewer people needing to use higher levels of care out of the area in which they live</p>

Community – Integrated System Action Plans 2016-17

AIM	Commissioning Activity	Complete By	System Indicators	Individual Outcomes
Provide person centred, flexible and enabling services for people who need on-going support to help them to live independently	Complete a systems review of the housing based support pathway for older people	September 2016	<ul style="list-style-type: none"> Permanent admissions of older people (aged 65 and over) to residential and nursing care homes Self-reported well-being 	<p>Resources are utilised efficiently</p> <p>People are provided with a choice of appropriate options</p> <p>Support timely discharge from hospital</p> <p>Increased sustainably of existing housing provision</p>
	Deliver whole scale revision of the supported living operating model to deliver real independence for people living in the community with a reduction in the reliance on paid support	April 2017	<ul style="list-style-type: none"> Permanent admissions of younger people (aged 18-64) to residential and nursing care homes Proportion of people who have control over their daily life The proportion of carers who report that they have been included or consulted in discussions about the person they care for The proportion of people who use services who say that those services make them feel safe and secure A reduction in the size of individual care packages 	<p>People are supported to achieve their maximum independence through an outcome focused and reablement approach</p> <p>A sustainable workforce has been established and maintained</p> <p>People have quality and choice in service provision</p> <p>People are connected with their communities</p> <p>Resources are better utilised</p>
	Work with Livewell Southwest to ensure a fully operational community health and care provision, including provision of a single front door, locality model and crisis team	December 2016	<ul style="list-style-type: none"> Permanent admissions of younger people (aged 18-64) to residential and nursing care homes Proportion of people who have control over their daily life The proportion of carers who report that they have been included or consulted in discussions about the person they care for The proportion of people who use services who say that those services make them feel safe and secure 	<p>People experience improved access to services</p> <p>Better integration of health and social care provision that delivers an improved client experience</p> <p>People need only tell their story once</p> <p>People are better supported when a crisis occurs</p> <p>Additional capacity generated</p> <p>People are able to access help when they need it</p>

Community – Integrated System Action Plans 2016-17

AIM	Commissioning Activity	Complete By	System Indicators	Individual Outcomes
Provide person centred, flexible and enabling services for people who need on-going support to help them to live independently	<p>Work in partnership with stakeholders to implement the Five Year Forward View for Mental Health including:</p> <ul style="list-style-type: none"> Improved crisis response services for people with mental health needs in line with Five Year Forward View and Crisis Concordat Action Plan Development of a strategic commissioning framework for the re-procurement of Mental Health Services Further develop an integrated system of mental health and wellbeing for Plymouth and the Western Planning Delivery Unit (PDU) Work with partners to deliver parity of esteem and meet new mental health waiting time targets 	March 2017	<ul style="list-style-type: none"> % of adults in contact with secondary mental health services who live in stable and appropriate accommodation Achievement of Improving Access to Psychological Therapy (IAPT) access and recovery rates Delayed transfers of care from hospital, per 100,000 population Delivery of early intervention and psychosis targets Reduced premature mortality for people with mental health needs Reduced suicide rates Reduced self-harm and repeat presentations at Emergency Departments Reduced out of area placements 5 mental health domains in CCG dashboard which will be reported to NHS England % of adults in contact with secondary mental health services who are employed 	<p>People in mental health crisis receive more appropriate and timely responses</p> <p>Improved life chances employment and education reduced inpatient admissions</p> <p>Improved physical health</p> <p>To minimise impact on the families of mothers and infants with mental health needs by timely recognition and appropriate early intervention, with the provision of other supportive therapies, when needed</p> <p>People will have mental health needs treated equally with physical health care needs (Parity of Esteem)</p>
	<p>Improve the management and support for people with long-term conditions through partnership working with stakeholders to:</p> <ul style="list-style-type: none"> Establish a task and finish group Evaluate national and international evidence and best practice Design a best practice model of care Identify impacts on budgets for 2017/18 Develop and implementation plan for 2017/18 	February 2017	<ul style="list-style-type: none"> Reduce emergency admissions Reduce outpatient attendances Self-reported well-being Proportion of people who have control over their daily life The proportion of carers who report that they have been included or consulted in discussions about the person they care for The proportion of people who use services who say that those services make them feel safe and secure People with a long-term condition feeling supported to manage their condition(s) 	<p>People have more control over their daily life</p> <p>More people are able to access social/leisure/cultural / faith/skills development activities</p> <p>People are better able to manage their individual care needs or condition</p> <p>People have more control to improve their recovery e.g. from stroke</p> <p>Improved health</p> <p>Positive experiences of care and support</p>

Community – Integrated System Action Plans 2016-17

AIM	Commissioning Activity	Complete By	System Indicators	Individual Outcomes
Provide person centred, flexible and enabling services for people who need on-going support to help them to live independently	Re-model day opportunities and supported employment services with an increased focus on outcomes and promoting access to mainstream services in Plymouth	December 2016	<ul style="list-style-type: none"> • Reduce the gap between the employment rate of those with a learning disability and the overall employment rate • Reduce the gap between the employment rate for those in contact with secondary mental health services and the overall employment rate • Permanent admissions of people over the age of 18 to residential and nursing care homes • Proportion of people who have control over their daily life 	<p>More people access paid work</p> <p>People better off in work</p> <p>People less reliant on paid care</p> <p>People with more control over their daily life</p> <p>More people better able to access social /leisure/cultural/ faith /skills development activities</p> <p>People better able to manage their individual care needs or condition</p> <p>People with more control to improve their recovery e.g. from stroke</p> <p>People with improved health</p> <p>People with positive experiences of care and support</p>
	Progress the future alignment and management of projects relating to Integrated Personal Commissioning (IPC), Personal Health Budgets (PHB) and Personal Budgets (PB)	January 2017	<ul style="list-style-type: none"> • The proportion of people who use services who feel safe • Proportion of people who have control over their daily life • The proportion of carers who report that they have been included or consulted in discussions about the person they care for • The proportion of people who use services who say that those services make them feel safe and secure • Self-reported wellbeing 	<p>People with complex needs and their carers to have a better quality of life and to be better equipped and supported to achieve the outcomes that are important to them</p> <p>Prevention of crises in people's lives that lead to unplanned hospital and institutional care</p> <p>Better integration and quality of care</p>

Enhanced & Specialised Care – Integrated System Action Plans 2016-17

AIM	Commissioning Activity	Complete By	System Indicators	Individual Outcomes
Create Centres of Excellence for enhanced and specialist services	Work with NHS England to co-develop commissioning plans for key specialities; considering delivery of pathway locally	March 2017	<ul style="list-style-type: none"> • CCG and Local Authority working together with NHS England to ensure commissioning is joined up • Gaps in provision are identified • Better information sharing is developed 	<p>Delivering high quality services that meet individual outcomes</p> <p>High quality effective care preventing escalating need and intervention</p>
Ensure people are able to access care as close to their preferred network of support as possible	Undertake a market analysis of nursing bed capacity - Complete a market position statement - Commissioning plan in place	June 2017	<ul style="list-style-type: none"> • Reduction in delayed transfers of care attributable to adult social care 	<p>Delivering high quality services that meet individual outcomes</p> <p>High quality effective care preventing escalating need and intervention</p> <p>Delivering excellent care close to home</p>
	Implement a commissioning approach to ensure people requiring Individual Patient Placement (IPP) or Section 117 (S117) are cared for as close to home as possible <ul style="list-style-type: none"> • Market management of care homes and supported living providers offering IPP/S117 • Devolve responsibility for the commissioning of Individual Patient Placements for Plymouth GP registered people to Livewell Southwest 	March 2017	<ul style="list-style-type: none"> • Reduction in out of area placements (where appropriate) • Decreased Individual Patient Placement (IPP) • Reduced length of stay 	Care closer to home
	Commissioning of local Psychiatric Intensive Care beds	April 2018	<ul style="list-style-type: none"> • Reduction in out of area placements (where appropriate) 	Care closer to home

Enhanced & Specialised Care – Integrated System Action Plans 2016-17

AIM	Commissioning Activity	Complete By	System Indicators	Individual Outcomes
Provide high quality, safe and effective care, preventing escalating need and intervention	Improve the GP/clinical support for care homes <ul style="list-style-type: none"> Review GP/clinical support in care homes and building on current relationships to enhance medical intervention Develop care coordination for frail older people by developing and implementing GP care plans 	March 2017	<ul style="list-style-type: none"> Reduced emergency admissions from care homes 	Better access to primary care for care home residents Receive the right care, in the right place, at the right time Improve health related quality of life for people with long-term conditions
	Improve health and wellbeing in care homes – <ul style="list-style-type: none"> Roll out the project based on the Brownhill Study 2013 to develop reduction targets in relation to falls, pressure ulcers, urinary tract infections (UTIs) and overall hospital admissions Develop health and wellbeing champions 	March 2017	<ul style="list-style-type: none"> Reduced emergency admissions from care homes 	Receive high quality services Improved health and wellbeing Reduce injuries due to falls
	Quality control and improved processes such as referral for IPP, clinical and placement reviews, including improved exacerbation and contingency planning, a greater focus on information about clinical outcomes for people in placements	March 2017	<ul style="list-style-type: none"> Reduced emergency admissions 	Improved system flow including through local recovery services Detailed individualised needs assessment Improved patient experience Better monitoring against treatment outcomes
	Develop a commissioning plan for end of life care in line with guidance; avoiding urgent or emergency admissions through end of life planning, in order that increased numbers of people are supported at the end of life within their preferred place of care	March 2017	<ul style="list-style-type: none"> NHS Outcomes Framework (NHSOF) bereaved carers' views on the quality of care in the last 3 months of life Proportion of people dying in hospital (PHE Fingertips data) Reduction of emergency admissions for those on the end of life pathway 	Improved end of life care through early identification and clarity over pathway People able to receive care and die in their chosen place of death

Enhanced & Specialised Care – Integrated System Action Plans 2016-17

AIM	Commissioning Activity	Complete By	System Indicators	Individual Outcomes
<p>Provide high quality, safe and effective care, preventing escalating need and intervention</p>	<p>Three streams of work around each service line:</p> <ul style="list-style-type: none"> • Due diligence and legal framework • Patient pathway review • Commissioning policy around thresholds and explicit commissioning intention <p>1.Complex obesity services (Over 18)</p> <p>2.Mental health – all areas</p> <p>3.Neurosurgery including complex spinal surgery and neuro-rehabilitation</p> <p>4.Cancer (2017)</p> <p>5.Cardiac services including interventional radiology (2017)</p>	<p>September 2016</p> <p>March 2017</p>	<ul style="list-style-type: none"> • Reduced length of stay • CCG Outcomes Framework (CCGOF) Referral To Treatment (RTT) waiting times: achievement of national RTT standards • Securing investment in local services currently spent elsewhere / nationally • Transfer of resource from NHS to CCG • Shift in spend from more specialist end of pathway to earlier intervention where appropriate 	<p>Right care, right place, right time</p> <p>Early intervention in patient pathway where safe and appropriate</p>

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PLYMOUTH CITY COUNCIL

Subject:	The Council's Corporate Plan monitoring report and Commitments progress report
Committee:	Cabinet
Date:	6 December 2016
Cabinet Member:	Councillor Ian Bowyer
CMT Member:	Giles Perritt, Assistant Chief Executive
Author:	Alan Knott, Performance and Research Officer
Contact details	Tel: 01752 307348, email: alan.knott@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 agreed by full Council in September 2016. This report reflects progress made during quarter 1 and quarter 2 of 2016/17 (April – September 2016).
 2. To describe 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.
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The Corporate Plan 2016 - 19:

This report outlines 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 adopted 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 Corporate Plan Q1 & Q2 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:

[Corporate Plan 2016-19](#)
[Working Arrangement 2016](#) (item 14)

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		Leg	DVS26 824	Mon Off	DVS26 824	HR		Assets		IT		Strat Proc	
Originating SMT Member: Giles Perritt													
Has the Cabinet Member(s) agreed the contents of the report? Yes													

PIONEERING PLYMOUTH

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

Most Pioneering Themes indicate they are on target to support the Pioneering objective achieve its outcome. This is supported by the majority of outcome measures both improving and meeting their respective targets. Our transformation programme has been successful with customer engagement and improved digital services. Furthermore the return on investment for commercial properties evidences excellent value for money. The 2016/17 revenue budget is being actively managed with a reducing overspend forecast from Q1 to Q2.

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.

Every Growth Theme indicates it's on target to support the Growing objective achieve its outcome. This is supported by the majority of outcome measures both improving and meeting their respective targets. Most notably we have a city with more homes, more jobs and an increasing population, the majority of whom have more formal qualifications than last year.

CARING PLYMOUTH

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

The majority of the Themes that support the Caring objective are on track, and the majority of measures are either improving or achieving target. The adult safeguarding improvement plan continues to make good progress although there is some slippage in terms of the delivery of actions. The Plan for Sport is on target for delivery, whilst performance pressures remain in relation to delayed transfers of care and the prevention of homelessness.

CONFIDENT PLYMOUTH

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

All Confident Themes indicate they are on target to support the Confident objective achieve its outcome. However, some of the outcome measures have not met their targets, particularly engagement with residents. However, recent consultation with residents over budget pressures returned one of the biggest resident response rates ever received, contributing significantly to budget setting policy. Further work is underway to rationalise the Council's approach to seeking residents' views.

PIONEERING PLYMOUTH

OUTCOME

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

OUTCOME MEASURES

PRIORITY ACTIVITY

97% Occupancy Rate in PCC buildings. Target is to achieve and maintain a high level of occupancy above 95%.

7.5% return on commercial estate investment. Target is 5% avg. (PA) return for all assets held purely for investment income.

21% of adults in the city volunteer once a month.

75% of Customers are satisfied with council services – achieving the target set for 2015/16.

Quality services focused on customers’ needs – digital accessibility. The Customer Service Transformation (CST) Programme and People and Organisational Development (P&OD) merged in order to align objectives and outcomes to deliver quality services focused on customers’ needs. The merged programme will improve access to services, enable more efficient and productive service delivery and creating common ways of working. The programme has delivered a digital project which has: Launched a new interactive and user-friendly website; Released a total of 45 self-service processes; Had over 5000 registered users on the new website who have undertaken 20,000 transactions.

Quality services focused on customers’ needs – Cemetery facilities fit for the future. The project has moved into the design phase to support the development of a sustainable service for the future,.

Best use of council assets – Deliver the medium term finance strategy. The draft strategy has been considered by both Scrutiny Committees, and was agreed by the Council in November 2016. It now incorporates the new risk register, highlighting the rising costs facing the Council, particularly in providing adult and children’s social care services as demand increases. The 2016/17 revenue budget is being actively managed with a reducing overspend forecast from Q1 to Q2. The 2016/17 revenue budget pressures are being actively managed.

Working constructively with everyone – Deliver the cities of service vision. The “making a difference for Mayflower 400” volunteering program was launched, recruiting 23 local businesses to provide a volunteer workforce.

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97% occupancy in Plymouth City Council buildings



75% customer are satisfied with council services



7.5% Return on commercial estate investment



21% of residents volunteer once a month

GROWING PLYMOUTH

OUTCOME

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

OUTCOME MEASURES

107,700 jobs in the city. The Target is in line with the Plymouth Plan, to increase the number of jobs in the city by 18,600 by 2031.

55 empty homes were brought back into use during 2015/16, a slight decrease from the previous year (68).

We added an additional 1061 new homes in the city in 2015/16. The Target is to deliver 5000 homes over 5 years. Plymouth exceeds the national average.

More than 85% of the city's young people are in education, employment or training.

PRIORITY ACTIVITY

Quality Jobs and valuable skills - Work with the Growth Board to deliver the Local Economic Strategy creating jobs and investment. The biggest inward investment in the city for over a decade has been agreed. 700 jobs will be created following a trade deal with Sitel. The multi-million-pound deal will see the business locate in the Ship building in Derriford. The city council has also been awarded local authority of the year at the South West Business insider property awards for being "open for business".

Quality Jobs and valuable skills – Work with the Employment and Skills Board (ESB) to deliver the Plan for Employment and Skills. The ESB has a new Chair and has been involved in adding members to the Board to represent each of the six Flagship programmes as well as key sectors of growth. A key piece of work for this year has been the review and development of a Science, Technology, Engineering and Maths (STEM) Plan: The STEM Strategic Plan. There are three key objectives; Grow, Keep and Attract STEM talent, and a communications plan is being prepared to achieve these.

Broad Range of Homes - Accelerate plans to bring empty homes back into use – We completed a review of all empty homes in the city. On 15 August 2016, we agreed a draft business plan which will propose how the £1 million of funding in the approved capital program will be spent on tackling empty homes faster.

Increased levels of investment -Take forward and deliver major development schemes. Current major planning application performance is 100% determined in time for 2016/17 (Q2). All applications have complied with the revised planning guarantee and the Council has been prioritising housing and commercial projects, working proactively with applicants to get schemes delivered. Plymouth Science Park is due for completion in 2016. Colin Campbell Court and a new high quality hotel for Plymouth Hoe have been marketed and the appointment of development partners will follow shortly.



1061 additional homes in the city



107,700 jobs



100% major developments determined in timescales



85% young people in education, employment and training

CARING PLYMOUTH

OUTCOME

Children, young people and adults live in healthy, safe and aspiring communities and are supported by a high quality health and care service for those who need it when they need it.

OUTCOME MEASURES

Nationally the number of delayed transfers of care has been increasing; however the local trend is an improving one. A comprehensive action plan is in place and is overseen by the Urgent Care Partnership.

The timeliness of single assessment continues to be strong with Q2 performance of 94.7%.

Levels of homelessness (and demand for homeless prevention) continue to rise; the first two quarters of 2016/17 saw statutory homeless approaches rise 18% compared to the 2015/16 quarterly average.

1,080 2 year olds are taking up free early education places.

PRIORITY ACTIVITY

Inclusive communities - Deliver the Welcoming City Action plan. Terms of Reference have been agreed. A steering group and action plan are in place and phase one is underway. A self-assessment leading to a peer assessment process is in place. This was presented at Scrutiny in September. Small grants have been awarded to diverse community groups and was well supported Hate Crime Awareness Week in October.

Keeping people protected - Deliver the Safeguarding Improvement Plan for Adults. The Plymouth Safeguarding Adults Board has agreed its priorities for annual review, and these are set out in the Board's strategic plan for 2016 – 19. There has been some slippage in the delivery of case audits to provide scrutiny of providers' safeguarding processes, however we routinely scrutinise every case for authorisation.

Keeping people protected - Deliver the Safeguarding Improvement Plan for Children. The Early Help Assessment Framework has been revised. Implementation and roll out has now begun, including quality assurance arrangements. There is improved access to intensive family support and continued evidence of positive impact of the Family Intervention Project, Family Group Conferencing and Intensive Support Team.

Focus on prevention and early intervention - Deliver the Plan for Sport. The Plan for Sport is currently in draft form and will provide the strategic direction for the development of sport in Plymouth. Key achievements to date include the adopting of the Plan for Playing Pitches and the drafting of the Sports and Leisure Facilities Plan.



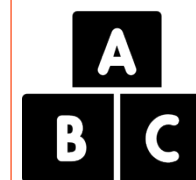
94.7% of child safeguarding assessment on time



94% say their long term adult social care package makes them feel safe



24,227 attended Sports Development activities in the first quarter of 2016/2017



1080 two year olds are taking up **free** early education places

CONFIDENT PLYMOUTH

OUTCOME

A city with an outstanding reputation where people choose to live, work and visit.

OUTCOME MEASURES

The city's population has increased by 0.2% to 262,172 (latest ONS 2015 data). This compares to the national increase of 0.9% and the SW increase of 0.86%.

The latest data reports the number of visitors decreasing but the annual target has still been reached with more than 4.9 million visitors arriving in the city.

77 projects benefited from non-council funding from both Plymouth Octopus Project and Lottery funding to the tune of £2,711,542 during 2015/16. A £1.9M increase over the previous year, but 3 projects fewer.

1.5% of city waste goes to landfill. A significant decrease compared to previous years.

PRIORITY ACTIVITY

Setting the direction for the south west. All 17 councils have agreed 'in principle' to the establishment of the Combined Authority and are working collectively to develop a Scheme and Governance Review.

Setting the direction for the south west - Continue to fight to secure better alternative rail and improved road links. The Peninsula Rail Taskforce continues to lobby MPs and key stakeholders using the principles of the 3 point plan through the All Party Parliamentary Group and lobbying events that have taken place over the last 6 months.

Council decisions driven by citizen need - residents help to inform Council priorities. A Budget engagement exercise has been undertaken to capture residents' views to gather insight in relation to the budget pressures faced by Plymouth City Council. Residents' views have been analysed and were considered at a joint scrutiny review on the 22nd September 2016. Recommendations from scrutiny will help to inform the MTFS going forward.

Improved Street Scene environment - Develop and deliver the Plan for the Modernisation of Waste and Street Services. Plans to modernise the way Plymouth deals with household waste and increase recycling in the city were considered by Corporate Overview Scrutiny Committee in October and were agreed by Cabinet in November. The report described the city's need to modernise its waste collections in order to reach targets for recycling and make sure services can cope with the expected rise in Plymouth population over the next 20 years.



Population **262,172**



4.9 million visitors



£2.7m non-council
funding to city
projects



1.5% waste to
landfill

PIONEERING PLYMOUTH

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

Outcome Measure	Direction	Target
Increase the uptake of digital services by our customers	Data available Q3	Target agreed
Maintain a high percentage of customers satisfied with our services	Declining	On Track
Maintain a high percentage of complaints responded to within timeframe	Improving	On Track
Increase in the (£m) value of income from commercial services	Data available Q3	Target agreed
Maximise ROI on each commercial estate investment	Data available Q3	On Track
Occupancy rates	Improving	On Track
Scrutiny is assured that partnership working is effective	Data available Q3	Target agreed
Residents volunteering at least once per month	Data available Q3	Target agreed

Priority Activity Status	Outcome Measure Direction	Outcome Measure Target Status
On track	Improving	On track
Some Slippage	Declining	Slippage
	Static	Target agreed (Baseline)

GROWING PLYMOUTH

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

Outcome Measure	Direction	Target
Increase the number of jobs in Plymouth	Improving	On Track
Increase the value of the City's GVA	Declining	Slippage
Increase in NVQ4 and above per head of population	Improving	On Track
Increase the number of higher level apprenticeship starts	Improving	On Track
Decrease in number of residents with no formal qualifications	Improving	On Track
Increase proportion of young people in academic years 12-14 who are in Education, Employment or Training (EET)	Improving	On Track
Deliver 5000 new homes over next 5 years	Improving	On Track
Reduce carbon emissions	Improving	On Track

CARING PLYMOUTH

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

Outcome Measure	Direction	Target
Improve safeguarding	Data available Q3	Target agreed
Increase 2 year olds taking up free early education places	Declining	On Track
Increase % of SEND in education, employment and training	Improving	On Track
Improve timeliness of single assessments	Improving	On Track
% of people who say services have made them feel safer and more secure	Improving	On Track
Increase % of people satisfied with adult social care services	Improving	On Track
Reduce Delayed Transfers of Care	Improving	Slippage
Number of households prevented from becoming homeless	Improving	Slippage
Reduce the number of category one hazards from homes	Declining	Slippage
Close the gap in life expectancy	Improving	On Track
Self-reported wellbeing – Reduce percentage with a low satisfaction score	Declining	Target agreed
Increase participation in sports activities	Improving	On Track

CONFIDENT PLYMOUTH

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

Outcome Measure	Direction	Target
Increase in population	Improving	Slippage
Increase in visitor numbers	Declining	On Track
Increase in visitor spend	Improving	On Track
Local communities benefitting from non-Council funding	Improving	On Track
Increase the volume of residents registered to vote	Improving	On Track
Residents who are satisfied with Plymouth as a place to live.	Declining	Slippage
Residents who feel they can influence decisions (locality)	Declining	Slippage
City congestion is reduced below the national average	Declining	Slippage
Satisfaction with the condition of roads and pavements	Improving	Slippage
Improved recycling rates	Declining	Slippage
Less waste going to landfill	Improving	On Track
Reduce levels of fly-tipping	Improving	Slippage
Reduced rail journey times between Plymouth/London	Static	Slippage
Highly engaged Council staff promote the city and Council	Improving	On Track

The Council's Commitments 2016

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. 700 jobs will be created following a trade deal with Sitel. The multi-million-pound deal will see the business locate in the Ship building in Derriford. The city council has also been named "local authority of the year" at the South West Business insider property awards for being open for business.	On target
2	Support the Trident replacement programme. We will fight to maintain jobs and investment in HM Dockyard and Naval Base	* Parliament agreed to renew the Trident weapon systems in Summer 2016. * Plymouth leaders are at the forefront of the city's lobbying campaign, including responding in strong terms to the proposed closure of Stonehouse barracks and the Citadel and seeking Government commitment to the long term future of HM Devonport Dockyard and Naval Base, as set out in the Royal Navy Devonport Vision for 2030, in order to safeguard the value to our local economy and underpin our overall marine offer.	On target
3	Campaign for fairer public health spending for Plymouth	Plymouth's Director for Public Health is a member of a national group that has been convened to look at how Business Rates could be used to fund the public health grant in future. A key challenge will be to ensure a fairer Public Health deal for Plymouth.	On target
4	Maintain the campaign for better rail links and protect the airport	<p>The Peninsula Rail Task Force (PRTF) continues to lobby MPs and key stakeholders using the principles of the 3 point plan (resilient and reliable, with faster journey times and better connectivity, with sufficient capacity and comfort) through the All Party Parliamentary Group. The PRTF has completed its 20 Year Plan "Closing the gap: The South West Peninsula strategic rail blueprint" which was presented to the Secretary of State in November. Since the initial report published in 2015, the PRTF has undertaken extensive studies with partners Network Rail, the Department for Transport, Great Western Railway and the University of Plymouth to look at ways to achieve our aims. The PRTF, through this work, is now able to set out its immediate priorities up to 2019 and medium term priorities up to 2029:</p> <p>The PRTF's message to Government is plain: there must be real enhancements to our rail network, improving existing provision. Whilst the rail network cannot be transformed overnight, the PRTF's report shows how the decades of underinvestment must be tackled, starting from now."</p>	On target


5	Continue to deliver more homes for local people on suitable sites	We continue to focus on new homes delivery on the 33 City Council sites released under the Plan for Homes to deliver a range of new and affordable homes; six sites have been completed, eight are under construction and eight are due to start on site by December 2016. We are awaiting the outcome of our Starter Homes Proposal to DCLG that will support our plans to acquire identified stalled and lapsed sites to further increase and accelerate delivery. With over 1000 homes under construction as at April 2016, we are on target to achieve our commitment of 5000 homes over five years.	On target
6	Actively pursue and bring forward plans to regenerate Colin Campbell Court	Colin Campbell court has been marketed and the appointment of development partners will follow shortly.	On target
7	Seek a new high quality hotel for Plymouth Hoe	Marketing for a new high quality hotel for Plymouth Hoe has commenced, and appointment of development partners will follow shortly.	On target
8	Accelerate plans to bring more empty homes in Plymouth back into use	We have completed a review of all empty homes work in relation to this commitment. On 15th August 2016, we agreed the draft business plan which will propose how the £1 million of funding in the approved capital programme will be spent on tackling empty homes faster. This was reported to the City Council Investment Board on 13th September 2016.	On target
9	Prioritise development on brownfield sites	Brownfield site development has progressed by reviewing all plans for homes developments. Action has been taken to ensure quicker delivery. We are looking at driving forward the entire Plan for Homes sites to ensure that we focus on delivering the majority of new homes on previously developed, rather than green field, sites. With regard to City Council green field sites previously proposed for housing, these have been stopped.	On target
10	Review traffic light operations and tackle traffic bottlenecks to keep Plymouth moving	A thorough review has been undertaken of all traffic lights, junctions and locations where traffic signals could be removed. This has been accompanied by an extensive safety audit. Cabinet has refocused on projects that address priorities, thereby freeing up opportunities for funding our infrastructure priorities on the Eastern and Northern corridors. Cabinet has also reviewed all the existing projects to ensure that only schemes that help deliver the growth agenda in the Plymouth Plan are supported. (Helping deliver Policy 22 of the Plymouth Plan).	On target
11	Improve our pavements	The agreed virement from carriageways to pavements of £400K from last year is being spent on pavements improvement, repairing or replacing those in priority need. Going forward, a new funding bid is being prepared to ensure that this priority activity has resources to deliver expectations.	On target

12	Promote volunteering and recognise individual effort and personal responsibility	The “Making a difference for Mayflower 400” volunteering programme launched and recruited 23 local businesses to provide a volunteer workforce. Grow, Share, Cook was recommissioned in partnership with Plymouth Community Homes, and ‘Energy Champions’ has been picked up by Plymouth Energy Community via their successful Big Lottery Bid. There has been an increase in Right to Read volunteers. Early planning is taking place for a Diabetes volunteering programme with the CCG/Beacon Medical Group.	On target
13	Put customers and our local communities first	Budget consultation was undertaken with support from the Voluntary, Community and Social Enterprise sector (VCSE). The ‘Our Plymouth’ project, sponsored by city leaders, has now commissioned a provider for IT improvements in Civic Engagement. Octopus continues to support transformation projects, which have delivered more than £1 million in funding for the VCSE.	On target
14	Invite local residents to be more involved in council budget setting plans	An engagement exercise - ‘Time for Big Decisions’ - was undertaken in August/September to generate feedback from residents and other stakeholders about the difficult decisions to be taken to set the budget. Analysis of the results was undertaken and reported to scrutiny, and has been considered as part of the medium term finance strategy and budget setting process.	On target
15	Introduce a city wide initiative to tackle our growing littering problem	An Initiative scoping exercise has been undertaken with the Portfolio holder. Proposals have been developed and consultation has taken place with shadow members. Initiatives under consideration include a specific focus on enforcement. Replacement bins with larger capacity are already in place.	On target
16	Continue to support our voluntary, community, and social enterprise sector	We are currently scoping the process for re-commissioning infrastructure and funding support for the sector, to start in April 17.	On target
17	Freeze parking charges in the city centre until April 2017	Commitment has been secured to ensure that no charges are increased within this period.	On target
18	Keep council tax low and balance the books	Current projections indicate a potential overspend by year end 2016/17. Managing this position is a corporate priority. Part of this process includes delivering the medium term finance strategy (MTFS). The draft strategy has been considered by both Scrutiny Committees, and now incorporates the new risk register, highlighting the rising costs facing the Council, particularly in providing adult and children’s social care services as demand increases. The final version of the MTFS was presented to Cabinet and agreed by the Council in November 2016. To help keep Council Tax charges low, changes are being considered to the Council Tax Support scheme and residents’ views are being sought. Continuation of the current scheme as it is will be more expensive, which potentially means less money would be available for other vital council services.	Some Slippage

19	Produce an options appraisal to investigate the re-introduction of the "committee" system of governance in April 2017	The Constitutional Review Group has put in place an action plan that sets key milestones for delivery of this work over the next 6 months.	On target
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Outcome	Measure	Key	Performance					Trend	Comments	Benchmark	Direction/Target	
			Q2 2016/17	Q4 2016/17	Q1 2017/18	Q4 2017/18	Q2 2018/19					
Enable quality services that are recognised as innovative; achieve value for money and exhibit an embedded customer focus.	Increase the uptake of digital services by our customers	PO 1		Q2 2016/17	Q4 2016/17	Q1 2017/18	Q4 2017/18	Q2 2018/19		Volume of transactions online. Target will be 5% increase during the initial 6 months as the new Digital Services platform was introduced in 2016, then increased based upon future service availability on this channel.	Benchmarking data is currently being sought.	Target Agreed The Target for Q2 2016/17 is the Baseline
			Actual	3.44%								
			Target	5.00%	7.50%	15.00%	16.00%	17.00%				
			Forecast	5.00%	7.50%	15.00%	16.00%	17.00%				
	Maintain a high percentage of customers satisfied with our services	PO2		2012/13	2013/14	2014/15	2015/16	2016/17		A new indicator which demonstrates the customer satisfaction of front line services within the People, Place and Transformation and Change Directorates	Benchmarking data is currently being sought.	Declining On Track
			Actual		81%	77%	75%					
			Target		75%	75%	75%	75%				
			Forecast					75%				
	Maintain a high percentage of complaints responded to within timeframe	PO3		2012/13	2013/14	2014/15	2015/16	2016/17		A commitment to the feedback being received from our customers is valuable. To encourage customer interaction a commitment is placed on ensuring any complaints received will be responded to within the timeframes set out in our Customer Feedback policy	Benchmarking data is currently being sought.	Improving On Track
			Actual		89.12%	76.59%	95.86%					
			Target		95.00%	95.00%	95.00%	95.00%				
			Forecast					95.00%				
	Increase in the (£m) value of income from commercial services	PO4		2012/13	2013/14	2014/15	2015/16	2016/17		A new indicator which will demonstrate year on year growth of income from commercial services	Benchmarking data is currently being sought.	Target Agreed The Target for 2015/16 is the Baseline
			Actual				£1,027,000.00					
			Target				£700,000.00	£770,000.00				
			Forecast					£770,000.00				
Maximise ROI on each commercial estate investment	PO5		2012/13	2013/14	2014/15	2015/16	2016/17		Target is 5% avg (PA) return for all assets held purely for investment income (allowing for fluctuations of higher/lower of individual investments). Performance has improved year on year for the last 3 years.	Benchmarking data is currently being explored to evaluate its meaningfulness.	Improving On Track	
		Actual		6.0%	7.3%	7.5%						
		Target		5%	5%	5%	5%					
		Forecast					7.00%					

Pioneering Plymouth		We will be innovative by design, and deliver services that are more accountable, flexible and efficient.										
Outcome	Measure	Key	Performance					Trend	Comments	Benchmark	Direction/Target	
			2012/13	2013/14	2014/15	2015/16	2016/17					
Enable quality services that are recognised as innovative; achieve value for money and exhibit an embedded customer focus.	Increase the "Total Occupancy Rate" of all commercial properties owned by PCC	PO6	Actual		93.4%	94.0%	97.0%			Target is to achieve and maintain a high level of occupancy above 95%. Links to assets in the commercial estate indicator above i.e. assets held for purely investment income not garden land, development land, allotments, car parks, etc.	Benchmarking data is currently being explored to evaluate its meaningfulness.	Improving On Track
			Target		95.0%	95.0%	95.0%	95.0%				
			Forecast					95%				
Enable quality services that are recognised as innovative; achieve value for money and exhibit an embedded customer focus.	Scrutiny is assured that (key) partnership working is effective	PO7	Actual				Yes		A new indicator which both scrutiny committees will integrate into their annual report. They will assess against overall partnership working and respond with either a yes, or a no.	A baseline exercise has been undertaken retrospectively for 2015/16 evaluating partnership working during this period.	Target Agreed The Target for 2015/16 is the Baseline	
			Target				Baseline					Yes
			Forecast									
Enable quality services that are recognised as innovative; achieve value for money and exhibit an embedded customer focus.	(New) The % of (adults) residents who volunteer at least once per month	PO8	Actual			21%			Target is linked to the Plymouth Plan where the ambition is to have 1/3 of the city volunteering by 2031.	In 2014/15 the national average was 24% leaving the city in the bottom third. A separate piece of analysis is being commissioned to compare ourselves to other key cities.	Target Agreed The Target for 2014/15 is the Baseline	
			Target			21%	22%					23%
			Forecast				22%					23%

Outcome	Measure	Key	Performance					Trend	Comments	Benchmark	Direction/Target	
We realise our full economic potential; outperforming the region by creating quality houses and jobs with a better educated and skilled population.	Increase the number of jobs in Plymouth	GRI		2012/13	2013/14	2014/15	2015/16	2016/17		Target in line with the Plymouth Plan, to increase the number of jobs in the city by 18,600 by 2031	The city reported a 1.4% year on year growth compared to England@ 3.1% and the SW @ 3.9%	Improving On Track
			Actual	106,300	107,700							
			Target	104,460	105,390	106,320	107,250	108,180				
			Forecast			108,000	108,300	108,600				
	Increase the value of the City's GVA (Gross Value added per Hour - indices)	GR2		2013	2014	2015	2016	2017		Target to exceed the SW average.	GVA per hour (value) increased this year from £28.20 to £28.60 despite the indices reducing (92.6 to 92.3). Target is to match the SW avg at £28.70 (92.5)	Declining Slippage
Actual			92.6	92.3								
Target				92.6	92.6	92.6	92.6					
Forecast					92.4	92.5	92.6					
Increase in NVQ4 and above per head of population	GR3		2013	2014	2015	2016	2017		Target to improve and close the gap on the national average. The target for 2015 is the baseline.	Plymouth has reported year on year increases over the past 10 years. The SW average is 37.3% and the GB average is 37.1%	Improving On Track	
		Actual	29.10%	29.40%	29.90%							
		Target	n/a	n/a	29.90%	30.50%	31.00%					
		Forecast				30.50%	31.00%					
Increase the number of higher level apprenticeship starts	GR4		2012/13	2013/14	2014/15	2015/16	2016/17		Actual data for 2015/16 will not be available until early 2017 following validation and checking of data by SFR. The target for 2014/15 is the baseline	Benchmarking data is currently being sought.	Improving On Track	
		Actual		49	70							
		Target			70	132	194					
		Forecast				132	194					
Decrease in number of residents with no formal qualifications	GR5		2012/13	2013/14	2014/15	2015/16	2016/17		We are already a top performing authority. The target is to maintain this	Plymouth compares well nationally and appears in the top 6 cities in 'cities outlook'	Improving On Track	
		Actual	10300	10100	8100							
		Target			9800	8000	7900					
		Forecast				8000	7900					

Outcome	Measure	Key	Performance					Trend	Comments	Benchmark	Direction/Target	
			May	June	July	Aug	Sept					
We realise our full economic potential; outperforming the region by creating quality houses and jobs with a better educated and skilled population.	Increase proportion of young people in academic years 12-14 who are in Education, Employment or Training (EET)	GR6	Actual	88.9%	89.3%	88.8%	NYA	n/a	<p>100.0% 80.0% 60.0% 40.0% 20.0% 0.0%</p> <p>May June July Aug Sept</p>	Target is to reach 87% by 2016. Aug 2016 not yet Available. Sept figures are not reported as the data collect falls with summer holiays and does NOT reflect this cohort.	Start of Qtr I National= 89.7% and we measure slightly below, however regional is 88.5% and we are exceeding this.	Improving On Track
			Target	87.0%	87.0%	87.0%	87.0%					
			Forecast				87.0%					
	Deliver 5000 new homes over next 5 years	GR7	Actual	564	731	800	1061		<p>1200 1000 800 600 400 200 0</p> <p>2012/13 2013/14 2014/15 2015/16 2016/17</p>	Target is to deliver 5000 homes over 5 years. Latest data for 2015/16 is 1061.	Plymouth exceeded the national average in 2014/15. No data for 2015/16 yet.	Improving On Track
			Target	350	450	620	800	1000				
			Forecast					1000				
	Reduce carbon emissions	GR8	Actual	1254	1210	1055			<p>1400 1200 1000 800 600 400 200 0</p> <p>2012/13 2013/14 2014/15 2015/16 2016/17</p>	Target in line with Plymouth Plan and national expectations. 50% reduction by 2031 Current performance = 28.5%	Carbon Emissions in the city compare very favourably against both the SW and National Average regularly in the 2nd quartile.	Improving On Track
Target			1248	1268	1239	1209	1181					
Forecast						1180	1160					

Outcome	Measure	Ref	Performance					Graph	Comments	Benchmark	Direction/Target	
Children, young people and adults live in healthy, safe and aspiring communities and are supported by high quality health and care services for those who need it when they need it.	Improve safeguarding through increased success in achieving the "Families with a future" Outcome Framework	CRI		2015/16 Q2	2015/16 Q3	2015/16 Q4	2016/17 Q1	2016/17 Q2	Data will be available in January 2017 as new gateway processes and reporting mechanisms are put in place.			
			Actual									
			Target									
			Forecast									
	Increase in number of eligible 2 year olds taking up free early education places	CR2		2013/14	2014/15	2015/16	2016/17 Q1	2016/17 Q2		Total no. of children is variable due to the no. of children eligible (based on parent's income & financial criteria)	National: 2014/15 58%, 2015/16 68%, SN= 2014/15 62.40%, 2015/16 69.10%	Increasing On Track
			Actual		80%	89%	90%	93%				
			Target				83.30%	85.7%				
			Forecast									
	% of young people with Special Educational Needs and Disabilities (SEND) in education, employment and training	CR3		2012/13	2013/14	2014/15	2015/16	2016/17		Target of 85% has not been achieved for the past two years but performance has been improving. Target retained at 85%.	In- learning measure at 2015-16, nationally= 80.7%, Regionally, 80.6% and Plymouth 84.8% demonstrating that we are exceeding the benchmarks.	Improving On Track
			Actual			73.90%	83.50%					
			Target			85.00%	85.00%	85.00%				
			Forecast					85.00%				
	Children's Safeguarding timing of Assessments.	CR4		2015/16 Q2	2015/16 Q3	2015/16 Q4	2016/17 Q1	2016/17 Q2		Target of 85% achieved in 2015/16. Target is to maintain good performance and has been set at 88% for 2016/17.	81.5% England 77.6% Statistical Neighbours (14/15)	Improving On Track
			Actual	93%	92%	92%	92%	95%				
			Target	85%	85%	85%	88%	88%				
Forecast												
The proportion of people who use services who say that those services make them feel safe and secure	CR5		2012/13	2013/14	2014/15	2015/16	2016/17		Based on responses to an annual survey of clients in receipt of long term social care services. Target of 94% would retain performance in top quartile.	84.5% England 88% Statistical Neighbours (14/15)	Improving On Track	
		Actual	81.7%	86.1%	93.3%	94.0%						
		Target				87%	94%					
		Forecast					94.0%					

Outcome	Measure	Ref	Performance					Graph	Comments	Benchmark	Direction/Target	
Children, young people and adults live in healthy, safe and aspiring communities and are supported by high quality health and care services for those who need it when they need it.	Overall satisfaction of people who use services with their care and support	CR6		2012/13	2013/14	2014/15	2015/16	2016/17	<p>Overall satisfaction of people who use services with their adult social care and support</p>	Based on responses to an annual survey of clients in receipt of long term social care services. Target of 72% would improve and retain performance in top quartile.	64.7% England 65.5% Statistical Neighbours (14/15)	Improving On Track
			Actual	68.1%	67.8%	65.6%	70.0%					
			Target	70.0%	70.0%	70.0%	70.0%	72.0%				
			Forecast					70.0%				
	Reduce Delayed Transfers of Care attributable to Adult Social Care	CR7		2015/16 Q2	2015/16 Q3	2015/16 Q4	2016/17 Q1	2016/17 Q2	<p>Rate per 1000 population Delays attributable to Social Care</p>	Improvement over the longer term but target not achieved for the past two years, tough target of 4.8 which would represent strong improvement.	3.7 England 2.98 Statistical Neighbours (14/15)	Improving Slippage
			Actual	9.38	8.53	8.31	6.84	6.6				
			Target	4.8	4.8	4.8	4.8	4.8				
			Forecast					6				
	Number of households prevented from becoming homeless	CR8		2015/16 Q2	2015/16 Q3	2015/16 Q4	2016/17 Q1	2016/17 Q2	<p>Number of households prevented from becoming homeless</p>	Target not achieved in 2015/16. Target set for improvement in 2016/17.	Local Measure	Improving Slippage
			Actual	233	267	330	214	299				
Target			375	375	375	300	300					
Forecast												
Reduce the number of category one hazards from homes	CR9		2015/16 Q2	2015/16 Q3	2015/16 Q4	2016/17 Q1	2016/17 Q2	<p>Reduce the number of category one hazards from homes</p>	Target not achieved in 2015/16. Target set in 2016/17 based on a 5% improvement on activity last year.	Local Measure	Declining Slippage	
		Actual	63	62	72	78	43					
		Target	100	100	100	75	75					
		Forecast										
Close the gap in life expectancy between the most and least deprived areas	CR10		2010/12	2011/13	2012/14	2013/15	2014/16	<p>Close the gap in life expectancy between the most and least deprived areas</p>	This is the gap between the 20% (8) most deprived neighbourhoods and the 20% (8) least deprived ones (based on IMD 2015).	Local Measure	Improving On Track	
		Actual	4.2	3.9	4.0							
		Target	n/a	n/a	4	3.9	3.8					
		Forecast				3.8	3.8					

Outcome	Measure	Ref	Performance					Graph	Comments	Benchmark	Direction/Target	
			2012/13	2013/14	2014/15	2015/16	2016/17					
Children, young people and adults live in healthy, safe and aspiring communities and are supported by high quality health and care services for those who need it when they need it.	Self reported wellbeing – Reduce percentage with a low satisfaction score	CR11	Actual	4.50%	5.30%	5.40%				Performance based on the Annual Population Survey (APS) run by the Office for National Statistics (ONS). Target will bring us in line with the national average.	England 4.8%	Declining Target Agreed
			Target	n/a	n/a	n/a	5.10%	4.80%				
			Forecast				5.60%	5.80%				
	Increase participation in sports activities	CR12	Actual	58537	62132	62509	144683			Local sports activity measure from the Sports Development Unit that forms part of a sports attendance picture aimed at improving health in the city.	Local Measure	Improving On Track
			Target			62500	65000	125000				
			Forecast					125000				

Outcome	Measure	Ref	Performance					Graph	Comments	Benchmark	Direction/Target	
A city with an outstanding reputation where people choose to live, work and visit.	An increase in the city's population	CO1		2012	2013	2014	2015	2016		Target in line with the Plymouth Plan, to increase the population of the city to 300,000 by 2031	The city's population has increased by 0.2% (latest ONS 2015 data). This compares to the national increase of 0.9% and the SW increase of 0.86%	Improving Slippage
			Actual	256589	259200	261546	262172					
			Target	258580	260760	262940	265120	267300				
			Forecast					264530				
	An increase in Visitor Numbers	CO2		2012	2013	2014	2015	2016		The 2015 target has been achieved despite an overall fall in numbers over the last 3 years. However, this year, we saw more visitors staying (overnight) in the city and more overseas visitors resulting in increased accommodation occupancy.	Plymouth visitors numbers have followed the national trend, especially since Olympic year in 2012 where there has been a national decline.	Declining On Track
Actual			5,488,000	5,256,000	5,035,000	4,965,000						
Target			4365867	4434083	4502300	4570517	4638733					
Forecast							5000000					
An increase in Visitor Spend	CO3		2012	2013	2014	2015	2016		The 2015 target has been achieved and visitors spend more in the city than last year. Spend increased mostly in Day visitor spend despite reduced numbers, with a 6% increase. But both staying and overseas visitors spent more in the city than last year.	Plymouth visitors numbers have followed the national trend, especially since Olympic year in 2012 where there has been a national decline.	Improving On Track	
		Actual	£314,231,000	£337,564,000	£311,410,667	£316,553,000						
		Target	£296,541,917	£302,244,646	£307,947,375	£313,650,104	£319,352,833					
		Forecast					£319,352,833					
Increase numbers of local community projects benefitting from non Council funding	CO4		2012/13	2013/14	2014/15	2015/16	2016/17		77 projects benefited from non council funding from both POP and Lottery funding to the tune of £2,711,542 during 2015/16. A £1.9M increase over the previous year, but 3 projects fewer.	No benchmarking data is currently available.	Improving On Track	
		Actual			£807,145	£2,711,542						
		Target				£810,000	£2,800,000					
		Forecast					£2,000,000					
Increase the volume of residents registered to vote	CO5		2012	2013	2014	2015	2016		A new measure which will demonstrate an increase in the number of Plymouth residents registered to vote. Data is published December each year.	Benchmarking data is currently being sought.	Improving On Track	
		Actual	183,160	181,571	177,301	179,871						
		Target		Target is to exceed previous turnout								
		Forecast					192,432					

Outcome	Measure	Ref	Performance					Graph	Comments	Benchmark	Direction/Target	
A city with an outstanding reputation where people choose to live, work and visit.	Percentage of residents who are satisfied with Plymouth as a place to live.	CO6		2012/13	2013/14	2014/15	2015/16	2016/17		Target is to reach 86% by 2016/17 (New data will be extracted from a survey once completed)	Historically the city compares well against the rest of the country (80%) falling back slightly last reporting period.	Declining Slippage
			Actual	82%		74%						
			Target	83%		84%		86%				
			Forecast					80%				
	Percentage of people who feel they can influence decisions (in their locality)	CO7		2008/09	2010/11	2014/15	2015/16	2016/17		Target is to reach 30% by 2016/17 (New data will be extracted from a survey once completed)	Historically the city compares well against the rest of the country (28% (2008/09) falling back slightly last reporting period.	Declining Slippage
			Actual	24%	22.2%							
			Target	25%	28%			30%				
	Forecast						27%					
	City congestion is reduced below the national average	CO8		2012	2013	2014	2015	2016		Measure is the NHT (National Highways and Transport) customer satisfaction survey. Target is National Average.	2015 data reports the City's congestion rate is slightly lower than the national average @ 45%	Declining Slippage
Actual			48.40%	51.20%	48.30%	43.10%						
Target						45.00%						
Forecast							53.50%					
Residents are satisfied with the condition of roads and pavements in the city	CO9		2012	2013	2014	2015	2016		Significant improvement from previous year and working towards the national average which is the target and benchmark.	2015 data reports the City's satisfaction rate is slightly lower than the national average (59%)(Benchmark)	Improving Slippage	
		Actual	54.00%	56.20%	53.40%	56.60%						
		Target				59.00%						
		Forecast					58.00%					
Improved recycling rates	CO10		2012/13	2013/14	2014/15	2015/16	2016/17		Year on year improvements until 2015/16 which reported the first drop for many years. The target is linked to the Plymouth Plan with a 50% recycling target by 2031.	With the national household recycling average 44.9% the city sits in the bottom quartile nationally. However, when municipal waste is included it rises to over 43%	Declining Slippage	
		Actual	32.80%	33.70%	35.33%	32.62%						
		Target	34%	38%	39%	40%	41%					
		Forecast				36.00%	37.00%					
Less waste going to landfill	CO11		2012/13	2013/14	2014/15	2015/16	Q1 2016/17		The target is linked to the Plymouth Plan where we have a 2% landfill target by 2031. Currently this is being achieved with around 1.5% going to landfill (June 19).	With the new incinerator now in place the City is comfortable in the top quartile nationally. England avg (24%).	Improving On Track	
		Actual				6.8%	1.5%					
		Target				47.2%	2.0%					
		Forecast										

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.										
Outcome	Measure	Ref	Performance					Graph	Comments	Benchmark	Direction/Target	
A city with an outstanding reputation where people choose to live, work and visit.	Reduce the incidents of fly-tipping	CO 12		2012/13	2013/14	2014/15	2015/16	2016/17		Fly-tipping processes have been reviewed to ensure PCC meet government requirements and counting guidelines. The impact is significantly improved performance	In 2014/15 the city was one of the worst in the country, however a review of process and recording was actioned leading to improved performance	Improving On Track
			Actual	10970	13004	13503	6316					
			Target	10000	10000	10000	7000	1000				
			Forecast					1000				
	Reduced rail journey times between Plymouth/London (minutes)	CO 13		2012/13	2013/14	2014/15	2015/16	2016/17		Target in the Plymouth Plan for 2031 is a time of 2hrs 15min. Current fastest time is just over 3 hours.	Comparator data exists and is used to support the needs of the city for a sub 3 hr train journey to London.	Same Slippage
			Actual	187	187	187	187					
			Target	175	175	175	175	175				
			Forecast									
	Highly engaged Council staff promote the city and Council	CO 14		2012	2013	2014	2015	2016		The data is captured by assessing staff engagement through an annual staff survey.	We compare favourably against the LGA benchmark which is 63%	Improving On Track
Actual			62%	62%	61%	64%						
Target			63%	63%	63%	63%	64%					
Forecast							65%					

Profile Report		Budget			Actuals			
Directorate	Department	Number of Positions	Total Budgeted Hours per	Maximum Establishment Salary *	Number of Employees	Vacant Hours *	Number of FTE Employees	Total Basic Salary (FTE)
Office of the Director of Public Health		2			1		1.0	102,624.00
	MDT1	17			14		13.2	466,453.15
	MDT2	14			12		11.4	436,872.80
	MDT3	18			16		14.0	486,431.40
	MDT4	14			12		10.5	361,490.50
	Ops and Dev	30			27		25.7	538,247.53
Office of the Director of Public Health		95			82		75.8	2,392,119.38

* Removed pending reconciliation

Workforce Breakdown Report

Directorate	Job Type	Number of Positions	Total Budgeted Hours per week	Number of Employees	Number of FTE Employees	% of Workforce
Office of the Director of Public Health	Customer Facing Worker	10	2,812.00	10	9.4	10.53%
	Frontline Worker	10	3,700.00	9	9.0	10.53%
	Manager	9	407.00	9	9.0	9.47%
	Operational Leader	1	37.00	1	1.0	1.05%
	Professional	24	2,229.40	24	21.5	25.26%
	Semi professional	17	1,753.80	17	15.0	17.89%
	Supervisor	1	37.00	1	1.0	1.05%
	Technical Manager	2	74.00	2	2.0	2.11%
	No Job Type Assigned	21	1,140.60	9	7.9	22.11%
Office of the Director of Public Health		95	12,190.80	82	75.8	100.00%

Turnover Report December 2016

Directorate	Department	Number of Leavers in Period from	FTE Leavers in Period (including	Number of Starters in Period	FTE Starters in Period	Workforce Difference (Count)	Workforce Difference (FTE)
Office of the Director of Public Health	Ops and Dev	1	0.2	0	0.0	-1	-0.2
Office of the Director of Public Health		1	0.2	0	0.0	-1	-0.2

Turnover Report January 2015 - December 2016

Directorate	Department	Number of Leavers in Period from	FTE Leavers in Period (including	Number of Starters in Period	FTE Starters in Period	Workforce Difference (Count)	Workforce Difference (FTE)
Office of the Director of Public Health		1	0.5	0	1.0	-1	0.5
	MDT1	1	0.5	0	1.0	-1	0.5
	MDT2	1	1.0	0	2.0	-1	1.0
	MDT3	1	1.0	0	2.0	-1	1.0
	MDT4	2	0.7	0	1.5	-2	0.8
	Ops and Dev	3	1.1	1	4.0	-2	2.9
Office of the Director of Public Health		9	4.7	1	11.5	-8	6.8

Turnover Report April 2016 - December 2016

Directorate	Department	Number of Leavers in Period from	FTE Leavers in Period (including	Number of Starters in Period	FTE Starters in Period	Workforce Difference (Count)	Workforce Difference (FTE)
Office of the Director of Public Health		1	0.2	0	1.0	-1	0.8
	MDT1	1	0.2	0	1.0	-1	0.8
	MDT2	1	0.5	0	2.0	-1	1.5
	MDT3	0	0.5	0	2.0	0	1.5
	MDT4	2	0.5	0	1.5	-2	1.0
	Ops and Dev	3	0.9	1	4.0	-2	3.1
Office of the Director of Public Health		8	2.8	1	11.5	-7	8.7

Leaving Reasons

January 2015 - December 2016

Directorate	Reason for Leaving	Number of Leavers in Period from the Council	FTE Leavers in Period (including internal transfers)
Office of the Director of Public Health	COP - Internal Transfer	0	1.1
	COP - Restructure	0	1.4
	Dismissal Capabilit - Ill Health	1	0.2
	Resignation - Alternative Employment	5	1.2
	Resignation - Entering Education	1	0.2
	Resignation - Relocation	1	0.2
	Resignation - To Other Authority	1	0.2
Office of the Director of Public Health		9	4.7

Pay Elements Report

December 2016

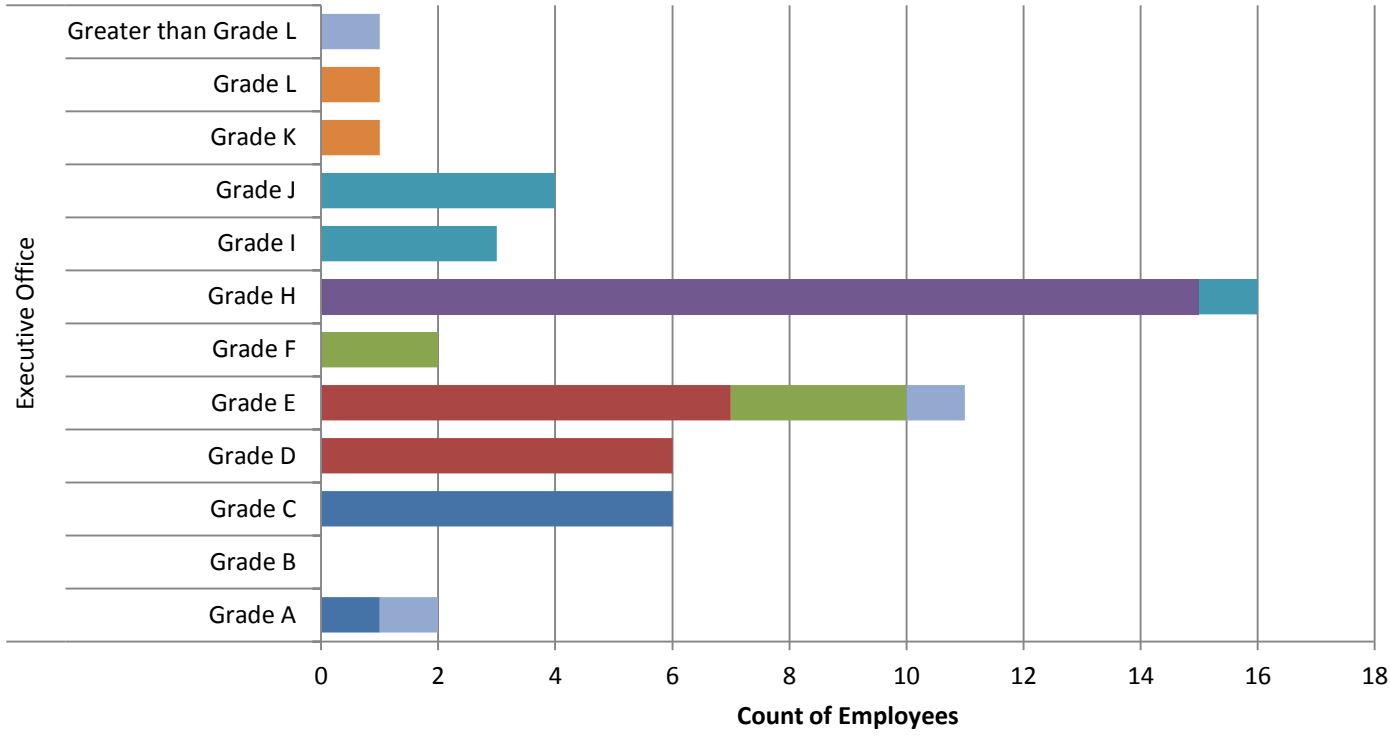
Directorate	Department	Actual Basic Salary Spend	Overtime	Shift	Other
Office of the Director of Public Health		8,552.00	0.00	0.00	0.00
	MDT1	37,470.46	444.68	0.00	-112.16
	MDT2	34,411.52	90.95	0.00	-162.70
	MDT3	40,536.00	381.98	0.00	846.86
	MDT4	32,118.85	780.53	0.00	-252.16
	Ops and Dev	49,120.89	2,429.25	0.00	2,018.93
Office of the Director of Public Health Total		202,209.72	4,127.39	0.00	2,338.77

Pay Elements Report

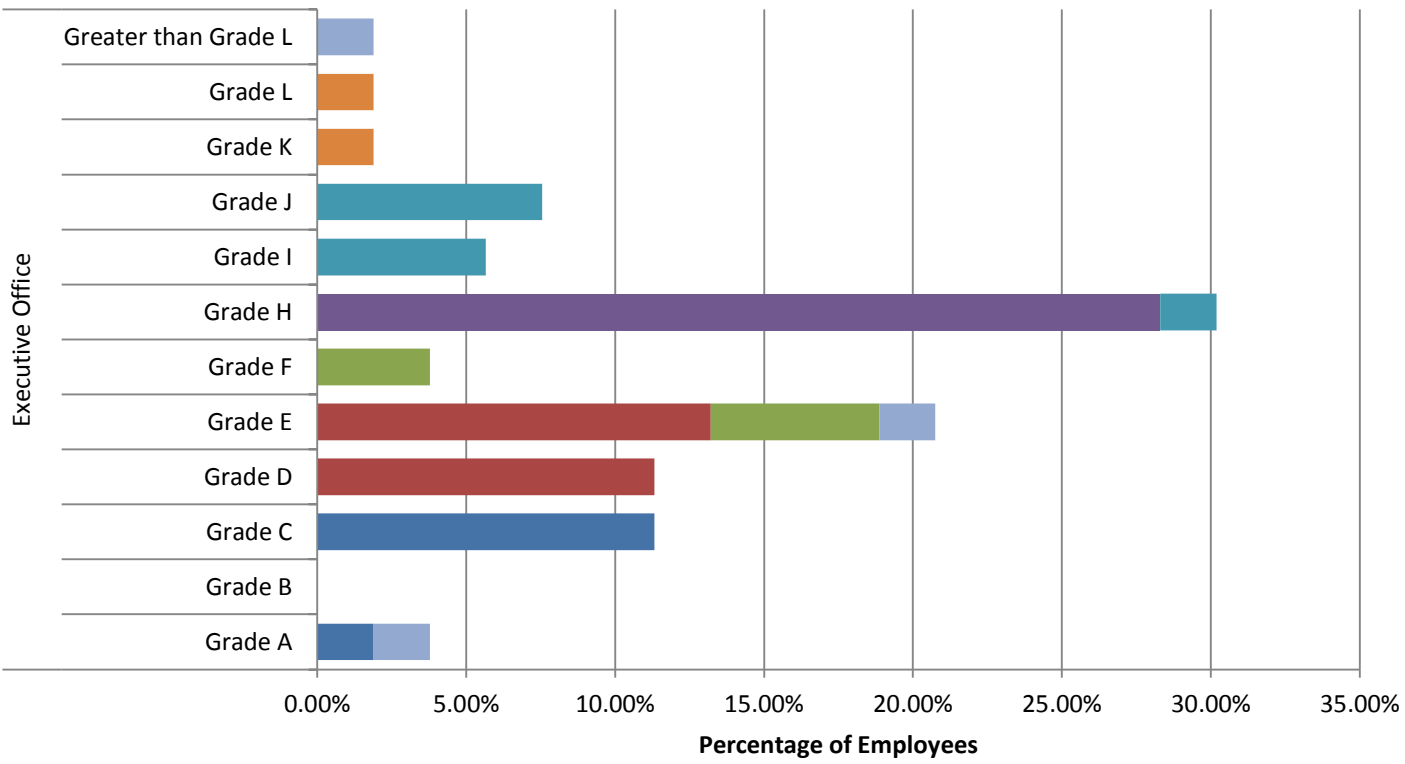
January 2015 - December 2016

Directorate	Department	Actual Basic Salary Spend	Overtime	Shift	Other
Office of the Director of Public Health		110,370.28	0.00	0.00	18,741.17
	MDT1	463,509.02	6,466.24	0.00	-1,445.77
	MDT2	463,040.14	5,319.07	0.00	-3,320.16
	MDT3	545,027.18	2,895.67	0.00	7,931.31
	MDT4	366,689.10	6,949.81	0.00	-1,657.44
	Ops and Dev	565,416.90	28,000.48	0.00	8,011.45
Office of the Director of Public Health Total		2,514,052.62	49,631.27	0.00	28,260.56

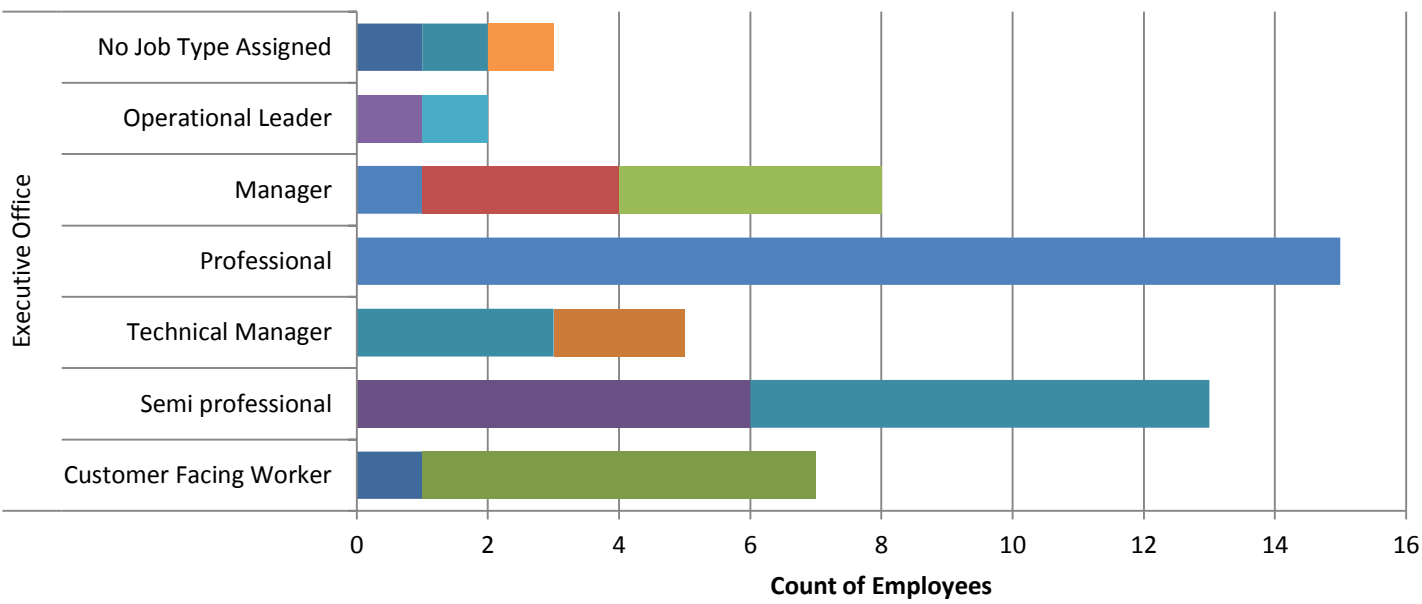
Job Type Reports



- Customer Facing Worker
- Semi professional
- Technical Manager
- Professional
- Manager
- Operational Leader
- No Job Type Assigned



- Customer Facing Worker
- Semi professional
- Technical Manager
- Professional
- Manager
- Operational Leader
- No Job Type Assigned



- Grade A
- Grade B
- Grade C
- Grade D
- Grade E
- Grade F
- Grade H
- Grade I
- Grade J
- Grade K
- Grade L
- Greater than Grade L

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Plymouth City Council Workforce Profile Report

People

December 2016

Profile Report		Budget			Actuals			
Directorate	Department	Number of Positions	Total Budgeted Hours per	Maximum Establishment Salary *	Number of Employees	Vacant Hours *	Number of FTE Employees	Total Basic Salary (FTE)
People	Children Young People & Families Services	1			1		1.0	130,996.00
	Housing Service	580			367		333.2	9,826,229.36
	Learning & Communities	76			39		37.1	1,049,540.90
	Strategic Co-operative Commissioning	564			446		275.4	7,633,646.71
		180			158		126.5	3,362,251.78
People		1,401			1,011		773.1	22,002,664.75

* Removed pending reconciliation

Workforce Breakdown Report

Directorate	Job Type	Number of Positions	Total Budgeted Hours per	Number of Employees	Number of FTE Employees	% of Workforce
People	Customer Facing Worker	379	1,579,816.63	375	213.5	27.05%
	Manager	74	5,049.20	73	70.1	5.28%
	Operational Leader	18	991.60	18	18.0	1.28%
	Professional	219	38,129.18	217	200.0	15.63%
	Semi professional	219	99,867.27	219	180.0	15.63%
	Strategic Leader	3	111.00	3	3.0	0.21%
	Supervisor	5	221.50	5	3.5	0.36%
	Technical Manager	27	1,239.40	27	23.6	1.93%
	No Job Type Assigned	457	186,353.49	74	61.4	32.62%
People		1,401	1,911,779.27	1,011	773.1	100.00%

Turnover Report December 2016

Directorate	Department	Number of Leavers in Period from	FTE Leavers in Period (including	Number of Starters in Period	FTE Starters in Period	Workforce Difference (Count)	Workforce Difference (FTE)
People	Children Young People & Families Services	5	1.7	6	22.4	1	20.7
	Housing Service	2	0.5	0	0.0	-2	-0.5
	Learning & Communities	10	2.8	4	1.1	-6	-1.8
People		17	5.0	10	23.5	-7	18.5

Turnover Report January 2015 - December 2016

Directorate	Department	Number of Leavers in Period from	FTE Leavers in Period (including	Number of Starters in Period	FTE Starters in Period	Workforce Difference (Count)	Workforce Difference (FTE)
People	Children Young People & Families Services	75	37.9	30	159.5	-45	121.6
	Housing Service	7	2.6	1	2.0	-6	-0.6
	Learning & Communities	34	10.7	34	31.5	0	20.8
	Strategic Co-operative Commissioning	7	1.7	8	13.1	1	11.3
People		123	53.0	73	206.1	-50	153.1

Turnover Report April 2016 - December 2016

Directorate	Department	Number of Leavers in Period from	FTE Leavers in Period (including	Number of Starters in Period	FTE Starters in Period	Workforce Difference (Count)	Workforce Difference (FTE)
People	Children Young People & Families Services	60	31.3	25	136.5	-35	105.2
	Housing Service	5	1.9	0	1.0	-5	-0.9
	Learning & Communities	24	8.1	27	20.2	3	12.1
	Strategic Co-operative Commissioning	6	1.4	6	10.1	0	8.7
People		95	42.7	58	167.8	-37	125.1

Leaving Reasons **January 2015 - December 2016**

Directorate	Reason for Leaving	Number of Leavers in Period from the Council	FTE Leavers in Period (including internal)
People	COP - Internal Transfer	1	23.8
	COP - Restructure	0	1.7
	COP - Secondment - Internal	0	1.6
	Death in Service	1	0.2
	Dismissal - Other	1	0.1
	Dismissal Capabilit - Ill Health	1	0.2
	End of Apprenticeship	2	0.7
	End of Temporary Contract	8	1.7
	Redundancy - Compulsory	4	1.0
	Resignation - Alternative Employment	22	4.6
	Resignation - Emigration	3	0.7
	Resignation - Entering Education	3	0.5
	Resignation - Family Commitment	6	1.1
	Resignation - Following Maternity Leave	4	0.6
	Resignation - Job Satisfaction	6	1.7
	Resignation - No Reason Given	8	1.6
	Resignation - Relocation	6	1.2
	Resignation - To Other Authority	3	0.6
	Retirement - Voluntary	3	0.4
	Retirement - Pension	12	2.5
Voluntary Release	29	6.4	
People		123	53.0

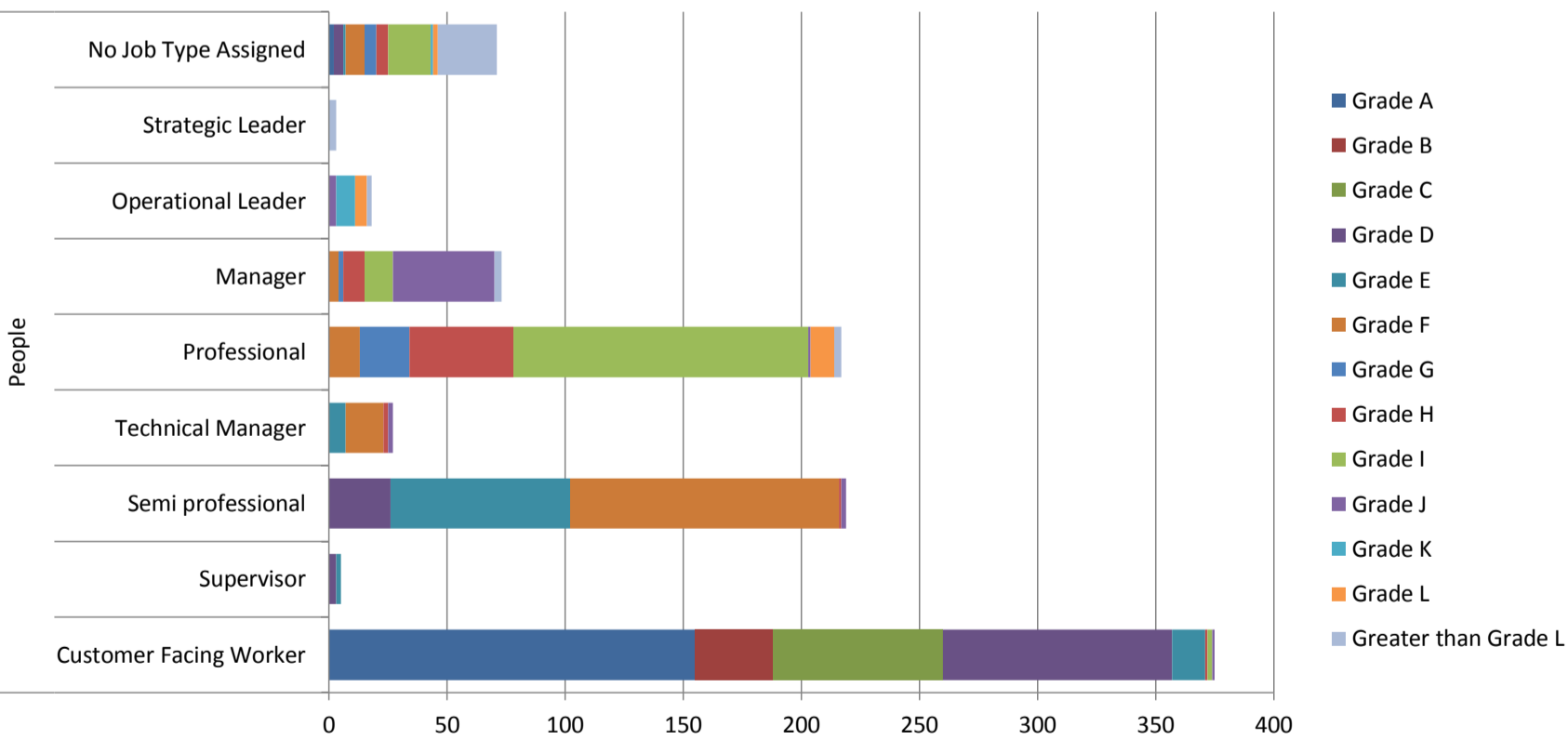
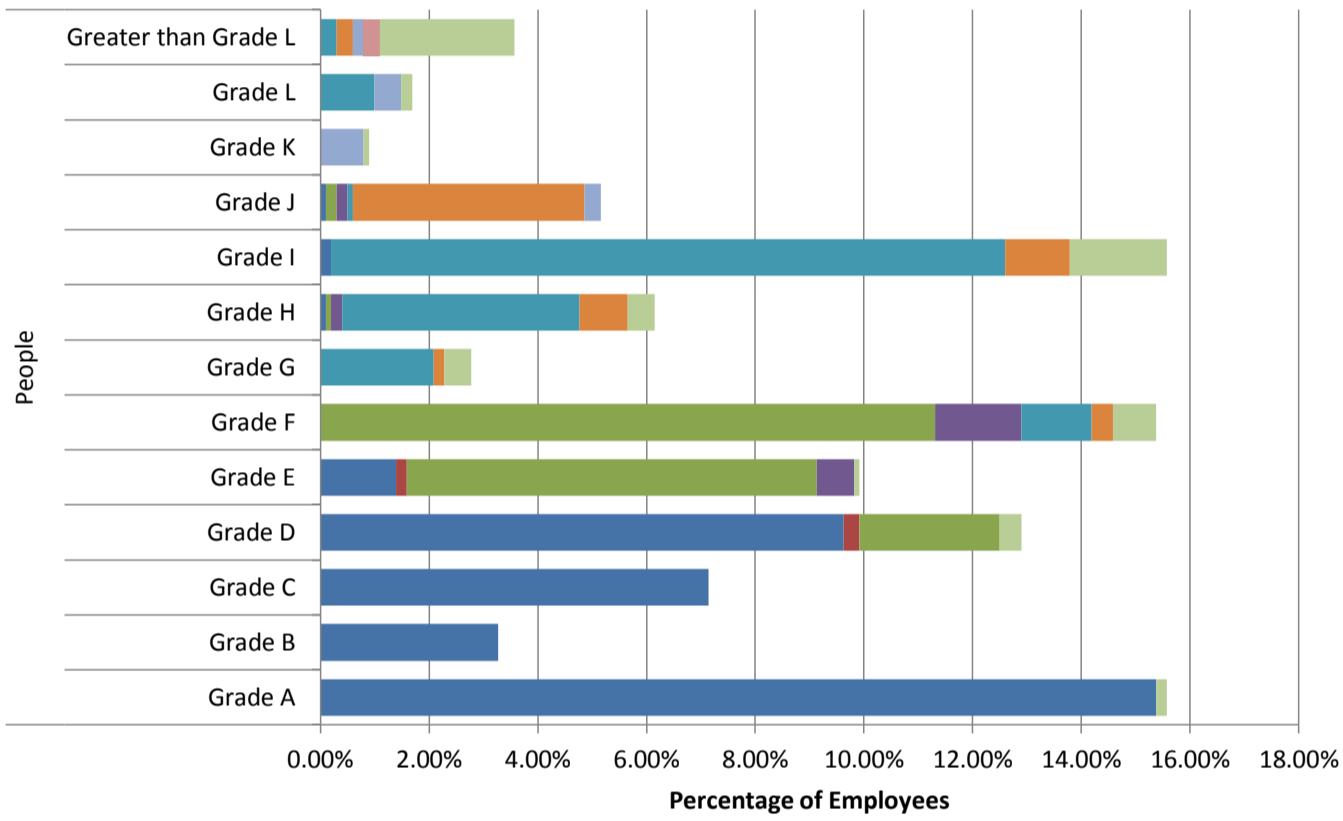
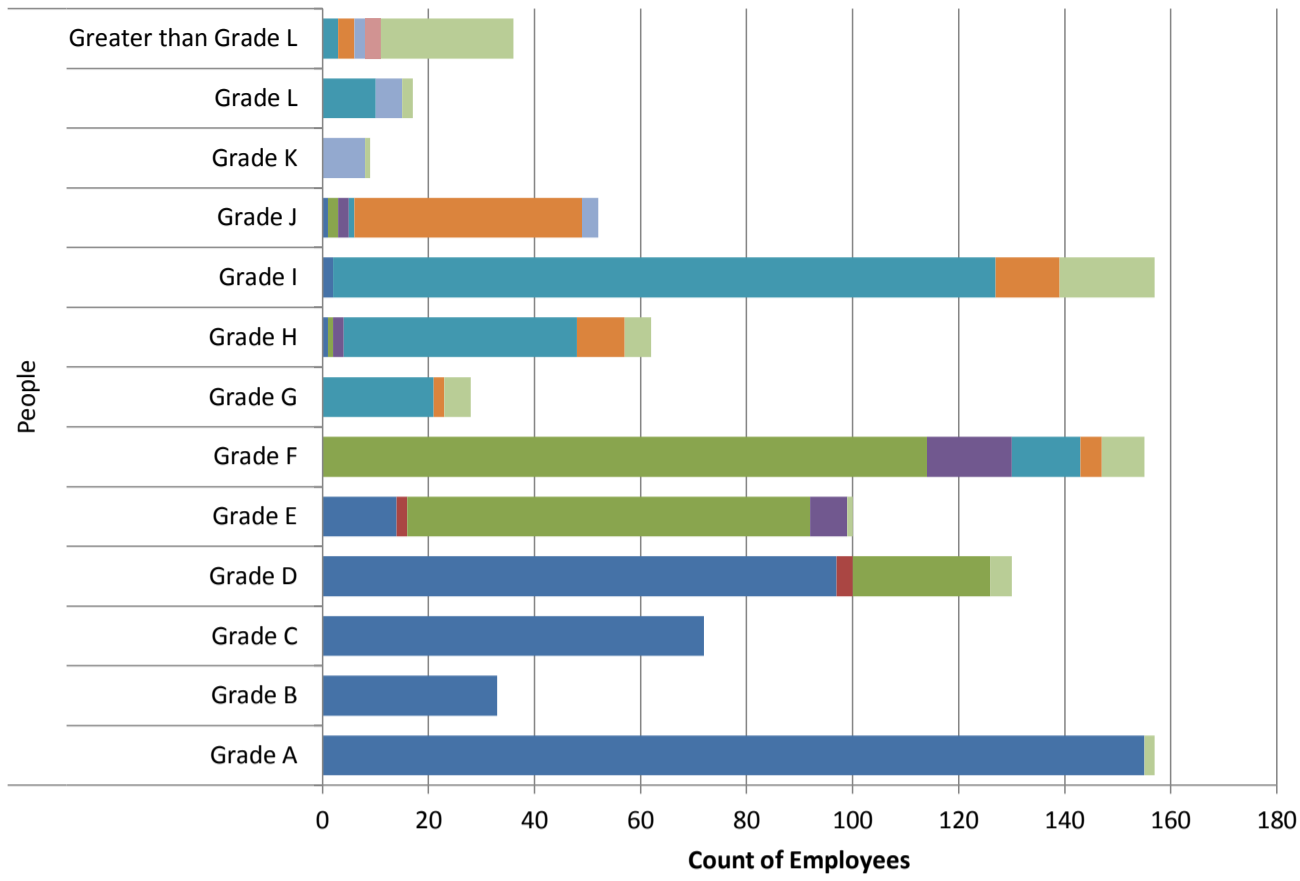
Pay Elements Report **December 2016**

Directorate	Department	Actual Basic Salary Spend	Overtime	Shift	Other
People		10,916.34	0.00	0.00	0.00
	Children Young People & Families Services	810,633.70	7,557.40	0.00	45,685.08
	Housing Service	89,954.89	0.00	0.00	11,330.77
	Learning & Communities	646,789.25	4,431.90	0.00	167,854.74
	Strategic Co-operative Commissioning	280,260.38	12,426.88	0.00	10,086.96
People Total		1,838,554.56	24,416.18	0.00	234,957.55

Pay Elements Report **January 2015 - December 2016**

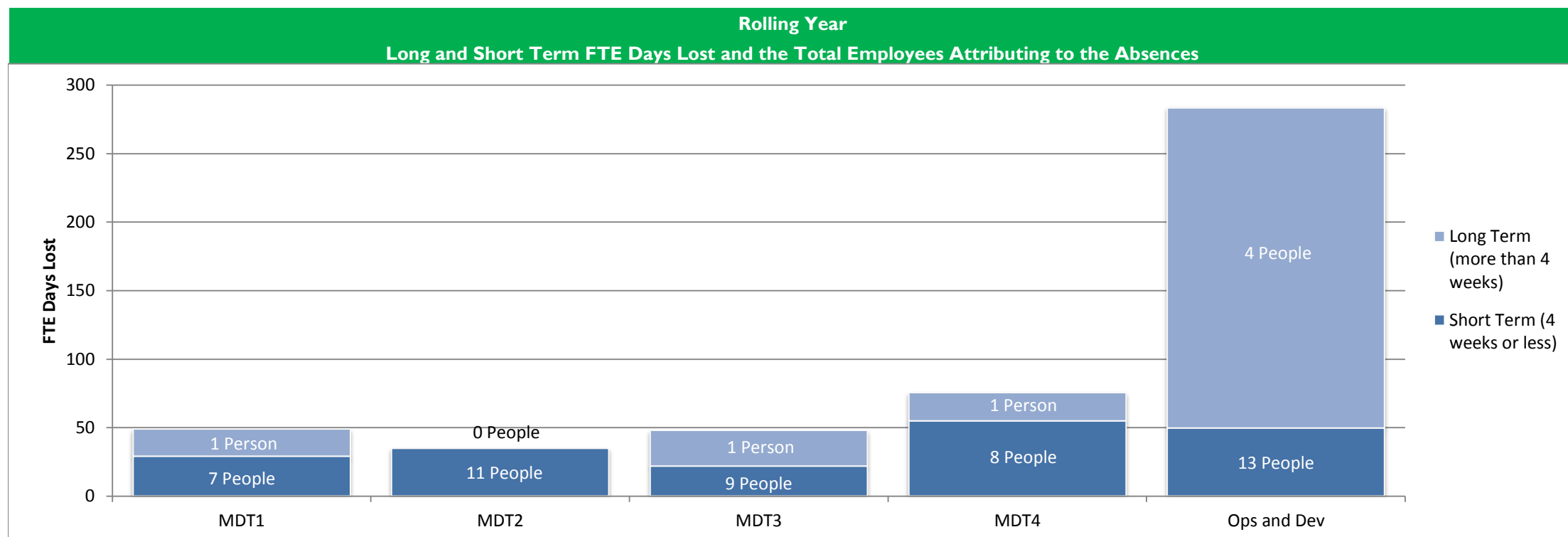
Directorate	Department	Actual Basic Salary Spend	Overtime	Shift	Other
People		130,671.81	0.00	0.00	0.00
	Children Young People & Families Services	9,371,178.35	72,574.36	0.00	276,999.90
	Housing Service	1,067,307.37	391.20	0.00	16,522.71
	Learning & Communities	7,675,913.96	51,219.20	0.00	274,671.19
	Strategic Co-operative Commissioning	3,159,276.28	174,892.18	0.00	111,851.61
People Total		21,404,347.77	299,076.94	0.00	680,045.41

Job Type Reports

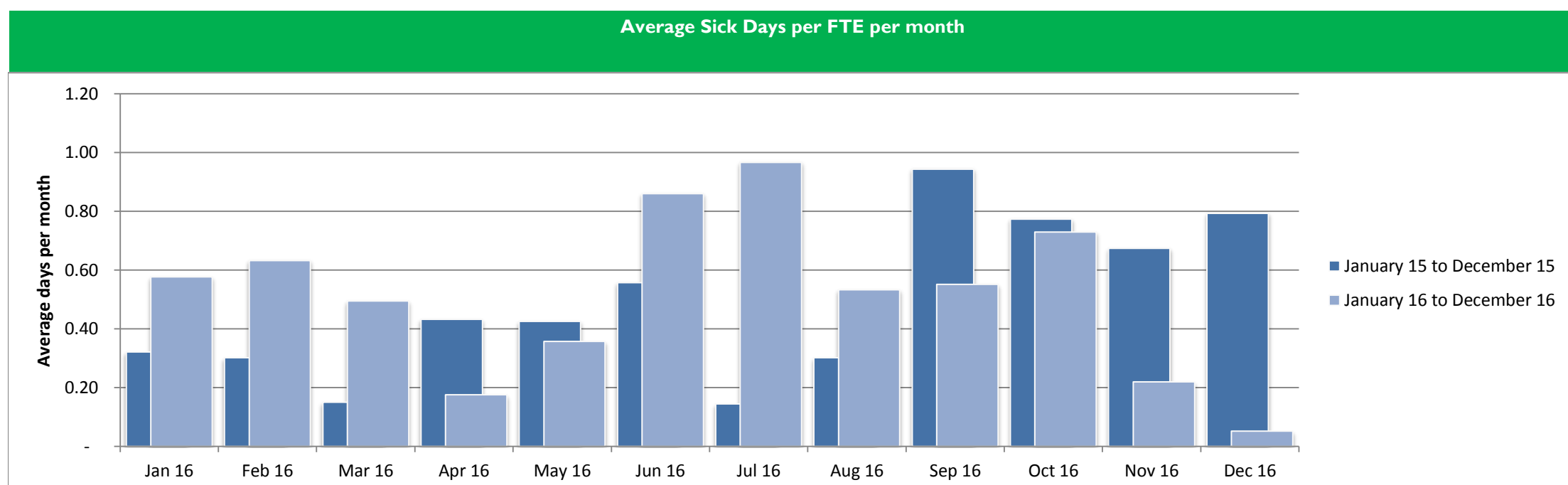


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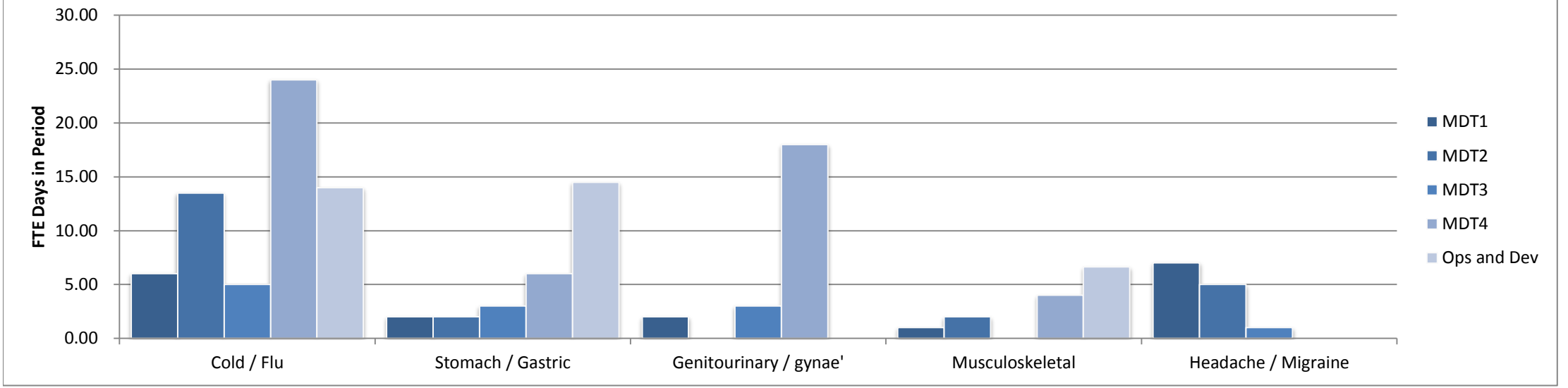
Directorate	Total Number of Days Lost (Rolling Year)				Comparison of Average Days Lost to Directorate Target (Rolling Year)			
	Number of FTE Employees	Total Work Days Available (FTE) (Based on calculation, not an exact figure)	Total FTE Days Lost to Sickness	Percentage of Days Lost	Average Days Lost Per FTE (Rolling Year)	Average Days Lost per FTE (Month)	Directorate Target (16/17)	Comparison of Average to Directorate Target (Rolling Year)
	1.00	228.00	0.00	0.00%	0.00	0.00		
MDT1	13.23	3,015.30	49.00	1.63%	3.71	0.15		
MDT2	13.40	3,055.20	34.70	1.14%	2.59	0.00		
MDT3	15.00	3,420.00	48.00	1.40%	3.20	0.00		
MDT4	11.50	2,622.00	75.50	2.88%	6.57	0.00		
Ops and Dev	25.67	5,852.00	283.36	4.84%	11.04	0.08		
Office of the Director of Public Health	79.79	18,192.50	490.56	2.70%	6.15	0.05	7.38	-1.23 ●



Average Number of Sick Days per FTE for the rolling year ended:												
Department	Jan 16	Feb 16	Mar 16	Apr 16	May 16	Jun 16	Jul 16	Aug 16	Sep 16	Oct 16	Nov 16	Dec 16
Civil Protection Unit	2.50	2.67	2.67	-	-	-	-	-	-	-	-	-
Office of the Director of Public Health	3.21	3.15	2.09	-	-	-	-	-	-	-	-	-
Public Protection Service	7.36	7.96	9.00	-	-	-	-	-	-	-	-	-
MDT1	-	-	-	4.38	3.97	4.15	3.97	4.25	4.96	4.46	4.69	3.71
MDT2	-	-	-	4.67	2.33	2.70	2.59	2.79	2.70	3.55	2.81	2.59
MDT3	-	-	-	3.25	2.76	4.50	5.19	5.25	5.13	4.80	3.93	3.20
MDT4	-	-	-	5.49	4.86	4.48	4.48	4.48	6.38	8.24	7.48	6.57
Ops and Dev	-	-	-	14.59	13.89	18.01	13.46	14.54	12.51	9.77	11.45	11.04
Office of the Director of Public Health	6.23	6.73	7.30	7.54	7.01	8.01	6.85	7.27	7.15	6.20	6.84	6.15



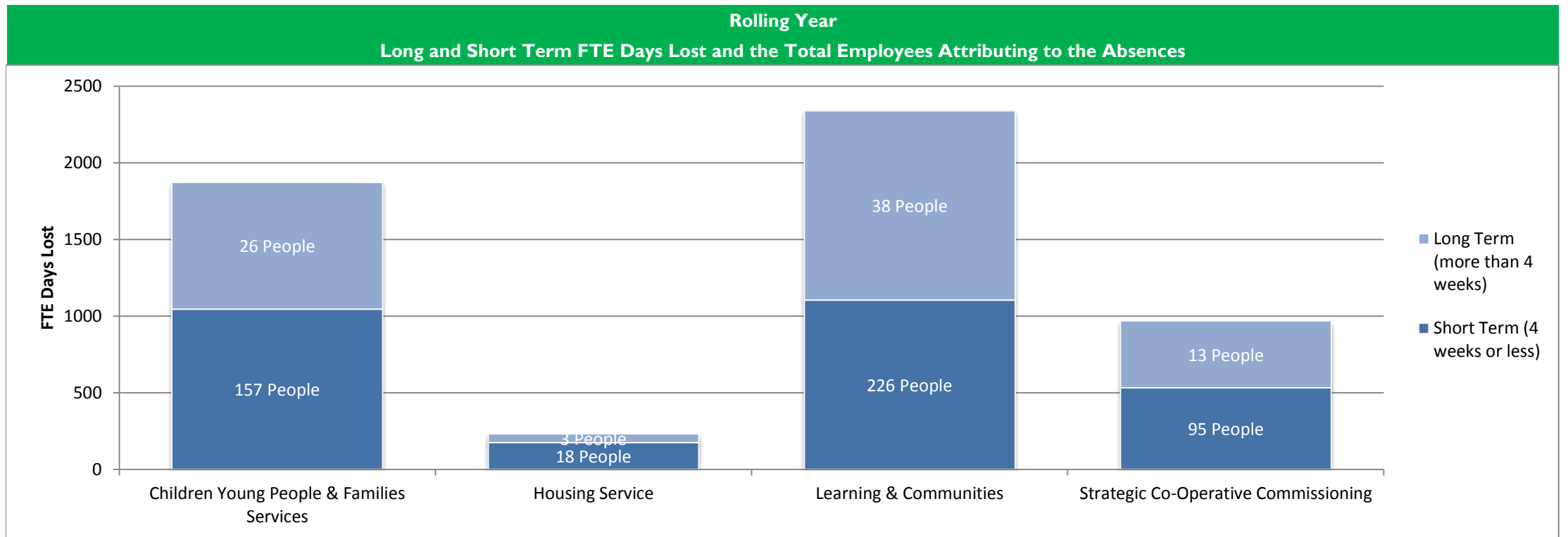
Rolling Year
Top 5 Known Reasons for Short Term Absences (Departments with less than five people off sick hidden)



Rolling Year
Top 5 Known Reasons for Long Term Absences (Departments with less than five people off sick hidden)

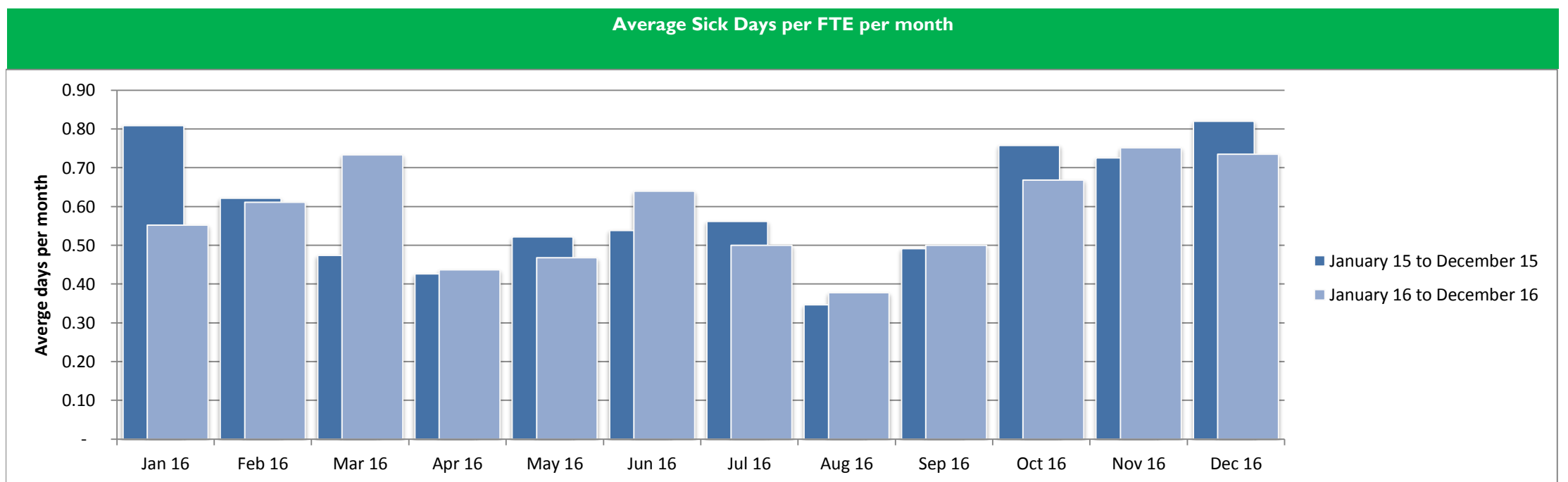


Directorate	Total Number of Days Lost (Rolling Year)				Comparison of Average Days Lost to Directorate Target (Rolling Year)			
	Number of FTE Employees	Total Work Days Available (FTE) (Based on calculation, not an exact figure)	Total FTE Days Lost to Sickness	Percentage of Days Lost	Average Days Lost Per FTE (Rolling Year)	Average Days Lost per FTE (Month)	Directorate Target (16/17)	Comparison of Average to Directorate Target (Rolling Year)
	1.00	228.00	2.00	0.88%	2.00	0.00	7.25	-5.25 ●
Children Young People & Families Services	337.14	76,868.66	1,872.76	2.44%	5.55	0.63	6.32	-0.77 ●
Housing Service	36.10	8,230.80	231.00	2.81%	6.40	0.22	8.50	-2.10 ●
Learning & Communities	275.29	62,765.63	2,340.03	3.73%	8.50	0.80	7.76	0.74 ●
Strategic Co-Operative Commissioning	126.42	28,822.95	968.07	3.36%	7.66	1.02	8.11	-0.45 ●
People	775.95	176,916.04	5,413.86	3.06%	6.98	0.73	7.25	-0.27 ●

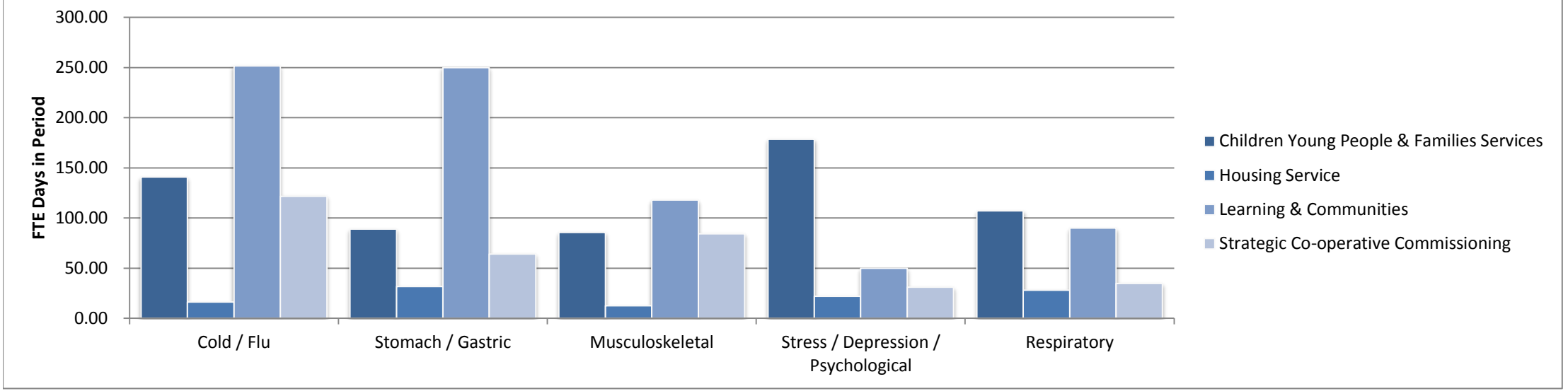


Average Number of Sick Days per FTE for the rolling year ended:

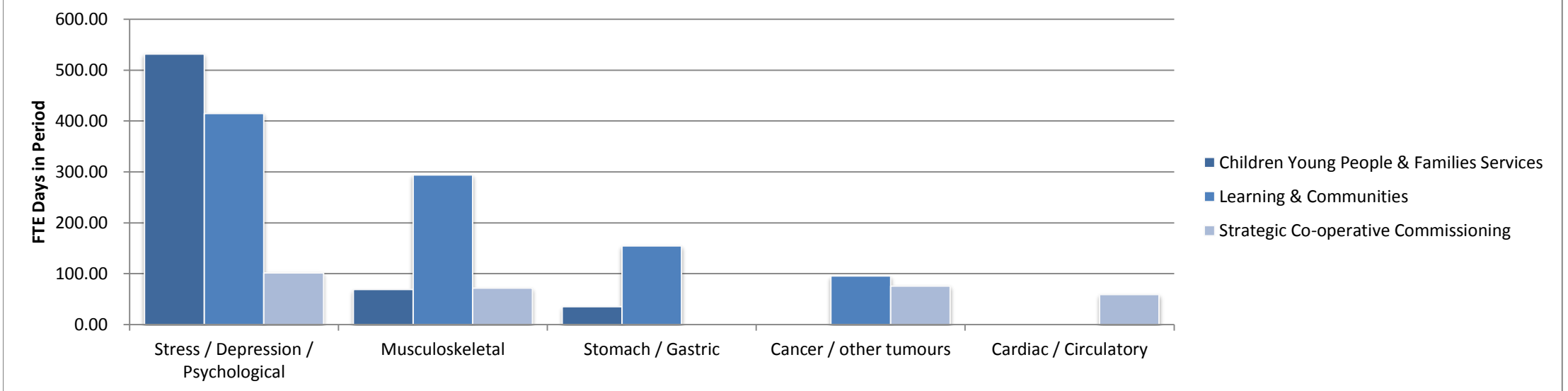
Department	Jan 16	Feb 16	Mar 16	Apr 16	May 16	Jun 16	Jul 16	Aug 16	Sep 16	Oct 16	Nov 16	Dec 16
Children Young People & Families Services	6.50	6.32	6.42	6.17	6.14	6.43	6.30	6.31	6.24	6.38	6.12	5.55
Housing Service	8.45	8.30	8.85	9.73	9.71	11.44	10.37	8.72	8.12	7.57	6.81	6.40
Learning & Communities	7.46	7.40	7.86	8.11	8.59	8.91	9.44	9.43	8.66	8.80	8.80	8.50
Strategic Co-Operative Commissioning	9.03	8.72	8.61	8.44	7.89	7.87	7.72	8.46	8.95	8.52	7.55	7.66
People	7.30	7.16	7.40	7.40	7.44	7.76	7.84	7.89	7.64	7.65	7.35	6.98



Rolling Year
Top 5 Known Reasons for Short Term Absences (Departments with less than five people off sick hidden)



Rolling Year
Top 5 Known Reasons for Long Term Absences (Departments with less than five people off sick hidden)



TIME FOR BIG DECISIONS

Budget Scrutiny Report – January 2017



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This report sets out the key findings of the budget engagement exercise carried out with Plymouth residents, community and voluntary and business sectors which will inform the Joint Budget Scrutiny session taking place on Thursday 22 September 2016.

1. BUDGET ENGAGEMENT WITH RESIDENTS

This engagement was designed to provide insight on public opinion in relation to the budget pressures faced by Plymouth City Council. Via an online survey, feedback was received on a number of bespoke questions between 22 August and the 12 September.

An Equality Impact Assessment was completed on this engagement exercise and is attached at the end of this report.

The final number of responses received from the public engagement exercise was **567**, which exceeded expectations for this type of qualitative exercise. **9,196** comments were analysed for the purpose of the report.

In addition, feedback was received from face to face sessions organised with the community and voluntary and business sectors.

2. METHODOLOGY

The new Administration is keen to communicate the financial situation that Plymouth City Council faces as a result of the reductions in Local Government funding and the rising demand for services.

It wants to engage residents in the difficult decisions that need to be taken to set a balanced budget for the next three years. The engagement exercise included sharing the issues and proposed actions, gathering views on the plans and encouraging further thinking to generate alternative ideas.

A narrative was developed around specific themes to set out the information as concisely as possible. Some bespoke questions were designed and posed to prompt respondents. There were 22 questions in total based around 10 themes;

1. Joining up with partners and working in new ways
2. Modernising the way we work
3. Growing Plymouth's economy
4. Making better use of our assets and taking a more commercial approach
5. Introducing a new plan for dealing with Plymouth's waste
6. Modernising social care for adults
7. Preventing harm to children
8. Looking at Council Tax levels
9. Reviewing fees and charges
10. What more can we do?

A final section asked citizens to comment on how they could improve their neighbourhood, however this has not been analysed and included in this report as the information was intended to feed into a future piece of engagement work.

3. PROMOTIONAL ACTIVITY

A number of promotional activities were undertaken and opportunities were sought to promote the engagement.

An invitation email including the link to the engagement online was sent to;

- 75,000 Council Newsletter respondents
- Plymouth Octopus Project for wider distribution to community groups
- Business community

- Diverse communities and representative organisations
- Partner organisations and Partnership Boards (for information)

Over 4,000 registered stakeholders were notified through the online engagement tool 'Objective' when the engagement was activated.

Hard copy feedback forms were made available at the main libraries and at First Stop and these were accompanied by promotional adverts on Council and First Stop TV screens.

A website page and banner, branded 'Time for big decisions' signposted people to the engagement and social media was used throughout the engagement period to encourage responses.

A promotional video was produced to convey a hard hitting message about the financial position of the Council.

A Staffroom/schoolroom article was produced to advertise and promote the engagement amongst school staff and to encourage them to take part.

Ward Councillors and staff were informed and encouraged to take part and to actively promote the engagement within their area and at any meetings held within the engagement timeframe.

4. WHO RESPONDED?

Demographic information was collected to find out a little bit about people responding to this type of engagement. These are the headline percentages for those who responded;

- The highest number of responses was received from the age groups 35 – 50 and 51 – 65 (34 per cent and 39 per cent respectively)
- 47.5 percent of respondents were female and 48.5 per cent were male
- Nearly 8 per cent of respondents indicated that they were disabled
- The majority of respondents indicated their ethnicity as white (89.9 per cent).

5. ANALYSIS

The responses received to each question were analysed and themed to generate a high level indication of people's views in the first instance. These have been summarised for each section and are supported by a number of comments from various respondents that were felt to be representative of the summary provided. Further analysis will be undertaken within services to provide more in-depth analysis and information to help drive forward improvements on reduced budgets.

SECTION I - JOINING UP WITH PARTNERS AND WORKING IN NEW WAYS

Q1 – Do you support our approach of providing services in partnership if this saves money and maintains high standards?

516 responses were given for this question.

There was a good level of support for this approach on the proviso that the quality of service was enhanced or at the very least maintained. Respondents were more in favour of developing public sector partnerships as opposed to partnering with private sector organisations. It was made clear that any organisation making a profit from the public sector was not fully supported.

Some respondents mentioned that if more partnership arrangements were pursued then the benefits of such arrangements and the savings that were being made should be more transparent to the public. This was also the case for monitoring the performance of the partnership. There was also some concern expressed in the responses about accountability and being clear about who is ultimately

accountable for what. For instance, respondents either wanted to have clear lines of accountability so they would know who to go to when there are issues to be resolved or they wanted the Council to have sole responsibility for the service being delivered in partnership so if service standards fall, the Council could be held accountable for this and not the partner organisation.

“Yes, but as long as you have appropriate control over quality and costs to the end users and prevent rampant profiteering and abuse of privileges afforded to service partners”.

“I do support this approach as long as it saves money and maintains high standards. Better use of space and joined up working is important. Communication with organisations and to those they provide support for is key. However, I do feel it is important for people to understand what service is actually provided by what organisation and individual identities (keeping the same name for example) are important I feel”.

“No, as it does NOT maintain high standards. A reduction in staff and services are not creating a better way and still more cuts to be made. There is never any joined up writing and always someone behind schemes who will benefit financially rather than the public.”

“Yes partnership working can enhance buy-in from other organisations and communities - it also provides competitive pricing, value for money and hopefully higher standards of service delivery as long as it is clear WHO is accountable for each part of the process”

“Absolutely. Never mind saving money, it will produce better services as well. However, you only seem to think of other agencies (schools, NHS etc), whereas many of the services in Plymouth are provided by the people of Plymouth. There are very capable, innovative people doing a lot of great things (Shekinah Mission, Eldertree etc etc). Why aren't you working with these people in the Voluntary and Community Sector, who have the expertise and links with the community to design and deliver better, cheaper services. They do it anyway, but the city would be stronger if we all worked together”.

Q 2 – Are there any other services you think we should consider for this? Are there any services you think the Council should only deliver itself?

374 responses were given for this question.

Some respondents suggested we should consider other services for partnership working, however this was less than half of those who responded to this question. For those who did offer suggestions, Street Services e.g. waste collection, street cleaning and grass cutting were popular suggestions. Back office functions such as Human Resources, Payroll and Finance were also suggested as were libraries.

Conversely, a number of people were keen for Street Services to remain the sole responsibility of the Council. A number of respondents consider the Council should deliver social care services (adult and children) itself, particularly around child protection and safeguarding children and adults.

“The Council should review what statutory services it is responsible for directly providing and look to outsource through contracts, those other services. It should similarly review what can be jointly commissioned with other agencies such as Police Commissioner, Health Commissioner etc”.

“You might consider sharing services with adjoining local authorities”.

“No, I think all services should be considered for outsourcing. By all means involve staff and managers of different services to consider bidding for the delivery of each service in the form of a CIC or social enterprise or co-operative.”

“I think we need to maintain sole responsibility for the provision of public services such as protecting vulnerable children and adults. Outsourcing of such support carries huge risks around responsibility and parity of support available.”

SECTION 2 - MODERNISING THE WAY WE WORK

Q 3 - What are your views about moving more services online? Should online services always be the first point of contact most residents should have with the Council?

540 responses were given for this question.

The majority of respondents were in agreement with moving more services online, however a significant number of these were concerned that people lack access to the internet or are not computer literate, particularly elderly and vulnerable groups and therefore other means of contact should be protected. Some respondents cited issues around online services not being able to deal with sensitive issues or emergency situations as another reason why other forms of contact should be kept.

Some respondents suggested that if more services were to move online, they would like to see online access made freely available. They would also like to see training and support offered at various hub locations such as libraries or drop in centres.

A few respondents made the point that online services need to be easy to use and also reliable, with responses provided within a reasonable timeframe.

“Services online are a very good idea, accessible 24hr/365days. BUT there are people who, for various reasons, may not be able to access this service; and we should remember that some of our residents like to speak in person.”

“All non-urgent enquiries should be online - customer contact should be the last option not the first. To ensure this I would closely analyse the types of enquiry that the shop receives and consider closing it or reducing the opening hours and making it appointment only rather than drop in.”

“Making digital the default position is in line with general population behaviours. However some people are not able to use online services and alternative options for access must be maintained to ensure equitable access for everyone - particularly the most vulnerable.”

“I support this notion however certain communities need hubs (where libraries aren't available) for residents to come and get support to access online services. Face to face contact is also very crucial in some communities where residents are less confident and motivated.”

Q 4 – Would you be happy to receive bills and notices from the Council (such as Council Tax bills) by email instead of through the post?

547 responses were given for this question. (This question received the highest level of response).

An overwhelming majority of respondents indicated that they would be happy to receive bills and notices by email. However, a number of respondents would want this to be an ‘opt in’ or ‘opt out’ system rather than email contact being made mandatory. Some suggested that if people still wanted their bills and notices by post there could be a charge for this.

Those who were not in favour of this proposal tended to be worried about lack of security or reliability of receiving the email with the attached bill. Some respondents simply wanted to have a paper copy for their records.

Again, concerns mirrored those set out in question three in terms of lack of access or computer literacy issues for some people.

“Yes, letters/ paper bills are antiquated and add to the cost of recycling. Electronic bills can be read, electronically filed or deleted as the customer desires.”

“Yes! Why is this not happening??? How much does the Council spend in printing and posting?? Plymouth needs to move with the times.”

“Absolutely, you might have to offer a temporary incentive, such as a reduced bill for paperless services. This has been successfully applied in the private sector (banks, utilities etc). The added bonus of adding an incentive such as this is that you could show that you were passing the savings on, directly to the customer.”

“I would be fine with this, but I know not everyone would. I live in an area with a large number of elderly people and the residents committee found only a few years ago that the majority of residents still do not have an email address or access to any online services.”

“Obviously not as I don't have or wish to have that facility. The old fashioned method works well for me and I suspect lots of other people. I've never had any problems paying my bills and I don't wish that to change.”

SECTION 3 - GROWING PLYMOUTH'S ECONOMY

Q 5 – Do you have any comments on our plans to grow Plymouth's economy by creating more jobs and building more homes?

485 responses were given for this question.

The comments received for this section seemed to generate more views about the housing situation in Plymouth than about creating jobs.

A number of respondents were concerned about building on greenfield sites or losing green space and wanted to see brownfield sites being developed first. There was a lot of support for bringing empty homes and commercial units back into use.

A significant number of respondents cited concerns over lack of infrastructure as the city grows, particularly the lack of transport infrastructure (roads, rail and air). Concern was also expressed over how the provision of key services such as healthcare and education would cope with the levels of growth suggested and what the City would do about this.

Affordable housing was an issue raised by some respondents. It was felt that any new housing needs to be genuinely affordable to local people on an average wage. Also, any new housing must be made available for local families and not second home owners or investors.

A number of people made reference to the amount of student accommodation being developed and felt there was too much or that Plymouth does not need any more.

The few comments received about jobs mainly centred on the need for good quality, permanent, well paid jobs, which consider the needs of the local people rather than creating jobs for people to come in from outside the city.

“Good idea but the infrastructure needs to grow too, resources and accessibility needs to keep pace. No good building loads of homes if no infrastructure to support it.”

“Building new homes is pointless if people can't afford them, most new developments are £170k + for a basic model. No first time buyer can afford this without money from family or extreme saving.”

“We need more affordable homes - genuinely affordable. House building and job creation is an investment in the future of our city - don't cut it! Expand it!”

“Building more homes is a great idea, if only they weren't all for students. AS A COUNCIL YOU ARE NEGLECTING YOUR DUTY TO THE CITIZEN OF PLYMOUTH WHO DESPERATELY NEEDS ACCOMMODATION instead we are giving over land and buildings to developers who will make more money from student accommodation than will be achieved as a saving or income for the council.”

SECTION 4 - MAKING BETTER USE OF OUR ASSETS AND TAKING A MORE COMMERCIAL APPROACH

Q 6 – Do you support the Council being more commercial in how it operates, such as through buying and selling assets?

508 responses were given for this question.

The majority of respondents indicated that they supported the council being more commercial in how it operates, however many of these respondents had reservations about selling Council assets, particularly buildings and land. Some respondents raised the point that these ‘assets’ belonged to Plymouth residents and should be protected for future generations. They did not want to sell assets for short term gain and decisions needed to be transparent to the public and beneficial to the needs of the city.

A significant number of respondents felt that the Council might not have the staff with the right skills and experience to run as a commercial entity and sought reassurance that the Council would have the ability to be successful in this venture if commercialisation was rigorously perused.

“I don't agree with the family silver being sold off but I do agree with commercialisation.”

“Commercialisation is a good way forward, however it's not the be all and end all. As a council you need to be more commercial savvy but please look after the most needy.”

“It's a difficult one as there is a danger of losing sight of the purpose of the council and it tipping into being more concerned about making money than the provision of services.”

“Yes, as long as they are not disrupting the market place for small businesses and social enterprises.”

“Only if the people buying and selling are highly qualified and experienced in this field.”

Q 7 – Have you any suggestions for how we might raise income to help pay for local services?

408 responses were given for this question.

A significant number of respondents recommended making better use of Council assets rather than generating new or separate income streams, for instance, renting out existing buildings and facilities for community use or private sector enterprise. Respondents mentioned ideas such as using school hall/play facilities for community sport initiatives or using Council building for community meetings or night school.

A significant number of respondents would support greater use of existing enforcement powers, vigorously pursuing outstanding debt, for example outstanding council tax payments.

There was also a suggestion to use people who have been convicted and required to do a community sentence, as part of a community pay-back scheme, to keep the city clean and welcoming over and above what the existing Council services provides.

Another specific and frequent response as a means to raise income was the suggestion that students (who are currently exempt) should be charged an element of council tax. Increasing the number of concerts and events using council owned land or buildings was also suggested.

“Invest in events which raise the international profile of the city, e.g. bring the Tour de France to Plymouth! The spin off for Yorkshire has been immense.”

“Somehow you need to cater better for the middle-class, middle-aged professional. Whether this is better shops in the city centre, or wider availability of mobile office space for the self-employed, or even a very high-spec conference centre - the city currently feels as though it doesn't really cater for this group (which is affluent!) I'm not sure whether public transport will feature in this survey - but it is woeful in Plymouth when compared with other cities. A decent, fast, cheap bus service would do much to generate income for the city and get people out of their cars. How about a 'Boris bikes' initiative to encourage people to cycle?”

“Enforcement and fines for littering, fly tipping and dog waste. In conjunction, increase community awareness and pride through education, such that costs for road cleaning etc. are reduced through reduced littering. Charge small fee for fireworks show (£2 per person). Small annual charge for parking permits or for more than one vehicle per household.”

“Ensure that efforts are made to get back non-payment of Council Tax, and increase Council Tax for those who can afford it. Fortnightly refuse collections and encourage more people to recycle which would then warrant the fortnightly collection. Reduce street lighting so it is only on between peak hours and not on continuously throughout the night.”

“Not pay for unnecessary things such as changing roads that are not needing to be changed and signs that are not needed e.g. 'Welcome to Devonport'. Ask those who are given community service to tidy areas to make them more attractive to tourists for example and increase profits in local areas and save on costs of the Council tidying an area.”

“Get students paying council tax. They use the services so should be paying for them.”

Q 8 – Do you have any suggestions for how we might use our buildings and other assets to raise income to support local services?

373 responses were given for this question.

The majority of respondents suggested renting out existing premises particularly at times outside of traditional working hours and especially to benefit community organisations.

Sharing buildings was a frequent response both with other private and public sector organisations and allowing buildings to be used as pop up shops to utilise redundant buildings and capture reduced rent/rates was also suggested.

“Share buildings and cost with partners, i.e. police and health.”

“Has any thought been given to usage outside normal opening hours? Are there organisations who operate predominantly at weekends or evenings who would be happy to pay reduced rent to use council premises?”

“Rather than sell buildings off as suggested in another question here, hire/lease the buildings out and divert that money to local services.”

“Could rent out assets to local clubs - e.g. school sports pitches to local clubs at weekends.”

SECTION 5 - INTRODUCING A NEW PLAN FOR DEALING WITH PLYMOUTH'S WASTE

Q 9 – Do you think we do enough as a city about recycling?

531 responses were given for this question.

Just over half of the respondents do not feel that the city does enough about recycling and that we need to do more to improve the service. A number of respondents thought that the Council did enough about recycling, however some of these still felt that more could be done.

“I think you offer the opportunity to recycle whether through bin collection or Chelson Meadow/Weston Mill. The problem is the education of the inhabitants of the properties to take responsibility for recycling. First identify the properties and inhabitants that are poor at recycling and then target them positively through education and, if that fails through penalty.”

“I am happy with the current way we recycle. We usually only put our 'dirty rubbish' out every other week when the recycling is collected. We recycle as much as possible – but I am sure there will always be families who will not sort and recycle. It is our duty to look after our environment BUT difficult to get everyone to do so.”

“Yes I think so, but I would like the Council to publish what happens to the waste, how much does it cost to collect, how much is it sold for, if that what happens. Put it into monetary terms to make people realise what they can save.”

Q10 – Would your household recycle more if Plymouth introduced alternate weekly collections as other councils have done?

539 responses were given for this question.

A large majority of respondents indicated that they would not recycle more if alternate weekly collections were introduced. The main reason given was because respondents felt that they already recycled as much as they could. A small proportion said that they would recycle more, but for the most part this was under the proviso that they were given more or larger bins or the recycling moved to weekly collection.

There was some concern about moving to alternate weekly collections for general waste with respondents citing health and environmental concerns, particularly around rotting food waste creating an unpleasant smell within local communities and the potential for vermin. There was also concern about the green recycling bins getting fuller quicker and overflowing into the streets thus creating the need for greater levels of street cleansing in some areas and also the potential for increased fly tipping.

“My household recycle 100% where possible nothing that is recyclable is entered into the brown bin.”

“As a combined household of 2 properties that presents 1/2 a brown bin per week and 2 or 3 green bins on a fortnightly basis with a full quota of green bags, I would prefer that recycling collection is changed to weekly and non-recycling to fortnightly.”

“I have concerns about sanitation and infestations if waste collections are reduced in frequency which I do not feel will be addressed by improved recycling. The general waste will still need to be collected regularly to avoid smells / rats etc.”

“I fill a recycle bin every week. Alternate weekly collections would require an additional or larger bin.”

Q11 – How would you like to see the Council modernise and improve recycling services in order to increase recycling and therefore reduce waste?

446 responses were given for this question.

More education and awareness around how and what can be recycled was a prominent theme – school age children and students were cited as cohorts of people who could be targeted specifically. Respondents felt an awareness campaign should include the benefits of recycling and very clear instructions to make it as easy as possible for people to recycle as much as they can.

Collection of food waste was a popular suggestion. This aligns with a number of comments received regarding the ability to be able to recycle a wider range of items.

There was some suggestion that there needs to be more enforcement around waste collection generally, but specifically there was some support for issuing fines and penalties to those who do not recycle correctly, but conversely to provide incentive or to reward communities for active recycling. One suggestion included a reduction in Council Tax for a neighbourhood or area achieving high recycling levels.

Some respondents highlighted some negative points about the usability and cost of the current recycling centres, citing delays, queues, the need for identification, the opening hours and the remoteness which could result in an increase in fly tipping.

A few respondents mentioned the inconsistency around the Council's recycling policy, i.e. wanting to increase recycling rates, but not providing recycling bins in the city centre or around the city.

Another comment that received a number of responses was about better engaging businesses and manufacturers to potentially reduce packaging at the source.

“I think there should be fines for people found to be not using the coloured bins appropriately, and I also feel charging for collection of heavier items has led to a lot more fly tipping which must cost more in the longer term for council to clean away than just collecting when people ring through to request.”

“I would like to see 'Food Waste' recycling brought in as has been successfully done in other areas (West Devon Borough Council for example). By encouraging people to recycle their food waste - which can then be used for industrial composting - this significantly reduces the amount of general waste. Provided food waste was collected regularly - then I think general waste and recycling collections could be reduced.”

“You need to educate people - starting with school children - that they should use litter bins instead of just throwing their waste down on the pavement. Bins should offer recycling as well as general waste. Advocate businesses to use less packaging, give them an incentive to stop wasting so much material in the first place. Educate people about how to recycle. Make it easier for students to comply - they're a big reason why waste is an issue in this city, too - landlords do a lot of fly tipping in your local parks, and students aren't always given appropriate bins or instructions about waste disposal. Make landlords more accountable for the waste they are contributing. Stop charging people to take items to the tips - if you start removing incentives to recycle, people will just fly tip.”

“Recycling could be extended to include recycling of more products using contracts that are cost neutral or for financial gain (i.e. use of advertising space for the contractee with no fee for the service paid directly by the council).”

“The way to try and deliver improvements into recycling is to show how much money recycling delivers back into the council coffers and how much it knocks off the households council tax bill. When people see the cash benefits, we all might do a bit more.”

SECTION 6 - MODERNISING SOCIAL CARE FOR ADULTS

Q12 – Do you support the Council doing more work with health to provide services for adults who need care and support? What else can we do?

469 responses were given for this question.

The majority of respondents indicated that they would support the Council doing more work with health to provide services. The main reason given was that it was seen as the way forward to ensure services are protected and the vulnerable are supported.

There were various comments received which made suggestions about what else the Council, with its health partners could do. Prioritising prevention and better health education were frequently mentioned, as was encouraging families to provide more help and support to their vulnerable relatives. Respondents also suggested that by providing better care services in the home it would prevent the need for people to enter into a residential setting or indeed prevent them needing acute care in a hospital setting.

There were a number of comments which touched on better communication and collaboration with stakeholders and providers to help drive efficiencies and achieve value for money.

There was some feeling that everyone should contribute something to their own care, and that recipients should be means tested and to charge people who have not paid into the system.

“Yes, would rather sacrifice bin collections than support for vulnerable groups.”

“Most of us pay more for our cars to be cared for than our elderly relatives (or childcare). We need to accept there is a growing need to care for and protect vulnerable people in our community - this should not be cut. However, there are ways of making the service more efficient and contracting out to profit-making private companies is short-sighted and not good.”

Q13 – Do you have any ideas about how we could encourage citizens to be more proactive in doing things to prevent them needing help now and in the future?

421 responses were given for this question.

As mentioned in question twelve, better health education came out on top in terms of helping to prevent people needing help now and in the future. Encouraging healthier and more active lifestyles through better education and community engagement was also a prominent theme. Ideas for encouraging healthier lifestyles included:

- gyms in workplaces
- keep fit classes for the elderly
- more and safer cycling initiatives
- more affordable sports facilities
- more fun ways to exercise
- more social and community groups
- outdoor gym equipment in public spaces.

Some respondents were of the view that people have to be more responsible for their own health or that people should be penalised if making poor lifestyle choices, particularly for those in receipt of benefits.

“It would be good to see the council getting behind a lot of health initiatives - it sounds silly but for overweight people who lose weight there could be a discount on their council tax or even discounted access to the life centre. Well-meaning leaflets are not enough here. I think the council could do a lot more to make cycling safer in the city as well as improve walking experience, some of which is covered by the strategic plan.”

“Education about what is available to the ordinary person would be helpful. Some people don't seek help because they think they will be regarded as being socially dependent. Having seen two parents live to 93 each and having a next door neighbour of 95 shows me that with a little practical help folk can continue to live happily at home - they just need to know how and what they are able to access.”

“Keep sports facilities open and cheap, increase the amount of cycle lanes, promote libraries and learning centres so people keep both mind and body active, a yearly membership at the life centre which was supposed to be for the benefit of Plymouth people is out of most peoples reach.”

“Ensure that the growth and development agenda takes account of the evidence around health promoting environments, make sport and leisure facilities more affordable. Have a licensing policy that supports good management of on and off licensed premises and restricts growth where appropriate. Ensure that good quality housing is available to all. Put more effort into healthy jobs.”

“Make it easier for people to express their needs, be in the community much more, people only share their issues if you ask.”

SECTION 7 - PREVENTING HARM TO CHILDREN

Q14 – What services for children and young people do you think are most important?

437 responses were given for this question.

A significant number of respondents thought that all services provided by the Council for children, young people and families were important, however safeguarding of vulnerable children was considered to be a top priority. Targeted or specialist services around child protection and mental health followed closely.

A common theme was that respondents thought that the universal services provided such as schools were an important part of the services offered. Key points included not only the protection of children but also the provision of adequate space and activities for children, young people and families.

There were also comments received about more services required to support parents to reduce need for access to more specialist services. There were a small number of responses indicating that school transport was perhaps an area that could be considered with potential to means test this.

“As a school employee, I am acutely aware of the services provided by the council, and in my view, social services require maximum investment at the moment, sadly. I think that school transport, in the form of taxis , provided for some, could be reassessed. This must be costly!”

“A good start in life, support for the wider family in developing good family health and resilience for those in need of support, access to early intervention for health and care support for mental and physical wellbeing.”

“Anything which empowers the families to take ownership of their problems, assisting them to work through these problems whilst still promoting the health and well-being of the children as being the most important issue.”

Q15 – Do you agree with our approach of early help and prevention and have you any ideas of other things we could do which could save money?

386 responses were given for this question.

The majority of respondents agreed with our approach to early intervention with many of those indicating that improving links between different services and communities, and using expertise within the school setting were an essential part of the offer.

Comments received included - not enough visibility of early help services and the need for bodies other than the Council to take a more prominent role in delivering early help.

Some respondents felt that more responsibility should be taken by parents and families. Comments also included a focus on ensuring parents and families receive support to enable them to take responsibility.

“Completely - work with partners on the ground, e.g. housing officers, PCSOs, community champions to feed in issues in neighbourhoods before they escalate and an agreed set of partners in each neighbourhood to tackle issues e.g. possible CAF type approach??” [Multi-agencies approach]

“I agree with your theory of early prevention but I have seen for myself that this is not as well executed as people are led to believe still far too much red tape.”

“Recognising that early help should start in schools, more social and emotional support. Recognise that children with emotional and behavioural difficulties at school will eventually become parents who will need help - stop them being failed by the school system.”

“Early help and prevention is an important first step. However sometimes this support goes on too long when it is clear another path needs to be taken. Early help needs to be seen as a short to mid-term option not a long term one.”

Q16 – We are actively seeking more people to become foster carers. How could we promote this in the future?

361 responses were given for this question.

The majority of responses identified increased marketing and advertisement of foster care as the best way to increase the number of carers. It was felt that there was a need for clear information on the benefits of foster caring and the financial and non-financial support that is provided.

Responses included the possibility of targeting certain groups to become foster carers, such as same sex couples, single people and mature members of the community whose children were now adults. There was a range of channels identified through which to advertise including electronic notices, via council tax bills, attending large events, and setting up specific events where people could meet and talk to those that have experience of fostering from both a ‘carer’ and ‘cared for’ perspective.

Some respondents thought that foster carer numbers could be improved by ensuring that the process is simplified and timely. There were also suggestions of increasing support to foster carers for example through the use of mentors.

Other suggestions included increasing incentives to help attract potential carers. Whilst most references were around financial incentive, there were also suggestions about free or subsidised access to activities and services.

“Offer incentives to the families - passes to leisure centre etc. A lot of people are desperate to be foster carers but face blocks by antiquated systems within the council and poor management.”

“Actively engage with schools and use Council Tax bills as a way to promote, also speed up the process that is what causes people to pull out.”

“I see adverts around, in my centre we have a TV screen which we show local events etc., encourage people by getting testimonies from successful foster carers onto a film and get centres like mine to show these, local cafes and the big screen could also show them.”

“By accessing 'non-typical' families? Same sex couples, single parent families etc.”

SECTION 8 - LOOKING AT COUNCIL TAX LEVELS

Q17 – Do you think we should consider increasing Council Tax by a minimum of another two per cent to protect some of our most valued services?

537 responses were given for this question.

Half of all the respondents who answered to this question said that they would be in favour of this council tax rise. The remaining respondents who commented either said they would not be in favour, they were unsure or they did not have a view either way.

The majority of those who indicated they would be in favour of a Council Tax increase, said they did so reluctantly. They appreciated that services needed to be maintained, but that people may not be in a position to afford the increase and indicated that their support was based on the expectation that services would not be cut.

They also sought clarification about which services are considered our ‘most valued services’ and what amount of funding we would receive from the increase.

Many who agreed with a rise in Council Tax thought that it should only be applied to higher banded homes.

For those respondents who were not in favour of a Council Tax rise, the main objection given was about people’s ability to pay, particularly those on low incomes. In addition, many did not consider they were getting value for money for the amount that they currently pay.

Some respondents raised an issue about Council Tax increasing quicker than their pay and also many were concerned about ensuring those who should pay Council Tax did pay.

“It is inevitable that prices rise, as long as the service received doesn’t decrease I think a 2% rise is acceptable.”

“Central government has already given you this opportunity. Why have you not done this already? You are leaders of this city - leadership means tough decisions.”

“Yes, I would rather see a marginal increase than see front line services cut, but I would want some public reassurance that the council has done everything in its power to improve efficiency and cut waste before this is implemented.”

“No. My pay has either been frozen or raised by 1%. I already have no disposable income after paying all my bills as in the area we are a low wage economy. I cannot afford any more demands on my income, I am already working to survive, not live.”

“NO I DO NOT.WHY SHOULD WE PAY MORE WHEN EVERYTHING IS BEING CUT.”

“No, because it seems to me those paying the taxes are disproportionately not reaping the benefits of it. I understand the concept of the strong supporting the weak, but it is taken to an absurd degree.”

SECTION 9 - REVIEWING FEES AND CHARGES

Q18 – Do you agree that we should increase fees and charges to ensure the Council can continue to deliver the service currently provided?

509 responses were given for this question.

The majority of respondents agree with the idea of increasing fees and charges. However, for many this was on the proviso that:

- any increase was fair on those with low incomes and those who are seen as most vulnerable
- the council applies any increase in moderation
- the council looks to apply market rates, i.e. any increase is applied in line with the council tax increase or interest rates etc.

Many were in favour of proportionate or means tested increases in fees or all pay a fair share. Some simply wanted the council to seek efficiencies before moving to proposals that would see fees and charges increase.

“Yes, this is part of being commercially viable.

“Yes, if you want an allotment or to bowl or moor a boat, why should the council subsidise this? Pay true costs.”

“Yes, in all areas, wherever possible, until budget situations improve. It’s not about what people want it’s about what people need.”

Q19 – What fees and charges do you think we should try and keep as low as possible and what types of service do you think we should consider raising the fees and charges for and why?

421 responses were given for this question.

This question divided opinion particularly around the issue of car parking. Half of respondents wanted the parking fees to stay the same and would not support an increase at all as they fear that any increase could lead to a deserted city centre and lower footfall for city centre shops and leisure activities. Respondents were in favour of free or cheap city centre car parks and affordable options to park outside of the city centre, in order to encourage trade in city centre. Some respondents felt that free evening parking should be offered and residents’ parking permits should also remain low.

Conversely, half of respondents who provided a comment wanted an increase in the charge for parking permits and car parks. They felt that more areas should have permit parking. Some did not agree with free parking for disabled people and a small number of respondents felt that parking fines should be increased.

A number of respondents were in favour of charging for parking around schools. In addition, some indicated that all free car parks should implement charging and Council staff and Councillors should no longer be able to park for free.

Some suggested that the Council should increase charges for waste services, such as for disposing of trade waste or bulky waste collection and that fines should be increased for fly-tipping, dog fouling and littering.

Other services that respondents felt could be considered for an increase in fees included boat moorings (qualifying them as luxury), but with no increase for working boats. Some respondents did not feel that fees and charges should be implemented or increased for the following services:-

- residential care and care homes
- cemeteries and crematoria
- bus fares
- libraries and museums.

Some respondents shared a number of fears about counter-productive increases, in terms of people being deterred from using services if they have to pay an expensive price or to pay for them at all, for example;

- higher car park fees lead to lower footfall for shops/leisure activities/less visitors
- more expensive fees for trade waste/waste services leading to more fly-tipping
- paying for or more expensive libraries or museums leading to reduced use

- high prices for attending events organised by the council.

Ideas to mitigate the need to increase fees and charges included:-;

- offer a range of low/medium/high cost packages across services
- implement gradual fee increases
- look at better value for money
- create vouchers for council services
- apply discount for online payment
- offer council services to private households (painting, maintenance, lawn)
- get sponsors for green spaces
- devise a strategy to attract more visitors and shoppers
- have more big events.

“Why are you obsessed with raising fees? That's just a one dimensional strategy without any imagination, creativity or innovation.”

“Charges should be kept low where there is a demonstrable impact upon other services for example low parking in commercial areas if this is seen to generate a viable economy, generating jobs and business rates. Fees can be raised where the council is providing services which are akin to other commercial services. For example pest control, trade waste etc.”

“Perhaps need to assess services as to those that are basic requirements for educational or cultural reasons and keep fees low, those that are seen as potentially luxury items have higher fees applied. E.g. non-commercial boat mooring should be at an appropriate market rate.”

“Keeping the cost of recreational pursuits down, this will encourage people to be more active.”

SECTION 10 - WHAT MORE CAN WE DO?

Q20 – What more can we do – views and ideas?

388 responses were given for this question.

Several respondents felt that the Council could still do more to reduce its own expenses e.g. cutting management pay, cutting number of managers, cutting number of councillors, councillor pay and expenses, staff cuts, increasing staff efficiency.

A number of respondents were happy to see libraries (services and buildings) reduce and some suggested incorporating libraries into hubs with other services. However, some thought it was important to preserve libraries in their current format.

A number of respondents also suggested services such as grass cutting, street cleaning and park maintenance could be reduced or outsourced. Several respondents felt that the Council could encourage or incentivise volunteers or community groups to pick litter or cut grass. However, there was also some concern that if these services are not protected the city will suffer as a tourist destination.

Several respondents felt that the Council should cut spending on events, particularly if they are making a loss.

Adult and Children’s social care were the services that respondents felt should be protected the most.

Finally there were a number of comments on road improvements and traffic calming measures, many of which were considered unnecessary or ineffective and a waste of money.

6. SOCIAL MEDIA SUMMARY

Our engagement via social media reached 14,037 hits. The overall sentiment of the comments received, was that the Council should prioritise spending on front line, 'every day services' such as the maintenance of roads, parks and green spaces. The comments also suggested spending less money on bringing in outside bodies or consultants to make structural changes to services and staff.

Comments generated via the media exposure aligned with those generated through social media. Most were suggesting cuts around staff, in house expenses and 'councillor privileges' and to spend more on every day, frontline services. A number of suggestions concerned the need for an increase in taxation to pay for the services which we all say we need.

7. COMMUNITY AND VOLUNTARY SECTOR ENGAGEMENT

Two workshops were organised and facilitated jointly by Plymouth Octopus Project and the council. These brought together members of the voluntary and community sector to discuss three topics selected by the sector based on feedback from previous participation:-

Community activity - How can small community groups support communities to achieve more and help reduce or prevent costs? See **Appendix 1** for workshop notes.

Waste and the environment - How can we provide better services for less? See **Appendix 2** for workshop notes.

Moving to preventative services - How can we improve preventative services for adults and children and also save money? See **Appendix 3** for workshop notes.

In addition there were plenary sessions, to encourage debate on wider topics and points made during these included:

- Appreciating and building on the value of volunteering e.g every paid person will work with eight volunteers
- Making sure that older people are not seen as a problem, but as part of the solution– they need to be engaged and what they have to offer maximised
- Looking at every single option and not dismissing anything out of hand
- Creating impact not outputs
- Invest to save, for example small levels of seed funding to encourage community groups to flourish
- Preserving what works and be fair
- Strong leadership from the Council
- Open and honest conversations and communications about cutting services and who will be affected
- Starting small with initiatives that have the potential to grow and have a significant positive impact.
- Importance of the Council using its expertise to support the voluntary and community sector to apply for grants
- Importance of continued support to local communities to do things for themselves
- Balancing digital interaction with the ongoing benefits of face to face community engagement and also between online transactional and personal interactions
- Role of the council in changing behaviours about recycling and refuse
- Raising awareness about food waste and doing more education about dealing with this issue
- Consensus about charging for specific things and ensuring the charges are balanced, proportional and affordable (e.g. new History Centre).
- Support for community volunteers helping to run libraries
- Support for community hubs to deliver services differently and more efficiently
- Less unnecessary traffic calming and controlling measures

- Review street lighting to evaluate ideas to save money.

The full plenary notes from both sessions are available - see **Appendix 4**.

Further individual responses are available - see **Appendix 5**.

The Plymouth Octopus Project also provided a summary of the response to this engagement – see **Appendix 6**.

8. BUSINESS SECTOR ENGAGEMENT

A 'breakfast' business event was organised with the help of Devon Chamber. It brought together members of the business community to discuss and answer four questions as part of the budget engagement exercise.

Q1 - Are there any opportunities for Council Services to be delivered differently?

- Don't reinvent the wheel
 - Assumption that the Council has sought best practice or initiatives from other local authorities to be more efficient or effective
- Does this not depend on the political party in power and their priorities?
- There is an assumption and perception 'out there' that the council has to do everything! This needs to be addressed and challenged – for example, why do you have to collect bins so frequently?
- Contract management - out source
 - Needs to be profitable
 - Some services lend themselves more to outsourcing than others.
- Managing parks and open spaces
 - Can be opened up to charities and Trusts e.g. Devon wildlife trust.

Q2. What, if any, would the impact of a reduced budget have on Plymouth's business community?

- General consensus that the impact would be minimal
- There were a number of concerns from business leaders who already deliver services on behalf of the council and their profitability. Business leaders were starting to get to a position where they were not making enough profit for the business to be viable and may end up handing it back to the council (or not retendering going forward).

Q3. How can the council become more commercial in how it operates?

- Audit resources
- Tendering process with the Council not easy to navigate – it's not easy to do business with the Council (**a lot of agreement with this point**)
- If an issue arises as part of a contract, businesses don't know how to escalate it beyond the department with whom they are working – issues get stuck at department level

- Entry point for ideas - there is the opportunity during the tendering process to put forward innovative ideas – is this ever looked at? Would like feedback / transparency about how / if any of these ideas are used
- Play to the strengths of the city – geography and history. Mayflower 2020 is a great opportunity for this – eyes of the world will be on Plymouth – need to show ourselves as a city where investors want to come and people want to live.
- Need to encourage more business into the city - not doing enough to publicise the city - should be doing more to put Plymouth on the map and build a “quality” hotel
- Not quite sure the process used by the Council to identify opportunities for outsourcing – it seems like options are identified and worked up without discussion with anyone from the business community. If the Council wants to look at options to become more commercial – come to the business community first as the option may already exist locally that you can take advantage of – there is a real danger that the Council can come up with commercial options that would inadvertently put local business out of work
- How can the business community help the council deliver services when we don’t know what all the services are?
- The Council needs to be more transparent and engaging with local business to generate new ideas and new ways to deliver in a commercial environment.

Q4. Are there any implications arising from the business rate retention engagement for the city in the long term?

- There is a lot of student housing in the city that is using city resources but they don’t pay business rates – recommend to lobby government to change legislation to require student landlords to pay business rates – this would be their contribution from the business community
- Putting more business into the city to create regeneration for investment for the Council and town
- There is a slight disconnect or gap in communication between the Council’s explanation on savings being made and the services being maintained
- What is the situation regarding charities and small/micro business which don’t pay business rates if operating as out of their home or are eligible for 80 -100% relief? Need to balance growth in these areas against returns in business rates.

APPENDIX I**NOTES FROM VOLUNTARY AND COMMUNITY SECTOR WORKSHOP****Budget Engagement Meeting POP/PCC 1st September 2016**

- We should link all small groups currently delivering various services in communities to ensure that all residents have a local place/point of contact.
- Each community should have a key person “community connector” to assist in this linking and delivery of service
- Map community services already provided.

Faith perspective – 2 audits of work carried out by churches in Plymouth already conducted.

Showed that the church provided volunteers/voluntary work to the vales of £7.6 million

Belief that communities need to develop a strong ‘better together’ mentality.

Mapping of churches serving Plymouth already complete – “Caring Plymouth”

Have a shared vision that communities need to have belief that they have capacity and resilience – question is how do we get communities to recognise this and act on it?

Foodbank/Oasis Cafe – there are already very strong pockets of local community but it is difficult to empower people.

Voluntary and community groups could and should be better recognised by statutory agencies and empowered.

Often trust in communities is stronger when working with voluntary sector –we could build on that.

Improvements are needed from PCC and voluntary agencies – voluntary groups recognise and respect the whole person and try to signpost/work with/assist in every way possible and don’t just deal with a single issue. It is felt that PCC is so fragmented that a person with multiple issues will be signposted and referred a number of times to have issues resolved. This does not ensure good feeling in residents.

All Nations Ministries – If you want to engage communities then you need to go out and do it, no expectation that they will come to you.

Once relationships are strong and trust is built then they will feel they can come to you.

Empower residents and communities –provide training and up-skilling – cooking/life skills/ English/Maths/food hygiene – and then hope that they share this knowledge amongst their community.

North Prospect Community Learning – we need to help people to help themselves.

This needs recognition from PCC that this cannot be done on little or no money.

There is a duplication of some services – youth work for example.

If community groups are empowered and trained to a good standard (finance required) then they can provide recognised services to a high standard, but PCC would have to provide the training and monitoring for it to be effective.

All Nations Ministries – Feel that we need to recognise our young people. Support them to achieve.

Provide positive young youth ambassadors to inspire.

Provide the services needed by these young people to achieve.

Darin Halifax –PCC – Stated that we need to measure impact not output and that he was grateful for the event. He agreed that PCC should facilitate the mapping of services.

Summary –

- We should tell PCC what is already being done in the community to reduce duplication of services.
- More training and support to smaller organisations will in the long run reduce costs as volunteers will be in a position to effectively signpost or manage at first point of contact if enabled to have an effective skill set.
- The sector will map its services and share with PCC.
- Advice services are already being provided by volunteers –it is not necessarily recognised. These outposts (Oasis Cafe for example) could relieve pressure on PCC advice services if properly recognised.

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A great deal is already happening in the community. It needs to be mapped, linked in some way, and resourced. It will then be a city wide, neighbourhood based, friendly and trusted network that supports people in their own community.

For example (case studies from people round the table)

The Wolseley Trust is a Community Economic Development Trust, with two business parks which generate income in a depressed area. They let 60 business units and earned surplus then goes into support for community activity. There are 600 local members, and the board is made up of local residents. They run a social prescribing service with Public Health and GPS, and are a one stop shop for crisis. They support a partnership of small community organisations in PL2 through a community grants programme, and they in turn deliver a year round activity programme. These small groups are very good at working with the community at close quarters, and they do things like camping, sailing, gardening as well as learning activities.

Intercom have recently moved into Plymouth and run city wide services for the LGBT community. They have a national helpline 0800 number, but are also physically in Devonport. They work with GPS, parents, young people and offer face to face support. They engage the whole community and work on positive attitudes. They work particularly with young people, supporting CAMHS and giving training sessions in schools.

Transforming Plymouth Together is working with churches to provide services to people in Plymouth. For example they have run 'holiday hunger' from church halls throughout the city in the summer holidays, for children who would have free school meals in term time. There are huge opportunities in the churches – venues, facilities and assets (ie people!). The whole project is about harnessing the people assets. So congregations are being trained to be more dementia friendly, and work to reduce social isolation. There are 125 churches, which is a great opportunity to get resources out and work together.

Carol Rose outlined a specific church based (Churches Together in Plymouth) befriending scheme. This is just starting, and volunteers are being trained. This is a partnership involving the police, Livewell SW, Eldertree and Age UK. This is seen as part of what churches do, and there is a large group of volunteers with minimum funding.

Blake Lodge is an active hub for people with hearing loss. It has physical assets (buildings) and people asset (their Association). They provide deaf awareness training and an accessible space for hearing impaired people – a drop in centre for the deaf community and others. They can assist with things like phoning for hospital appointments, translating letters, and support health and general wellbeing. They work with other organisations to support mental health for people who suffer discrimination or are mistreated. This is all voluntary, and there is no other funding. It is quite difficult but it improves people's lives and means they don't progress to high level generic services. The point was also made

that many services in Plymouth are inaccessible to people with hearing loss because of the lack of signers/interpreters. This applies to some services that are specifically for deaf people.

Discussion agreed that:

Volunteering is central to this work going on all over the city, and there needs to be a more strategic approach.

Churches and CEDTs have an infrastructure and resources, but smaller groups are not so self-sustaining. The struggle to sustain themselves takes a lot of effort. If they could be released from that they could be liberated to do a lot more work.

There could be a more formalised network of PCC/VCS organisations – contracted to deliver from a list of impacts, and funded for their basic core needs – admin/volunteer co-ordination etc.

There needs to be more community engagement – VCS needs to know who to deliver services to, and where. This should be on a locality/neighbourhood basis.

This could link with ‘hub’ discussions happening in Integrated Commissioning.

Other areas (Swindon/Torbay) have funding for community connectors – this level of on-going work in communities will make it comprehensive, flexible and sustainable.

There need to be considered interventions to allow real participation from communities.

Plymouth City Council can retain money for statutory duties – rest goes to VCS. Small areas can apply. Is the City Council up for radical action?

Volunteering doesn't mean a free service – volunteer organisations have to be supported. Seed fund money has to be available.

If real money is invested in a formalised community structure, then there will be accountability as well as fantastic opportunities. Churches/CEDTs/small community organisations/cross city specialist or special interest interventions..... Community Connectors will help individuals to pull together, and also involve democratically elected members of the council interact more fully with their constituents.

There might be some really tough decisions, if you fund one thing you have to stop funding another. This needs to be understood by people in the city, and their expectations of ‘them’ doing it all have to change.

Asset based approaches are an answer. Don't look at what we don't have – appreciate and use what we do have. People are all assets! We are rich in assets in this city. Any money put in can be match funded with volunteers, and its impact measured.

The VCS is a major resource – we must move on from old VCS concepts and make challenges to the city of Plymouth.

Recommendations:

- With PCC budgets already tightly stretched and likely to get tighter, the Council should look to see what resources could be released from within communities through voluntary work.
- In order for voluntary work to flourish and to co-operate with the Council it needs to have a basic level of infrastructure in terms of buildings and staffing to provide a focus for voluntary action.
- Small locally based organisations tend to achieve very good engagement with their local communities if they are run by staff and volunteers drawn from that community who know the people and are trusted by them but these sorts of organisations appear to be in decline and finding it increasingly difficult to survive.

- Relatively small overhead costs end up representing a very high proportion of their overall budget and can absorb a disproportionate amount of the effort available within small organisations.
- The suggestion is that PCC adopts a strategic approach to community provision, perhaps through establishing a network of 'contracted' community centres which could be either dedicated buildings or lodged within other facilities. PCC would fund basic overhead costs and some basic staffing eg. a part time co-ordinator.
- 'Contracted' community organisations would continue to be able to access funding streams not open to PCC thus increasing the overall level of funding and services available.
- Potentially PCC might require community organisations to 'earn' their funding by undertaking some tasks on behalf of the Council or other authorities such as building a volunteer force, promoting health messages, collecting data and facilitating engagement opportunities between PCC and local residents.
- Within Plymouth this could perhaps be approached on a locality basis with encouragement for larger organisations to partner with smaller ones to capitalise on the stronger governance and accountability of larger organisations and the potential for smaller organisations to achieve good local community engagement.

APPENDIX 2

NOTES FROM VOLUNTARY AND COMMUNITY SECTOR WORKSHOP: WASTE AND ENVIRONMENT - 01/09/2016 & 06/09/2016

Key Themes and ideas:

1. Integration – Collaboration and Cooperative Working across all levels

- Introduction of some form of Environment Board to ensure wider information sharing and communications across Plymouth City Council, Council Officers and Community Groups/Businesses
- Utilising Specialists from across Plymouth to support PCC on a 'Board' or in creation of policy/decisions – People want to give their time in-kind/voluntarily to support but need a platform to offer horizontal communications.
- Environment Board could enable better dissemination of information to community groups, individuals, freelancers and businesses.
- More joined-up thinking at Council Department levels – still siloes of responsibility and many community groups work across different areas, which means they don't know which department they need to link to? (Example: Natural Infrastructure Team and Street Services and Waste)
- Promote community groups being 'heard' and action taken on recommendations – so much knowledge out there – it needs to be taken in and changes made (Example: strimming around trees in parks – damaging tree bark, impacting on trees and creating long-term expense due to damage. Simple changes can be made)
- Transparency – what is the current infrastructure, what are the contracts and agreements in place? You can only build stronger relationships with the community if clarity and transparency are there – change a culture of distrust!
- Clearer evidence of budget use – more transparency again and enables residents to understand income/expenditure – overcoming mistrust/barriers. (do annual infographics for residents – ie. The Guardian UK Gov. Budget infographic)
- Climate Change and Sustainable Development needs to be central to PCC and Community decisions – stop cognitive dissonance on key topics! Consistent messages across all silos at PCC level and encourages more joined-up projects at grass-roots levels. Stops doubling up on the same things and reduces competition when groups can

collaborate more successfully in accessing funding etc. – linked to Mapping organisations, groups and projects across the City.

- i. Reframe the culture – Prosperity! Move away from the negative ambience of ‘Austerity’ and highlight all the amazing prosperity the city has to offer.
- j. Create a ‘common purpose’ – things have to change and they could bring more people together across ethnicities, socio-cultural and economic backgrounds to work collectively on a common purpose.
- k. Encouraging ‘democratic participation’ – What’s the big picture, voting, elections and the knock on impact of centralised decision making on local governance. How do people get voices heard in a constructive, pro-active and positive way? Promotes greater sense of civic responsibility.
- l. Local Councillors make annual ‘Pledges’ towards overcoming one issue in their area each year– community based common purpose?
- m. Concerns over Social Justice – needs to be maintained with economic cuts – a sustainable economic model prioritises social justice still and won’t allow increased poverty and inequality to occur.

2. Education – Communicating a Future Vision for the next generation

- a. Prevention across all areas for waste and environment
 - i. Recycling vs. residual waste
 - ii. Food Waste prevention
 - iii. Energy conservation
 - iv. Water conservation
- b. Primary Schools – target next generation and engage parents through schools to promote wider engagement in environment and sustainability agenda for cost effectiveness and high quality services.
- c. Use specialists in the city to offer assemblies and workshops – they’ll be happy to give their time!
- d. Create themed weeks for schools to have a focus on topics like waste or Energy (Waste Week, Recycling Week, Switch-Off Fortnight, Earth Day), offer packages to schools to buy into? – coordination role at PCC level vital!
- e. Public Engagement – linking education in with better communications between PCC and the communities of Plymouth
- f. Closed Loop Systems for long-term sustainable and resilient change for across the whole city –learning based community and school programmes
E.g. Waste and Growing – Food Waste, Allotments, Guerrilla Gardening, Common Land shared for orchards, herbs, foraging planting and growing veg – affordable food sources and reduced household waste.
- g. Establish a voluntary infrastructure for natural spaces and community participation – do it through peer support and educational empowerment.

3. Mapping – What’s already happening and where?

- a. Identifying all organisations, individuals and groups currently working across Plymouth in areas of waste, environment and sustainability so PCC can interconnect their work more closely with grass-roots activities.
- b. Clearer understanding of the roles and responsibilities of PCC Departments, so the community can more easily connect with and contact key Council Officers or find out about existing Council led programmes/projects.

- c. Celebrate and promote projects, groups and people doing amazing work already across the city – recognition and acknowledgement are vital to support passionate people who are happy to give their time!
- d. Mapping again mentioned as vital to ensure everyone is working from the same page and collaborating better on accessing community based projects and sharing resources better to achieve more.

4. Coordination/Facilitation – enhancing what’s already there!

- a. Many groups are working voluntarily, enthusiastically and passionately to support change in a positive way for the city in waste and environmental issues – a link officer/coordinator or organisation linked to PCC to join that up would enable more momentum, clearer communications and stronger links between PCC and groups.
- b. Targeted resourcing – identifying projects where a range of groups could benefit from small-scale funding to achieve outcomes. This can only be done if a clearer overview of what’s happening is created – Mapping vital! A lot can be done with very little!

5. Food Waste – The next evolution for Plymouth’s waste

- a. Greening the City – increasing Plymouth’s green credentials
- b. City wide education – preventing food waste
- c. Improved residual waste (clean and dry)
- d. Improves energy from waste plant output
- e. Community composting – support local schemes to start, or social enterprises to work across communities
- f. Reduces the impact of pests and vermin around waste on collections days – littering and street clean up!
- g. We have an anaerobic digester ready to use for food waste collections – the infrastructure is available - More closed loop systems can be established.

6. Waste and Recycling

- a. Education – vital to sustain understanding about how to recycle, what to recycle – why it’s important and put the process into context – resources need to end up in a closed loop system – not just about the Energy from Waste Plant! Why do we need to recycle?
- b. Holistic approach with wider communications and public engagement on how the city system works, on improving purchasing choices at source (pick plastic bottles that can actually be recycled by the MURF – informing people is empowering them in their choices!)

7. Cycling and Transport

- a. Improve cycle lanes and renew city wide campaigns to promote cycling for health, environment and enjoyment (Plymotion) – impacts older demographics of population in time, less reliance on public services later in life.
- b. Reduce inner-city congestion – health and wellbeing – walking more, cycling more, reduces air pollution.
- c. Pedestrianise more of city centre and public bus service promotion
- d. Reduce amount of road signs around the city – increased amount of sat-nav usage now and it has been proven elsewhere to improve traffic flow and driver concentration
- e. Could even go as far as reducing the number of traffic lights!

8. City Wide Ideas

- a. Edible parks and city spaces – don't use money on annuals for decorative purposes – be practical and plant usable, edible and long-term. E.g. Wild Meadows across the city – already making Plymouth amazing for pollinators, saving Bees! More of this and get communities participating actively. Harvest our own seeds in Plymouth to keep extending the wild meadows – set up a seed bank for all allotments and growing projects to share and use.
- b. City Guardians/Caretakers – create small-scale local hubs with voluntary support from residents in the community and offer in-kind benefits for their time – no council tax for people taking on the responsibilities. Have physical community spaces that are free, PCC provide resources (tools, equipment) and maintain this – action and outcomes achieved through residents' efforts. Requires a link officer at PCC level to support and maintain – as well as keep the infrastructure functioning for use.
- c. Help set up informal cooperatives in local areas – take on care roles for parks/natural spaces – build on existing Friends Of groups
- d. Shareholding cooperatives to rent PCC buildings
- e. Maintain culture and arts across the city – expression, shared values, common purpose, civic pride and community engagement can be hugely empowering through creative arts.
- f. Promote 'buy local' to encourage more sustainability in local economy distribution.
- g. City Change Fund – really great for small-scale projects around the city supported by local residents and other external funders. Keep this going – especially for environment and sustainability projects.

APPENDIX 3

NOTES FROM VOLUNTARY AND COMMUNITY SECTOR WORKSHOP: PREVENTION

1st Sept 2016

Workshop 1: Took theme of Adult Social Care and Children as largest amount of money:

1. Develop a culture of prevention across services
2. Define prevention eg. 1st or 2nd preventative care according to the Care Act. This gives different levels of response
3. Describe a journey of behaviours that can lead to prevention and put in preventative measures if there is danger of someone becoming, isolated, depressed etc.....
4. Making SMART connections between services and providers eg. Isolation: police have calls from certain numbers all the time because people are isolated and vulnerable – link them with volunteers.
5. Engage and empower groups eg. Isolated elderly, autistic, offering training, free DBS etc...recognising that many want to help themselves but just need the support to do so.
6. Do a budget with rather than to – which would harness expertise in the VCSE and those in receipt of services.
7. Improve communication about what is happening and where to go for support and advice within the council and in the community.
8. Have a long term plan (care plans) for people from early years through to adult, rather than stop start which leads to confusion and people being left out that have needs. Make sure these

are reviewed annually as that is a good opportunity to touch base with people and recognise if there are needs.

9. Also in relation to care plans sometimes people just need a little help to begin with and don't need everything committed at the same time, which could help save money over the long term.
10. Create a city wide strategy for volunteering across large issues that could save money for little expense – Plymouth Guild – what is their involvement?

Concrete ideas to reduce isolation:

Befriending of: elderly, link in with adult social care, other services to refer people into.....

See link with community discussion below for more specific ideas about this.

Key discussion points from Prevention Group (2) Sept 1st, with regard to things to consider when budget setting.

- Think beyond the 'setting' of the budget to its eventual 'allocation' via contracting and procurement processes and build into larger contracts the monitored requirement to not only add social value, but to achieve efficiencies via joint working, encouraging the use of shared assets (e.g. the co-location of workers from different sectors within each other's buildings to act as virtual hubs around specific pathways).
- Similarly build within contracts the requirement to offer capacity building / governance leadership to smaller organisations to support the readiness and ability of our sector overall to not only be a 'willing' provider of public services, but also an 'able' provider – one that is compliant in key areas (this is often the largest barrier for certain organisations to be commissioned) and one that does not compete with itself. This does not mean all providers have a role to play in achieving or releasing required efficiencies, there is a difference between being 'well meaning' and being 'well placed' to support transformation, but do we have criteria to tell the difference?
- The budget is allocated to services via integrated commissioning arrangements, but what are the arrangements for integrated delivery that will support greater collaboration, and move providers away from the stat / non-stat divide that persists (the 'us against them' culture that still prevails as opposed to the 'us with them' culture – a culture in the interests of supporting the most vulnerable clients)?
- There is a need for prevention that supports the 'earliest intervention' as opposed to the current 'early intervention' model that in itself as a result of cuts is increasingly becoming 'crisis intervention'. There are lost opportunities for earlier intervention as a result of poor communication between providers when indicators of potential need have been identified but not shared.
- When it comes to communication between commissioners to providers, it appears to be easier if you are a commissioned service, and more complex if not in receipt of local public sector funding. There are projects that operate in the city receiving national awards / recognition who could be sharing models of best practice across sectors, but do not know who to contact to achieve this. If a non-commissioned or small provider has an innovative idea that could achieve efficiencies is there a directory of commissioners available (with clear portfolios of responsibility) who they could talk to?
- Should all services that are accessed as part of delivery from our sector be free, could we be charging for components / aspects if there is evidence that this leads to better outcomes and does not discriminate? This would require robust impact and equality assessment, but there should already be impact and equality measures in place that run alongside any decisions that are made

with regard to future budget allocation. We hear a lot about the transformation agenda, less is mentioned of impact assessment.

- The predicted £37million gap relates in part to increases in inflation and pensions going forward linked to existing providers, and as these services are potentially open to our sector in future, we can deliver things more cost effectively, but our sector also requires annual uplifts and cannot keep being tied into contracts with no increase (certain providers in our sector have seen no inflationary increase in contracts for over 6 years, in essence are already subsidising provision, and finding creative ways to achieve this).

Budget Meeting (2) – Tuesday 6th September

Groups present: Active Plus, Blake Lodge, PPCV, One Step Beyond/SPA, Plymouth Scrapstore, Wolseley Trust

Topic Table: Early Intervention & Prevention

- a) We agreed that early intervention/prevention is about investing in relationships and supporting people early in their journey, to receive the support in whatever way they need. It is about identifying and solving problems early on.
- b) Early Intervention in relation to CYP is about youth work, play, park rangers, Early Years Services, community engagement, quality IAG work and other activities not provided in schools
- c) Part of early intervention is about reducing stigma

2. Challenge: How do we evaluate the impact of this ‘early intervention’ and prove that these interventions/activities reduce costs at a later stage, and where need becomes greater and/or more complex? The need for a robust, independent evidence base

- a) A strategy of supporting prevention work has to involve placing workers in community settings (and where moving around is usual practice), easily accessible by local residents and placed in centres/projects/services where there is trust
 - b) Staff/volunteers/befrienders/known, caring people based in and close to the community need to be encouraged and resourced to walk with the client/service user to the next doorway/service/facility. Signposting is not always enough. Consider befriending models, faith based locations, etc etc
4. There are some core expectations that could be met in the heart of commissioned bids, eg
- Quality Assurance
 - Legal and compliance requirements
 - Safeguarding
 - Communication needs – interpretation (BSL) and translation services

Including communication within the service specification which creates an inclusive service early on, rather than an add-on or need to ‘target specific communities’ at a later stage. Inclusivity demands that we invest in all sorts of communication methods, including a range of social media platforms (especially useful for parents with disabled children at home and those experiencing mental health issues)

5. During the discussions we heard about the additional barriers and challenges that some individuals and groups experience: stigma faced by SEND children and young people and their parents; deaf community; the links between people with communication barriers and increases in mental health problems emerging

6. Where services are provided for young people the child must be placed at the centre of all planning

7. This group heard of some useful past and current examples:

- Parent School Advisers
- Parent Projects – Surestart: local workers knew their communities inside out
- Social Prescribing (with public health) – Wolseley Trust: is this a useful model that could be rolled out elsewhere?

8. Actions:

- We need to explore new and alternative forms of income generation – eg Social Investment Bonds.
- This group tasked POP to meet with PCC Officers and Business Community members to explore the potential of social investment and which services? We learnt that PCC Social Care staff and CCG are looking at this.
- We need to see and make easy links to examples of where social investment has been secured and been successful. What is the learning? Why, how and where does it work?
- The discussions on this table were not dissimilar to those about community projects and we recommend that links are made with the Strategic Work on H&WB hubs
- The VCSE wants to see community groups being considered in all decision-making and service planning of PCC, the CCG etc etc.

9. Questions

- What is the impact on individuals in respect of recent cuts in sensory services? Where will these individuals go to?
- How can PCC make the One Stop shops more accessible and a place where people feel that their needs will be met?

APPENDIX 4

VCS BUDGET ENGAGEMENT

PLENARY DISCUSSION – 01/09/16

Peter Aley (PA) opened this session and asked the group if they had any views on the things captured in the engagement documents that had not been subject to the workshops today e.g. a discussion had begun earlier about the pro's and con's around charging for services. He asked if anyone had any thoughts or comments about things like the commercialisation of services or raising council tax. He reminded everyone that they can complete the whole survey either in hard copy or on line.

He explained that the survey had been promoted by way of PCC web; social media and also direct to specific groups. Jackie Clift (JC) also noted that information about where to find and fill in the survey had been circulated within the email invite to this event. The closing date for the survey has been omitted from the hard copy version. It was confirmed that it is 12/09/16 at 10:00 for the online survey and on the same date for the hard copy's to be received at Ballard House.

One member of the group explained there was a technical issue with completing the survey. Apparently if you want to go back on anything it doesn't save what you have already done and you then have to do it all again. PA said he would look into this glitch and try and get it resolved.

A discussion about charging was reopened with an example of how charging for plastic bags had led to a consequent change in behaviour and a point was made that should the council start to impose charges then this should be a longer term ambition alongside income generation. PA asked what type

of services provided by the council would benefit from this principle being applied should more charging come into place. No specifics were mentioned but one member said that they would personally be willing to pay more in Council Tax (CT) so long as they are in receipt of the services and they were of a quality that matched the fee involved. There also needs to be consideration about the person paying any increase being able to afford it.

PA reminded the group that no-one gets 100% support with CT anymore and there is a separate engagement about our support scheme and potential changes currently available. Details are available on PCC's web site:

<http://www.plymouth.gov.uk/homepage/benefits/counciltaxbenefit/ctsupportengagement.htm>

The role of the council in changing behaviours about recycling and reuse was highlighted. There is significant food waste in the city and the council could raise awareness and do more education about the benefits of reheating food or making left overs into different meals. While there is work to be done with shops about their waste more could be done about household waste and how this can lead to better diets and money saving in relation to personal budgets. It was said that there is plenty of evidence on how different approaches to household waste can both assist people directly and save money for the council e.g. less waste collection. This matter was also raised at the 'environment' scrutiny yesterday and by some participating today is seen as an important investment to save approach that the council should be implementing.

Some of the pitfalls in relation to charging policies were discussed again and examples given where:

- York - got it wrong and set a high level of charge for their museums/galleries that were off putting and footfall consequently fell and so did income
- Brighton - got it right and charged lower levels and managed to get the balance right and so the exhibitions etc paid for themselves.

It was noted that it will be essential for the new History Centre to get this right as it comes on line. Overall there appeared to be a consensus that on specific things charges would work if they were balanced; proportional and affordable.

A question was asked about how S.106 (aka Community Infrastructure Levy) monies are being used especially in relation to what seems like numerous student accommodation developments. PA advised that there was a process for this and that more information can be shared at a later date. It was suggested that more transparency is needed about how this money is used and that potentially more could be done to maximise its contribution to the services the council has to deliver. It was also suggested that the CVSE could offer helpful input on how this money is allocated/best used if they are part of the process. PA undertook to get information about the process and how community's views are considered as part of any allocations.

The number of CCTV's and traffic lights in the city was highlighted with a suggestion that such numbers might not be needed and if reduced could save money. It was highlighted that Westminster proposed stopping using CCTV and there was a resultant petition to keep them turned on.

Concern was raised that in the City we seem to be getting more and more traffic calming measures such as 'sleeping policemen' and in many cases this doesn't seem needed and therefore a waste of money both in relation to staff and materials (Seagrave Road was given as an example). The 'speed bumps' in particular were a concern for car users in general and those with disabilities. It was also highlighted that the Ambulance Service have fed back that they can disrupt emergency treatment for patients as they are being 'blue lighted' to hospital.

Totnes has made a change to their street lighting arrangements to save money. There is now a rota system for when the turn on and off across the town and this is saving both money and energy. It was suggested that PCC consider something similar.

The session ended with JC reminding all those present how to complete the full survey. Both she and PA thanked everyone for their time and trouble plus their important contributions to the 'big decisions' ahead.

PLENARY DISCUSSION – 06/09/16

Peter Aley (PA) opened this session and asked the group if they had any views on the things captured in the survey that had not been subject to the workshops today that would assist in balancing the books. He reminded everyone that they can complete the whole survey either in hard copy or on line.

It was noted that in reality austerity can be very expensive and it touches all sectors with quite profound effects. It can also undermine instincts to preserve what works and to be fair. There needs to a 'cross party' perspective on what needs to happen with strong leadership so sight of these is not lost.

PA advised the group that the last engagement session had considered items such as CCTV; traffic lights; street lights; speed cameras and service charges. He wondered if this group wanted to make any comment on those or other issues as covered in the full survey.

Caution was expressed about the engagement process begin dominated by digital options and a reminder of the importance of face to face relationship based feedback especially via community development and capacity building. This was backed up by an example of where an NHS computer system collapsed leaving nurses not able to do their jobs because they were reliant on the information that was not available. It was suggested that although computers were important we should not become reliant on them.

There was a reminder that 'transactional' payments of things like Council Tax; parking fines etc are much cheaper and simpler on line especially for those who are IT literate, so further digitalisation will have to be an option under consideration moving forward. This was reiterated with a reminder that the internet also has many other uses like it can easily provide information on things like recycling that breaks down myths and increases an individual household's ability to recycle and so ultimately levels across the city.

The real challenge is how the council delivers services on less budget and how 'necessity has now become the mother of invention' and this will have to include on line options. Perhaps the ultimate challenge is while we can say that transformation is a great thing and will bring improved results in some places, there will be a time when there really is just not enough money and no matter what we try to transform it just can't be done. While ambitions about prosperity might be laudable, deprivation and poverty are real and we must not stop talking about them and be honest about the fact that within what is happening some-one is going to get hurt.

PA asked if anyone wanted to comment about ideas such as asking the community to do smaller jobs for themselves. He gave an example of hedge trimming as perhaps an area where the council offers support to communities to do this for themselves rather than do it for them. The support, for example might be about H&S training to do this type of task rather than the council not doing it at all or leaving the cutting for longer periods than at present. This would be a means of empowering communities without leaving them to completely fend for themselves.

It was recognised that everyone has to be realistic about what can and can't happen. Yes, there are assets and the council does still have a large budget but not big enough for everything that used to happen. Given this, a question was asked about whether or not we doing enough as a city to draw down different/new money such as the 'Life Chances Fund'. It was confirmed that the council is supporting a proposal going in against this fund.

The group was reminded that quite often the council were not in fact able to bid against these types of grants and are very supportive to organisations who can lending their expertise and advise where possible e.g. early years' services; economic development support to bids about services for those furthest away from the job market and backing to crowd funding. PA also described the investment the council has made into 'POP ideas' and the returns this is providing to specific community organisations and as new money income to the city as a whole.

The council could consider, like other authorities, if libraries could be run by community groups/volunteers. With this there would need to be a balance as some communities may have the requisite skills and abilities while others might not. The public will need to be reassured that if ideas like this were implemented that the balance between communities doing it for themselves and the support they get is actually in place.

In order to maximise the funding bids made within the city and chances of securing them, the CVSE could do with a data base of all the organisations so they can work together on collaborative bids. A mapping exercise of what these organisations do should also be undertaken so they can be more mutually supportive. Leaflets about the emerging CVSE infrastructure organisation were available for today's attendees.

APPENDIX 5

INDIVIDUAL COMMENTS SENT IN BY PEOPLE WHO COULD NOT ATTEND EITHER WORKSHOP:

1. I won't be able to make it on Thursday, but if I did I'd have liked to have raised and discussed the following points.

Identifying community/voluntary groups that work in a grass roots ethos, directly meeting need through the 'real' identification of issues that are perhaps out of statutory remit due to a lack of complexity or seriousness. This truly preventative work supports groups and individuals from reaching crisis point and subsequent costly statutory intervention by addressing emerging issues and dealing with them at this point. We all know that many statutory support services only kick in when the individual either reaches crisis point or their behaviour starts to negatively impact on their community. In terms of prevention and reducing costly crisis care we absolutely need to start investing more into these services. This isn't news to anyone but no-one's doing it! It is often the early, softer, less invasive approach of more trusted, understanding community groups that help vulnerable individuals reconnect and engage with their community as opposed to often worrying intervention/interaction from statutory agencies which often only serves to isolate and disconnect individuals further. Better to invest less money here than more money later on.. I feel stupid saying it as it's common sense but why then doesn't it happen???

Also... I think the voluntary sector can provide public sector workers with a healthier and more effective approach to the support and management of staff health. If statutory services are looking to save money, how about investing more into the health of their staff by utilising external support networks. Staff sickness, commonly due to stress, costs local government an exorbitant amount of money in sickness pay, staff cover and the breakdown of worker/client relationships through a lack of consistency and loss of trust/confidence. Staff health and wellbeing should be a priority of any large public organisation. Particularly one that expects its workers to practice with often damaged, vulnerable and emotionally impacting client groups - the research is there. The focus tends to always be about the client when it is the worker who is expected to motivate and inspire change. That's hard to do when you're stressed out your nut and have a caseload of 50 cos your colleagues are all burnt out and off sick. In terms of the voluntary sector providing support in this area, I think it would make for a more effective support network as we all know telling your own organisation that you're feeling burnt out can often lead to feelings of job insecurity and worry that you'll be managed out and so you put up and shut up until such times as you are feeling better, or it becomes so bad it can't be hidden

any more. It happens. Having an external third party to go to for this support might be a better outlet and could support staff wellness, faith in employers, the reduction of staff illness/staff cover and costly client consequences.

2 Our main offer would be in Preventative Services:

The Youth Thrive proposal I sent you more or less sums this up and I think is the most relevant to this discussion, but we're already a C-carded sexual health advice centre for young people and work on substance abuse, smoking cessation (with the local surgery) and want to train staff and YP in mental health issue recognition and support. I would say the majority of good quality youth work adds enormously to the improvement of YP's health and crime prevention, but PCC has already axed most of its youth service, which negates the argument somewhat.

3 "The VCSE can support PCC in delivery of budget reduced services by creating a channel of communication between service providers and users that

a) is more responsive to actual need in a timely way,

b) ensures exhaustion of all available resources is complete prior to commissioning/spending on service provision

and

c) in recognition of contributions coming from community with regard to a) and b), helps to operate a rewards system for innovative ideas that are community led, helping to build a bank of resources the community asks for, needs and agrees upon as their priorities.

This whole system can be facilitated by storytelling with key opinion leaders in communities, across the VCSE and within staff cohorts of the PCC.

I think Plymouth could become a storytelling city - the first of its kind in the UK and specifically driven by a need for more cohesive and efficient communities that own both their problems and the solutions to them.

APPENDIX 6

RESPONSES FROM PLYMOUTH OCTOPUS PROJECT (PLYMOUTH VCSE) TO THE BUDGET ENGAGEMENT EXERCISE FROM PLYMOUTH CITY COUNCIL

September 2016

We looked at three areas where the sector can make a difference. They are also three crucial areas for delivery of services in the city, and for the necessary culture change of citizens and communities taking responsibility from the council (hence reducing the council costs).

- The Environment (including Waste)
- Preventative Services (those which will catch people at the beginning of their journey to acute care and prevent them going further along that route)
- Community level services (those which provide the basis for wellbeing and local wealth in all its senses. Befriending, social prescribing, community centres and activities, community participation and involvement)

In all three areas the conclusion was that the council can save money and deliver a better service. There are plans outlined here for each area, and the VCS is willing to work with PCC in partnership to make these happen. This should also involve other partners, like Health, Police and the commercial sector.

Environment and Waste:

The sector is already moving towards integrating environmental services by establishing an Environment Board, and has given the council ideas on how to deliver better and cheaper waste services. This work can be continued in many areas. What is required is:

Integration – Collaboration and Cooperative Working across all levels

Education – Communicating a Future Vision for the next generation

Mapping – What’s already happening and where?

Coordination/Facilitation – enhancing what’s already there!

Food Waste – The next evolution for Plymouth’s waste

Waste and Recycling

Cycling and Transport

City Wide Ideas – many of which link to the preventative and community sections below.

Please find attached the detailed thinking and suggestions behind all these headings. It is a start of the Plan for the Environment which will sit under the Plymouth Plan.

The sector’s offer is to write the Plan for the Environment based on these headings through the already existing Environment Board. PCC involvement and co-design would be necessary, as would an examination of the cost. Most of this time is given voluntarily (see end for cost of just these workshops), but this is essentially an expert consultative role and would require investment.

This will improve and integrate environmental services for the city, and in the longer run deliver economies of scale. It will also save money as much of what is suggested is local volunteer work, or could attract external funding. We will be following this up with meetings with the PCC cabinet member and officers involved.

Preventative Services

The Prevention workshops were the best attended. We know that prevention is the answer to working with a smaller budget, as well as the best solution for people. The question is ‘how do we introduce more preventative services in the short term, while still having to pay for acute and high level services?’

Suggestions were:

- Prevention is earliest intervention, not current ‘early intervention’ strategy. This is relationship based and will be delivered in community level services (befriending/social prescribing). See the community section of this report for a plan to deliver this across the city.
- There is a need for an integrated offer coming from VCS, as well as ways for PCC to follow Alliance Commissioning principles on the widest possible co-design basis. Currently it is easy for PCC service providers to access commissioners, but others delivering services recognised as excellent find it much more difficult to get ideas across. The sector is therefore creating Plymouth VCSE to encourage collaboration and be the place where PCC can contact the whole range of organisations.
- There is a difficulty in demonstrating that preventative services work. We need an evidence base, and impact measurement. This too can be a part of the community plan in the next section.
- We should investigate Social Bonds as a funding mechanism, since commissioning bodies are reluctant to commission preventative work while they cannot ‘measure’ its impact.
- Workers should be placed in community settings, where trust has already been built up, so that ‘earliest intervention’ can occur.

- Befriending models are needed (see the community plan later) – signposting is not enough. We have to walk people to the next service/activity they need.
- Include communication in specifications to ensure inclusivity.
- Link with strategic work on integrated health hubs.
- Investigate how people with sensory impairment can access services, and improve access to One Stop Shop.
- Consider and work with community groups in all council decision making and service planning.

See the attached notes from all three Prevention workshops for more detailed comments.

Community Services

There is a huge amount of community activity in Plymouth delivered on a voluntary basis by a range of organisations. See attached workshop notes for case studies. The pilot State of the Sector report last year found that just 40 randomly chosen organisations had a turnover of over £25m and offered 50,000 volunteer hours a year. Churches Together in Plymouth's audit last year showed that the churches provide £7.6m in volunteer work.

If this was linked up and formalised it would provide blanket wellbeing support for everyone in the community. This would not only reduce spending later on high level services, but be cheap to provide - given that it is largely funded by charitable funds and run by volunteers. This also allows citizens and communities to take responsibility.

It would need a formalised strategy. We suggest (and see workshop notes for more detail):

- A statement in the Plymouth Plan that, like green spaces, all residents should be near (half a mile?) to an active community centre.
- We can map these, along with green spaces.
- These are mostly small organisations that need core funding to exist, and spend a lot of time trying to find it when they could be delivering their service.
- PCC can provide some core funding to each of them in return for a range of impacts. We would then have a network of community support for all, with some guarantee of quality and provision.
- We can provide links to a whole range of city wide organisations (like MIND) that could link to communities. This is likely to fit with existing 'hub' proposals.
- We can provide the expertise to run neighbourhood based community participation programmes to ensure that all residents can influence what happens in their community and community centre. This would have a cost, but is vital if there is to be real access for all citizens.
- It would need a 'community connector' (a part time local resident) in each neighbourhood. These could be volunteers, but would be more sustainable if they were paid. The VCS can help in designing and seeking funding for this kind of service.

We can write a 'Plan for Communities' based on this, in partnership with PCC and other statutory services (Health/Police). We would need to negotiate costs for this major undertaking.

Please see the workshop notes on community services (attached) for more detail.

Notional cost of this exercise.

Evidence from Future of Doing Good debate + 2x Budget workshops.

- Approx. 400 volunteer hours from 100 people = £4400
- Approx. 40 paid hours through PCC VCS contract + core funding = £800

APPENDIX 7 - EQUALITY IMPACT ASSESSMENT (EIA)

Executive Office – Community Engagement - Budget setting for 2017/18



STAGE I: WHAT IS BEING ASSESSED AND BY WHOM?

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

This EIA is on the council's engagement exercise on the budget for 2017/18 called: **"Time for big decisions"** – and primarily focuses on our engagement activity with the community and voluntary sector (CVS) including diverse communities.

By 2020, we have a projected £37m budget gap between the costs of running the 300 different services we currently provide and our income levels (council tax; business rates and grants). As a council we need to set a budget to continue to deliver these services but there just is not enough money. Next year there is likely to be a budget shortfall of £19m even though in the last 3 years we have reduced costs by £65m without significantly reducing our services. This means that it simply won't be possible to provide all our services at the same level in the future. So, we need to find ways to do things differently in order to bridge the gap.

The choices we have are limited by the fact that in law we have to provide a number of services, like adult and children safeguarding, which are currently approximately 64% of our budget and it is imperative that we continue to spend on this vital work. Initial work has started on plans to deal with the deficit but it means taking some difficult decisions. Before making them, we want to get the views of as many of the people of Plymouth as possible on how some of the current ideas might affect them and to gather suggestions on what else might be done.

To reach as many people as possible a 'budget engagement process' has been agreed. To save costs and reach as many people as possible it was agreed to use a 24/7 'digital by preference' approach. This would be promoted by: staff and member communications; media coverage; known networks and groups including Plymouth Octopus Project (POP); email to 75,000 Council email newsletter subscribers; notifying 4,000 registered stakeholders through the 'Objective' computer package; video; First Stop, Library, TV Screens; Social media such as Facebook and Twitter and Website advertising and bespoke e-mail contact with known individuals and community groups within the protected characteristics.

The equality analysis and assessment in relation to the budget engagement process informed this and other decisions about its design and implementation being reached at the earliest possible stage. Consequently, before launch some mitigating actions were already in place and others were anticipated (e.g. targeting communities of interest with specific messages about the survey happening, hard copies, accessible formats, easy read versions and translated documents to be offered and made available on request).

An online survey was designed around 11 themes with a total of 22 questions. A summary explained the themes and actions within them that are already happening or under consideration. The questions asked for comment on these actions plus potential changes to them and for any other suggestions from the respondents. Comment and ideas about working in partnership, collaboration and reviewing charges and fees including council tax levels was also requested.

STAGE 1: WHAT IS BEING ASSESSED AND BY WHOM?

	<p>To ensure as wide reach as possible, a bespoke e-mail notification about the survey was sent to individuals and organisations from diverse community groups known to our Social Inclusion Unit. This covered all the protected characteristic categories. The survey opened on 22/08/16 and closed on 12/09/16. It also contained the opportunity for respondents to complete an equality and diversity section so we when we get the overall feedback we can better understand what is important to different people according to their protected characteristics.</p> <p>In order to increase the level of feedback and ideas from community and neighbourhood groups (including those who work with individual and or communities of identity, interest, specific needs and geography) two face to face events were held with the Community and Voluntary Sector (CVS). These were held on different days and at different times in the day in order to maximise attendance.</p> <p>Council officers supported the Plymouth Octopus Project (POP) in planning the events and were also present to explain the ‘difficult decisions’ ahead and answer specific questions about services. Over the two events, a total of 49 individuals attended and represented organisations or community groups covering children and young people; disability and carers; environment; ethnicity and race; faith, belief and religion; financial advice and poverty; housing; health and health watch; lesbian, gay, bisexual and transsexual (LGBT); locality; maternity and pregnancy; mental health; police and press/media.</p> <p>With these events and the multi-media promotion once analysed the feedback received should be inclusive across all the protected characteristics and the local priorities outlined in stage 3 of this analysis. As this EIA covers the engagement activity decisions and process only, separate EIA’s should accompany the analysis of any feedback and the ensuing budget recommendations that are formulated later this year.</p>
Author	Bronwyn Prosser (Social Inclusion Unit Manager)
Department and service	Chief Executives, Social Inclusion Unit.
Date of assessment	17/8/16 to 12/9/16

STAGE 2: EVIDENCE AND IMPACT

Protected characteristics (Equality Act)	Evidence and information (e.g. data and feedback) ⁱ	Any adverse impact <small>See guidance on how to make judgement</small>	Actions	Timescale and who is responsible
Age (children and young people - CYP)	The average age in Plymouth (39.0 years) is about the same as the rest of England (39.3 years), but less than the South West (41.6yrs). CYP under 18 account for 19.8 per cent of our population within this 17.5 per are under 16.	<ul style="list-style-type: none"> • Young people are less likely to vote and are often put off by our existing mechanisms for engaging our local communities. • ‘Digital by preference’ is likely to have a wide reach to children and young people. • There is potential for some of the 	<ul style="list-style-type: none"> • For those in poorer household and perhaps without ICT equipment and varying literacy levels hard copies will be promoted and available. • Free post envelopes to return hard copy versions will be available with each document. • Free use of computers with staff 	Caroline Marr (Policy and Business Planning Officer) post 12/09/16.

STAGE 2: EVIDENCE AND IMPACT				
Protected characteristics (Equality Act)	Evidence and information (e.g. data and feedback) ⁱ	Any adverse impact See guidance on how to make judgement	Actions	Timescale and who is responsible
	In the CVS events – 14.28% (7) of those that attended were concerned with services to CYP which in terms of representativeness is about 5% less than the wider community. There were no children at the events.	language within the documentation to be seen as professional jargon and to detract from understanding and engagement.	<ul style="list-style-type: none"> support is available in our libraries. Requests for ‘plain English versions of the survey will be addressed on request. Youth service participation team were advised of this survey in order to promote it to Youth Parliament; Youth Cabinet and Out Youth. 	
Age (older people)	<p>81.2 % of our population is over 18. One in three people is over 50. Older people, especially those in the 75 plus age bracket, are among the heaviest users of our services, making up three quarters of all social care clients and nearly half of social care spending. The proportion of people living in our community who are aged over 75 years old is predicted to increase by a quarter by 2021.</p> <p>In the CVS events – there was no attendance from individuals or organisations specifically concerned with older peoples services.</p>	<ul style="list-style-type: none"> Older people from certain backgrounds are more likely to be engaged through our standard engagement processes. Older people may have retired before home computers (PCs) became widely used in the workplace. Some have gone on to learn about computer technology and the internet. Others are deterred by their lack of experience. So, ‘digital by preference’ is likely to have less reach with older people. There is potential for the professional jargon within the documentation to detract from understanding and engagement. There was under representation of older people at the face to face events, limiting input from this protected characteristic. 	<ul style="list-style-type: none"> For those without ICT equipment and literacy hard copies will be promoted and available. Free post envelopes to return hard copy versions will be available with each document. Free use of computers with staff support is available in our libraries. Requests for ‘plain English versions of the survey will be addressed on request. The responses received from online responses needs careful analysis to see if there is a representative contribution from older people and if not further mitigation put in place during any further engagement processes. Age UK have been advised that the survey happening. We requested they alert their service users and the Senior Citizens Forum that their views will be appreciated. 	<p>Caroline Marr (Policy and Business Planning Officer) prior to launch on 22/08/16.</p> <p>Caroline Marr (Policy and Business Planning Officer) post 12/09/16.</p>

STAGE 2: EVIDENCE AND IMPACT

Protected characteristics (Equality Act)	Evidence and information (e.g. data and feedback) ⁱ	Any adverse impact See guidance on how to make judgement	Actions	Timescale and who is responsible
Disability	<p>A total of 31,164 people in our city (from 28.5% of households) have declared themselves as having a long-term health problem or disability. (National figures are 25.7% of households and this compares with an 11.6m total number of people in the UK with disabilities.) 10% of our population have their day-to-day activities limited a lot by a long-term physical or mental health problem or disability.</p> <p>There are 17,937 state pension age people with disabilities in Plymouth and 3,142 children with disability.</p> <p>We have 1,224 adults registered with a GP in Plymouth as having some form of learning disability (2010/11). Our schools report that of every 1,000 children 17.5 have a learning difficulty.</p> <p>The numbers of people registered nationally as blind or partially sighted are falling. Our Translate Plymouth services recorded that British Sign Language (BSL) is amongst our most requested language.</p> <p>More now than in the past, older people are living with a disability partially due to improved medical and social support. Older people therefore are disproportionately impacted by things such as declining eye sight and hearing;</p>	<ul style="list-style-type: none"> • Disabled people are still less likely to live in households with access to the internet than non-disabled people making ‘digital by preference’ less likely to reach them. • Older disabled residents are less likely to utilise social media and modern communication technology than younger disabled residents (e.g. text instead of type talk) potentially creating a differential reach across the generations in relation to disability. • There is potential for some of the language within the documentation to be seen as professional jargon and to detract from understanding and engagement. While this may impact on engagement across all the protected characteristics depending on literacy levels, there is a stronger likelihood that it will disproportionately affect and reduce engagement from those with learning disabilities and who use British Sign Language as their first means of communication. (This does not translate easily into the written word.) • In face to face events our deaf attendees will be adversely 	<ul style="list-style-type: none"> • For those without ICT equipment and literacy hard copies will be promoted and available. • Free post envelopes to return hard copy versions available with each document. • Free use of computers with staff support is available in our libraries. • Accessibility settings are available on all our web site platforms. • Requests for ‘plain English versions of the survey will be addressed on request. • In line with our corporate standard, we offered accessible versions of the survey and received a request for an ‘easy read’ version. When produced this will be circulated to learning disability providers to discuss with their service users and their carers/families. For any feedback subsequently received, consideration will be given to how it can be included in the lead up to the final decision making. • Fully accessible premises were used for one of the face to face event while the other was mostly accessible. Other adjustments such as BSL interpreting; hearing loop and other equipment was also available. • Plymouth and District Disability Action Network were advised of the survey and engagement events and 	<p>Caroline Marr (Policy and Business Planning Officer) prior to launch on 22/08/16.</p>

STAGE 2: EVIDENCE AND IMPACT				
Protected characteristics (Equality Act)	Evidence and information (e.g. data and feedback) ⁱ	Any adverse impact See guidance on how to make judgement	Actions	Timescale and who is responsible
	<p>physical frailty; injury related disability from trips / falls and dementia.</p> <p>Nationally more than 70% of over 70 year-olds and 40% of over 50 year-olds have some form of hearing loss and sight loss/impairment. Plymouth has a higher rate (123.8 per 100,000 people) than the England average of 110.5 to the same proportion.</p> <p>One in three people over 65 develop dementia, and two-thirds of people with dementia are women. It is estimated that by 2015 there will be over 3000 people living with dementia in Plymouth.</p> <p>It's not just disabled people who are challenged by disability, but also the people who care for them on an unpaid basis. There are 6.5 million carers in the UK and 27,247 in Plymouth including at least 259 young carers.</p> <p>Over half of all unpaid carers in the city are themselves over 50. People aged 50 to 65 are twice as likely to be providing unpaid care as the wider population. In the CVS events – 22.5% (11) of those that attended were concerned with services relating to physical and sensory disability; mental health and also carers. This indicates a proportionate representation when compared with the wider population.</p>	<p>affected unless signing is available.</p> <ul style="list-style-type: none"> Likewise, in face to face events our physically disabled (both ambulant and sensory) will be adversely affected unless the premises where they are held are accessible and reasonable adjustments such as hearing loops are in place. Unless accessible alternative formats such as braille; large print; audio; and easy read versions of the hard copies are available disabled people are likely to be marginalised throughout this process. 	<p>requested to alert the many disability organisations that form their network and let them know that we would appreciate their views. We also contacted the Mental Health network with the same request.</p>	

STAGE 2: EVIDENCE AND IMPACT				
Protected characteristics (Equality Act)	Evidence and information (e.g. data and feedback) ⁱ	Any adverse impact See guidance on how to make judgement	Actions	Timescale and who is responsible
	<p>Synagogue in the UK and a Baha'i spiritual assembly as well as active Sikh, Humanist and Pagan communities.</p> <p>In the CVS events – 18.36% (9) of the individuals were in attendance concerned with services relating to this protected characteristic. They mostly came from a Christian focus. Several attendees were from a specific church that has a strong Black and Ethnic Minority (BME) congregation. The attendance number is an underrepresentation when compared with the wider population.</p>			
Gender - including marriage, pregnancy and maternity	<p>Overall 50.6% of our population are women and 49.4% men: which reflects the national figure of 50.8% and 49.2% respectively.</p> <p>Of those aged 16 and over, 90,765 people (42.9%) are married. 5,190 (2.5%) are separated and still legally married or legally in a same-sex civil partnership.</p> <p>There were 3280 births in 2011 with the highest numbers in Stonehouse (142), Whitleigh (137) and Devonport (137).</p> <p>In the CVS events – there was 1 individual (2%) in attendance concerned with services relating to pregnancy and maternity services. There was no-one</p>	<p>There are different pressures that apply to men and women that could potentially restrict their ability to be involved in face to face community engagement events e.g. work pressures and child care commitments.</p>	<ul style="list-style-type: none"> • Having a 'digital by preference' approach that is available 24/7 enables men and women to have the option of completing it outside the times and days of other commitments. • As gender stretches across all the protected characteristics any of the mitigating actions described above and below may become applicable. 	<p>Caroline Marr (Policy and Business Planning Officer) prior to launch on 22/08/16.</p>

STAGE 2: EVIDENCE AND IMPACT				
Protected characteristics (Equality Act)	Evidence and information (e.g. data and feedback) ⁱ	Any adverse impact See guidance on how to make judgement	Actions	Timescale and who is responsible
	present specifically from gender based strand organisations but the events included a reasonable mix of men and women.			
Gender reassignment	<p>It is estimated that there may be 10,000 transgender people in the UK. There were 26 referrals from Plymouth made to the Newton Abbott Gender Reassignment clinic, in 2013/14. The average age for presentation for reassignment of male-to-female is 40-49 and for female-to-male 20-29.</p> <p>Twenty three transgender people belong to our local community of identity in relation to Lesbian, Gay, Bisexual and Trans (LGBT) - Pride in Plymouth.</p> <p>In the CVS events – there was no one in attendance concerned specifically with services relating to gender reassignment although there was 1 person present with a LGBT focus (2% of attendees) from Intercom Trust.</p>	<p>There are many complex and interlocking factors that could discourage those in this protected characteristic getting involved in face to face events. (For example lack of sensitivity and equality confidence by those running events, stage of transition, preference for privacy and perhaps uncertainty about other attendees etc.)</p>	<ul style="list-style-type: none"> • Having a ‘digital by preference’ approach that is available 24/7 enables those in this protected characteristic an option to get involved without some of the possible other pressures affecting them. • We alerted Pride in Plymouth about the survey and asked them to promote the survey with their membership know as well as let them know their views will be appreciated. 	<p>Caroline Marr (Policy and Business Planning Officer) prior to launch on 22/08/16.</p>
Race	<p>The proportion of our community that are White British is higher than the UK average. In 2011 it was 93% of our residents. Our Black and Minority Ethnic (BME) communities are very diverse and have grown from 3% in 2001 to 6.7% in 2011. The Polish, Chinese and Kurdish communities are amongst the largest.</p>	<ul style="list-style-type: none"> • Some of our BME communities may not have English as their first language and they will be adversely affected if material is not available in translated versions. • It was recognised at an early stage that the budget survey contained relatively complex concepts and 	<ul style="list-style-type: none"> • In line with our corporate standard we will offer translated versions of the survey on request. • The responses received from online feedback needs to be carefully analysed to see if there is a representative contribution from BME people. We alerted several of 	<p>Caroline Marr (Policy and Business Planning Officer) prior to launch on 22/08/16 and post 12/09/16 with regard to responses.</p>

STAGE 2: EVIDENCE AND IMPACT				
Protected characteristics (Equality Act)	Evidence and information (e.g. data and feedback) ⁱ	Any adverse impact See guidance on how to make judgement	Actions	Timescale and who is responsible
	<p>We have a small resident Gypsy and Traveller community.</p> <p>The census records that at least 43 languages are spoken in the city. Based on full year data for 2012-13, our Translate Plymouth service recorded the most requested languages for interpreting were British Sign Language (BSL), Polish and Chinese Mandarin. Nearly 100 different first languages are spoken in schools with Polish and Arabic being the most commonly spoken - 385 and 143 children respectively.</p> <p>Some areas of our city are more diverse than others e.g. around the Plymouth University campus; the city centre; Stonehouse and the East End.</p> <p>Plymouth is a dispersal area for asylum seekers and c. 300 people are accommodated in the City. We also welcome refugees via the Afghan and Syrian national resettlement programme.</p> <p>In the CVS events – 1 (2%) person was in attendance concerned with services relating to race and ethnicity. (See above in relation to BME representation amongst those from the faith, belief and religion strand.) This is an underrepresentation when compared with the wider population.</p>	<p>professionalised language. While this may impact on engagement across all the protected characteristics depending on literacy levels, there is a stronger likelihood that it will disproportionately affect and reduce engagement from BME communities.</p>	<p>our BME community groups about this budget engagement process (e.g. Chinese, Thai, Filipino; Nepalese, Kurdish, Polish/Romanian, South Asian, and African) and asked them to promote this survey to their membership as well as let them know their views will be appreciated.</p>	

STAGE 3: ARE THERE ANY IMPLICATIONS FOR THE FOLLOWING? If so, please record actions to be taken.		
Local priorities	Implications	Timescale / who is responsible
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.	<p>Regardless of age and gender, previous experiences of discrimination and H/Mate crime can deter those within the protected characteristics (and those associated with them) from getting involved with community engagement activities and surveys.</p> <p>Last year (2015/16) a total of 694 incidents of discrimination or Hate crime was reported to the council and police which was nearly 12% above the increased target we set to get more reports than the year before. Addressing the issues and individuals responsible for these experiences can ultimately build trust in our diverse communities about our organisations commitment to equality, diversity and inclusion and lead to elevated levels engagement.</p>	<p>Continue with the ongoing Welcoming City Action plan which contains bespoke work in relation to increasing the reporting of incidents of discrimination and h/mate crimes so ultimately leading to increased participation in public life. - Led by One Plymouth spanning over 2016/17.</p>
Good relations between different communities (community cohesion).	<p>Sometimes poverty and a perceived preferential treatment of some groups of people over others can be a causal factor leading to community tensions. These can be made worse by the myths and distorted information perpetuated from a range of people and places particularly for those people who might be feeling aggrieved but have little experience or accurate knowledge about the diversity of people from within the protected characteristics which incidentally will also include them.</p> <p>This budget engagement process has been designed to reach as many people as possible in our city and give them their chance to have their say. In the CVS events there were 4 agencies present concerned with financial inclusion and or anti-poverty actions.</p>	<p>Continue with the ongoing Welcoming City Action plan which contains bespoke work in relation to improving what people say about how well they get on with people from different background – leading ultimately to increased participation in local communities. - Led by One Plymouth and spanning over 2016/17.</p>
Human rights Please refer to guidance	<p>Equality legislation is based on global Human Rights Conventions and our own Human Rights Act 1998. It also applies to all people regardless of their background and is consistent with 'British Values' as issued by Department of Education (2014). Between them, they describe the vital components for 'fairness, freedom and respect' which applies to everyone within a rights and responsibilities framework.</p> <p>The key considerations that apply to this EIA are the rights of free thought, conscience and religion, and the freedom to express beliefs and the right not to be discriminated against in respect of them so long as they do not lead to harmful actions. This is set within a requirement to:</p> <ul style="list-style-type: none"> • have tolerance and promote harmony • understand the importance of identifying and combatting discrimination • respect each other regardless of cultural traditions and back grounds, and • give respect to democratically accountable public institutions and services. 	<p>The design and delivery of our 'Time for big decisions' engagement exercise with its mitigating actions outlined in this EIA have had due regard to any potential and unintended actions that cannot be objectively justified. Led by Giles Perritt - Assistant Chief Executive by Jan 2017.</p>

STAGE 3: ARE THERE ANY IMPLICATIONS FOR THE FOLLOWING? If so, please record actions to be taken.		
Local priorities	Implications	Timescale / who is responsible
	Each statutory requirement also aims to encourage respect for democracy and support citizen’s participation in democratic processes. The ambition is also to create an understanding of how residents can influence democratic decision-making and engage in public life.	

STAGE 4: PUBLICATION

Responsible Officer: Peter Aley
 Head of Service

Date 16/09/16

ⁱ All data taken for Summary Equality Profile – January 2016 – available at:
<http://www.plymouth.gov.uk/homepage/communityandliving/socialinclusion/equalityanddiversity.htm>

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