



Democratic and Member Support

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PLACE AND CORPORATE OVERVIEW AND SCRUTINY COMMITTEE

Wednesday 6 September 2017

1pm

Warspite Room, Council House

Members:

Councillor Bowie, Chair

Councillor Ball, Vice Chair

Councillors Carson, Churchill, Sam Davey, Fletcher, Fry, Mavin, Morris, Penberthy and Storer

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

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Tracey Lee

Chief Executive

Place and Corporate Overview and Scrutiny Committee

Agenda

1. Apologies

To receive apologies for non-attendance submitted by Members.

2. Declarations of Interest

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

3. Minutes (Pages 1 - 4)

To confirm the minutes of the meeting held on 5 July 2017.

4. Chair's Urgent Business

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

5. Registration Service Briefing (Pages 5 - 12)

The Committee will receive a briefing on the Registration Service.

6. Strategic Options for Corporate Services

The Committee will receive a report on Strategic Options for Corporate Services.

7. Waste (Pages 13 - 16)

The Committee will receive a report on Waste.

8. Gypsy and Travellers - Unauthorised Encampments (Pages 17 - 22)

This item is for information only. Relevant cabinet members and officers have not been asked to attend. If further information is required members are asked to contact the Chair and Democratic Advisor.

Suggestions for future scrutiny of issues arising from this item will be considered during the work programme item.

9. Corporate Plan Quarterly Report - Quarter 1 2017/18 (Pages 23 - 54)

This item is for information only. Relevant cabinet members and officers have not been asked to attend. If further information is required members are asked to contact the Chair and Democratic Advisor.

Suggestions for future scrutiny of issues arising from this item will be considered during the work programme item.

10. Capital and Revenue Monitoring Report 2017/18 - Quarter 1 (Pages 55 - 72)

This item is for information only. Relevant cabinet members and officers have not been asked to attend. If further information is required members are asked to contact the Chair and Democratic Advisor.

Suggestions for future scrutiny of issues arising from this item will be considered during the work programme item.

11. Tracking Decisions (Pages 73 - 74)

The Committee will monitor the progress of its decisions.

12. Work Programme (Pages 75 - 76)

The Committee will be asked to consider and approve the work programme and give consideration to the prioritising tool.

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Place and Corporate Overview and Scrutiny Committee

Wednesday 5 July 2017

PRESENT:

Councillor Bowie, in the Chair.

Councillor Ball, Vice Chair.

Councillors Churchill, Sam Davey, Fry, Morris, Penberthy, Smith and Storer.

Apologies for absence: Councillors Carson and Fletcher.

Also in attendance: Paul Barnard (Assistant Director for Strategic Planning and Infrastructure), Bob Cocker (Strategic Planning Manager), Sarah Farley (Strategic Transport Manager), Judith Harwood (Assistant Director for Education, Participation and Skills), Ross Jago (Lead Officer), Councillor Jordan (Cabinet Member for Culture), Louise Kelley (Head of Sports Development), Andrew Loton (Senior Performance Advisor), Councillor Nicholson (Cabinet Member for Transport, Housing and Planning), Adrian Trim (Head of Highways) and Helen Wright (Democratic Adviser).

The meeting started at 3.00 pm and finished at 5.05 pm.

Note: At a future meeting, the Panel will consider the accuracy of these draft minutes, so they may be subject to change. Please check the minutes of that meeting to confirm whether these minutes have been amended.

1. **To Note the Appointment of the Chair and Vice Chair**

Councillor Bowie was appointed as Chair and Councillor Ball was appointed as Vice Chair for the forthcoming municipal year 2017/18.

2. **Declarations of Interest**

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

3. **Minutes**

The Committee agreed the minutes of the meeting held on 19 April 2017.

4. **Chair's Urgent Business**

There were no items of Chair's urgent business.

5. Major Strategic Transport Schemes

Councillor Nicholson (Cabinet Member for Transport, Housing and Planning), Paul Barnard (Assistant Director for Strategic planning and Infrastructure), Adrian Trim (Head of Highways), Sarah Farley (Strategic Transport Manager) and Bob Cocker (Strategic Planning Manager) presented the major strategic transport schemes.

The key areas of questioning related to –

- (a) a 'joined up' way of working with the utility companies when scheduling works;
- (b) the 'teething' problems being encountered with the construction of the Sherford development;
- (c) the importance of public perception when undertaking major schemes and the adoption of a consistent approach;
- (d) the quality of paint used at inter changes (relating to the resurfacing works at Charles Cross);
- (e) the early engagement of Ward Councillors regarding both major and minor traffic schemes;
- (f) concerns raised by private hire drivers relating to the inability to drop people near to the hospital entrance due to the improvement scheme;
- (g) addressing the ongoing issues relating to the cross roads at Outland Road/Western Park Road;
- (h) all councillors receiving regular updates on both major and minor schemes city wide;
- (i) the number of properties that would potentially be affected by Compulsory Purchase Orders relating to the George/Woolwell scheme;
- (j) whether the funding bid for the Morlaix link road had been successful.

An undertaking was given to Members that the presentation would be circulated.

The Committee agreed to include on its work programme an update on the transport infrastructure at its November meeting.

6. **Corporate Plan Quarterly Report - Quarter 4 2016/17**

Andrew Loton (Senior Performance Advisor) presented the Corporate Plan (Quarter 4 2016/17 which reported activity and performance between January and March 2017; there had been continued effort to make changes to the report design and further enhancement of the content; the report sought to provide a combined view of activity, performance, update by exception and performance indicators for each vision of the plan in order to present progress and the challenges faced by the Council.

The key areas of questioning related to –

- (a) the lack of information provided;
- (b) addressing the resilience of the document (ensuring that the most up to date data was provided);
- (c) the inclusion within the report of hyperlinks or appendices which provided further information regarding the data/statistical information.

7. **Plymouth Plan for Sport**

Councillor Jordan (Cabinet Member for Culture), Judith Harwood (Assistant Director for Education, Participation and Skills) and Louise Kelley (Head of Sports Development) presented the plan which was intended to provide the strategic direction for the development of sport within Plymouth; it set out to build on existing strengths and address the challenges ahead; it had also been developed to encourage collaboration and to guide the work of anyone involved in the planning and delivery of sport in the city.

The key areas of questioning related to –

- (a) the delivery of the plan and the concern that it did not sit alongside the facilities and playing pitch strategy;
- (b) how the plan would encourage people who lived in the most deprived areas of the city to become active;
- (c) support for external organisations and clubs.

The committee agreed to hold a joint scrutiny meeting to scrutinise the delivery of the plan.

8. **Tracking Decisions**

The Committee noted the progress of its decisions.

9. **Work Programme**

The Committee agreed to include the following items on its work programme –

- (1) transport infrastructure (November);
- (2) waste (September);
- (3) homelessness – Universal Credit Housing Element (November);
- (4) Registration Service (September);
- (5) Gypsy and Travellers – Unauthorised Encampments (September);
- (6) Allotments (November).

REGISTRATION SERVICE BRIEFING

August 2017



I. BACKGROUND

From January to June 2015 Customer Service Transformation carried out a service review on the Registration Service. The review involved working closely with staff at all levels of the service as well as utilising insight gained through customer feedback. The review sought to understand:

- The **Customers** - who uses the service, why, when and what does the service look/feel like to customers?
- The **Organisation** - who provides the service, how is it organised and what are the costs?
- The **Processes** - which services does the Register Office provide, how and through which channels?

Following the review, the Customer Transformation programme outlined eight key improvements that should be made to the service and the benefits these would deliver:

Table 1. Improvement projects within the Registration Service

Action	Outcome
Reorganisation of Staff Roles	Refocus Registrar role on supporting customers; allow us to manage stock across multiple sites. Completed August 2016
Provide Birth/Death/Marriage Certificate Applications Online	Make certificate services accessible to our customers whenever and wherever they wish; create capacity in the service to improve customer service; improve processing times so that customers receive their certificates faster; support certificate production as part of the Library's Family History offer. Complete and increasing in use, currently at 51.9%
Implement a Concierge Service	Create capacity for the Register Office (RO) management and Registrars; provide excellent meet and greet service to customers choosing to marry at the RO; bring facilities management of the RO in line with Corporate vision. This is in place.
Updated Opening Hours	Improve access to our services by making them accessible to customers when they want. Extended hours started Monday 21 September 2015, with registration appointments available into the evenings.
Provide Death and Birth Registrations from Derriford	Minimise stress and inconvenience to our most vulnerable customers; create a focussed, caring environment for bereaved customers; improve access for customers. Death Registration at the Coroner's Office in place one day per week with plans to increase to four days a week by the end of 2017. Birth registrations trialled at Children's Centres and to start at Libraries by October 2017.

Improve Our Handling of Telephone Queries	Ensure that all telephone queries are addressed in a timely fashion and lead to a resolution; create capacity by automating transactions where possible; introducing 24/7 customer access to advice and services. Calls to the service for births and deaths are now handled by the Contact Centre. Notices of Marriage to follow by the end of 2017
Increase our Portfolio of Approved Wedding Venues City-Wide	Work cooperatively with local businesses; increase choice for customers so that Plymouth becomes their wedding destination of choice; grows the local economy. We are reviewing the cost of Approved Premises Licences to make them more affordable for smaller businesses
Increase our Portfolio of PCC Owned Venues Available for Celebrations	Increase choice for customers so that Plymouth becomes their wedding destination of choice; increase income generated by PCC owned assets; improve access to venues across the city. Work continues to maximise the number of licensable PCC assets that become Approved Premises for marriages.

A move from the Lockyer Street site supports the [Plymouth and South West Devon Joint Local Plan](#) in releasing the site for a ‘...mixed use development, including a quality hotel and housing. Provision is made for in the order of 52 homes...’ Should a decision be made to move the Registration Service from Lockyer Street, the site will be marketed for that purpose.

2. OPTIONS

The modernisation of the Registration Service aims to deliver a more accessible service that suits the needs of our customers. This includes continuing to develop the Hub and Spoke model which makes registration services available at a wider choice of convenient locations.

Modernising the service in this way makes sole occupation of the Register Office at Lockyer Street financially unviable, which would also negate a future Capital Investment in the region of £750k to make the building fit for purpose. In addition, a change of use of the current site at Lockyer Street would create greater overall benefit for the city. It is for these reasons that we seek a decision to relocate the Register Office (the Hub for the service) to the Council House and Taylor Maxwell House (TMH).

Suitable alternative locations for the Register Office have been considered. A key requirement was for the Hub to remain in the city centre, to maintain the attraction of ceremonies close to existing hoteliers and other supporting businesses. The three main considerations were:

1. **Location** – The proximity to major bus routes located on Royal parade. Also being equidistant between the City Centre and Waterfront it was deemed most suitable as any trade attached to celebrations attached to statutory weddings and citizenship ceremonies would remain in the proximity of the local hospitality businesses. There is also some limited outside space with access to a small garden.
2. **Accessibility** – The suggested spaces that the Registration Service would use are located on the ground floor of the Council House thus making access easy for customers with mobility issues and those choosing to bring children to birth registration appointments using buggies and strollers.
3. **Gravitas** – The Council House is the seat of democracy and the gravitas of the building and its function within the city lends itself to formality of the statutory elements of the Registration Service.

The General Register Office defines the statutory requirements and guidelines for a Register Office and these were also built into the specification; the statutory elements of the Register Office do not necessarily need to be located in one building but must include facilities for:

- The display of notices of marriage and civil partnership;
- The solemnising of marriage and the formation of civil partnership;
- Public searching of register indexes;
- The safe keeping of deposited registers and for the public to obtain certificates
- The secure storage and safe keeping of stock of secure forms and blank certificates and
- Protecting customer confidentiality in relation to record storage

The services offered by the Registration Team are almost exclusively by appointment. Birth/Death Registrations and notices of marriage are carried out in private interview rooms and ceremonies take place in either the Register Office or an approved venue, giving notice of at least 28 days in most cases. The majority of requests for the team to produce copies of certificates are taken online, with few customers presenting at the Register Office and making a paper application.

For each of the appointments listed below there are usually at least two people arriving and a baby if it's a birth registration, even though it is not a statutory obligation to bring the child.

Event	No per year	No per year at RO	Per day	Comments
Births	4,452	2,226	8.6	Estimate that half of all birth/deaths will be at the RO, the remainder will be offered from spoke locations
Still births	14	7	0.03	
Deaths	2,986	1,493	5.7	
Notices of Marriage	2,347	2,347	9	100% of these appointments will be at the RO
Marriages at RO	120	120	0.5	
NCS appointments	308	308	5.9 (only currently available one day per week)	

Taking the above into account, the potential locations identified for the Register Office were:

- I. Basement of Taylor Maxwell House (TMH) for the Repository along with
 - a. Council House and/or
 - b. Guildhall

The table on the following page summarises each option and the costs/savings associated:

Table 2. Options appraisal for Register Office locations

Option	Annual Revenue Cost Avoided	Annual Income	Capital Receipt/Investment
Option 1 - Remain at Lockyer Street	£0	£55K	Capital Investment Required
Option 2 - Conduct statutory ceremonies from Council House and use Guildhall as alternative to Drake Suite at Lockyer St.	£30K	23.7K	Capital Receipt Possible
Option 3 - Conduct statutory ceremonies from Council House and use Reception Room or Council Chamber as alternative to Drake Suite at Lockyer St. Overall revenue benefit of £59.8K. This option offers an overall preferable annual benefit of £6.9K	£36K	£23.7K	Capital Receipt Possible
Option 4 - Statutory Ceremonies delivered from both Guildhall Charter Room plus Council House, Reception Room Overall revenue benefit of £52.9K	-£2.1K	£55K	Capital Receipt Possible
Option 5 - Conduct statutory ceremonies from Council House – convert Leaders room	£36K	£20K	Capital Receipt Possible

Option 1) Retain the Hub at Lockyer Street

This option is rejected as it considers maintaining the services as they currently are and requires approximately £750k of investment at the current site. This is not the preferred option as it would neither represent an improvement for customers nor an opportunity to reduce costs.

Option 2) Operate from the Council House for statutory elements and the Guildhall for low cost/high volume ceremonies (currently offered in the Drake Suite). Conduct statutory ceremonies in the Leader's Room

This Option is rejected as it is not possible to offer a similar number of low cost/high volume ceremonies from the Guildhall despite this option requiring additional capital investment.

Option 3) Operate from the Council House for statutory elements and low cost/high volume ceremonies from the Reception Room and/or Council Chamber (currently offered in the Drake Suite). Conduct statutory ceremonies in the Leader's Room

This Option is recommended

Option 4) Operate from the Council House for statutory elements and a combination of the Guildhall and Council House Reception Room and/or Council Chamber for low cost/high volume ceremonies (currently offered in the Drake Suite). Conduct statutory ceremonies in the Leader's Room

This option is rejected as there is additional cost and operational pressure involved in running two locations simultaneously

Option 5) Operate from the Council House for statutory elements and offer a new low cost/small occupancy offer from the Council House (no like-for-like alternative offer replacing Drake Suite). Conduct statutory ceremonies in the Leader's Room

This offer is rejected as it excludes a group of customers who will no longer be able to afford a larger ceremony which enables them to share their celebration with the friends and families they wish to.

3. RECOMMENDATION

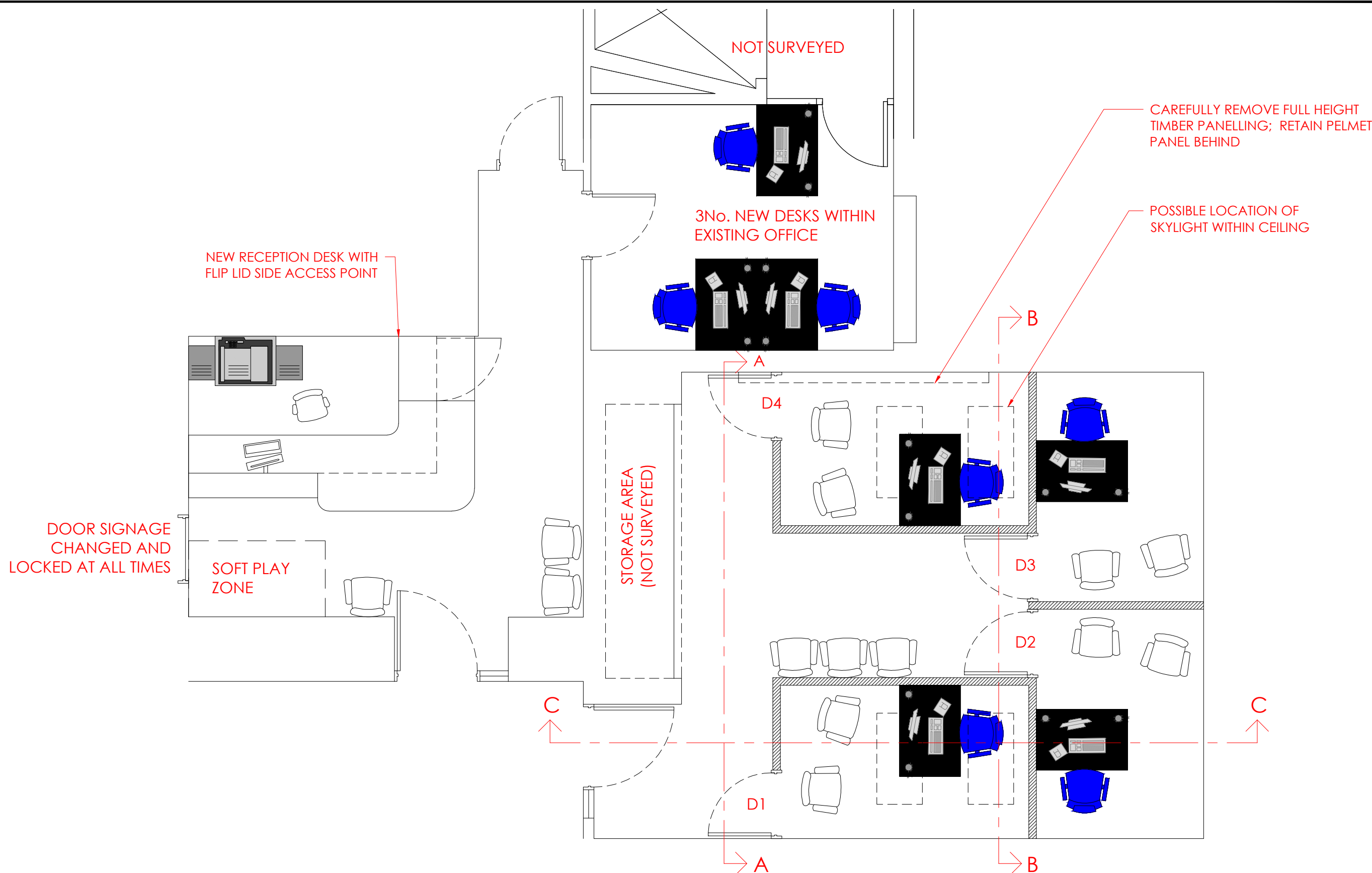
The relocation of the Register Office promotes best utilisation of existing Plymouth City Council assets, provides improved access for customers and allows best use of the Lockyer Street site for the city, attracts a sizeable capital receipt, ongoing revenue income from business rates and council tax and provides in the region of 75 new jobs.

Option 3 is recommended for the new locations, to operate from the Council House and house the repository in TMH. This option involves reconfiguring the Temeraire room to provide registration offices and the Leader's Room, Deputy Leader's Room, associated lobby and entrance area to provide the reception facilities and small ceremonies space. The Reception room would continue to be used for larger ceremonies, as an alternative to the Drake Suite currently available at Lockyer Street. Plans for the proposed arrangements are included as Appendix I.


Appendix I – Proposed layout for Register Office in Council House



Floor Plan for
Registration Area Grc



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PLYMOUTH
CITY COUNCIL
DEPARTMENT OF
TRANSFORMATION
& CHANGE

**PROJECT & CONTRACT
MANAGEMENT SERVICES TEAM**

Ballard House
West hoe Road, Plymouth, PL1 3BJ
Tel: 01752 668000

Scheme	REGISTRATION SERVICE COUNCIL HOUSE TEMERAIRE ROOM & LEADERS AREA
Drawing Title	PROPOSED PLAN

STATUS	Feasibility	
PURPOSE OF ISSUE	<input checked="" type="checkbox"/>	Date
Preliminary		
Report		
Committee		
Tender		
Construction		
Other (specify)		

Drawn	CBD	Original drawing size	A3
Checked		Date	June 17
Project Number	01862-16	Scale	1:100
Drawing Number	AL(01)02	Revision	

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Place and Corporate Overview and Scrutiny Committee



Waste Select Committee Review

22 March 2017

(1) the Panel agreed the recommendations within the report, subject to –

the definition of periodic reviews regarding assisted collections to be included within the report;

Those in receipt of an assisted collection (ACS) will be contacted either by phone, letter, email after every 18 months to see if an assisted collection is still required. Where it is identified that the resident no longer has the need for the support or no longer lives at the property the assisted collection will be removed.

The team will be undergoing the first review of the ACS since the launch of alternate weekly collections during Autumn 2017.

a clear explanation of the staged approach to enforcement, including the cost and use of fixed penalty notices;

There is a 3 stage process targeted around persistent offenders for refuse collections, as described in the waste policy this may include:

- Additional waste outside of the container (often referred to as side waste)
- Bins being left out on the highway and causing an obstruction/preventing street cleaning/causing nuisance as raised by members of the public
- Contamination of green waste bins

Offenders are identified mainly through collection teams or members of the public.

Stage 1 – Notify – teams will notify residents that there is an issue with their waste. This will be in the format of a tag for the specific issue with the option of a letter

Stage 2 – Engage – Recycling Officers, Assistant Team Leaders or Team Leaders will engage with residents regarding the issues reported with a view to changing habits.

Stage 3 – Enforce – enforcement action taken by PCC Public Protection Service (PPS) once the steps above have been satisfied and no progress has been made. This may mean the resident is issued with a Community Protection Warning or a Fixed Penalty Notice.

Fly tipping is treated separately by PPS and is separate to refuse collection types of enforcement activity.

(3) **further agreed, to inform future scrutiny, that members are provided with 2016/17 baseline statistics for the provision for waste collection and the level of contacts with the Council regarding waste services. This will**

include, but is not limited to:

- **domestic waste tonnages;**
 - Domestic Waste Arisings – 104,457 tonnes
(total of green & brown bin, garden, Household Waste Recycling Centre (HWRC), bring bank sites & bulky waste collections)
- **domestic recycling tonnages;**
 - Domestic Waste Reused/Recycled/Composted – 35,590 tonnes
(from green, garden, bring bank, HWRC & Materials Recycling Facility operations)
- **missed residual waste bins;**
 - Cases logged 2016/17 (1st Apr 16 to 31st Mar 17) – 5589
- **missed recycling bins;**
 - Cases logged 2016/17 (1st Apr 16 to 31st Mar 17) – 3162
- **bulky collection calls made;**
 - In 2016/17 bulky collection calls were not logged separately they were logged as part of the general waste services calls.
 -
 - In May 2017 changes made to the telephony with Bulky Waste calls as a stand-alone option
 - We logged 5600 bulky waste collection cases (not calls) in 2016/17.
- **street cleaning litter tonnages;**
 - Street Cleansing Residues – 5,749.56 tonnes
(total of road sweepings, litter, fly tipping & Parks waste)
- **percentage of bin missed per 10,000 properties;**
 - Total missed bin (green, brown, garden) cases logged 2016/17 (1st Apr 16 to 31st Mar 17) 10,105
 - Total households (assumed) = 117,423
 - Percentage of missed bins per 10,000 properties = 0.12%
- **fuel usage, reductions;**
 - Assumed litres used – 648, 362*

(* Includes all vehicles for the service and combined budgets cannot be deconstructed to give an accurate fuel usage for waste vehicles only)
- **number of people/organisations subject to fines or prosecution for fly posting;**

Information provided by PPS:

 - 189 cases of fly tipping were reported to PPS in 2016/17
 - 22 Fixed Penalty Notices were issued in 2016/17.

- **calls received at contact centre regarding waste collection services;**
65,260 calls received

- **maintenance of fleet vehicle;**
 - Vehicles are visually inspected by drivers prior to each use, completing inspections logs and recording any defects.
 - Any defects are referred to the Garage where repairs/works are undertaken as required.
 - Vehicles are subject to an annual MOT and Planned Servicing as set out below: -
 - Refuse Collection Vehicles – every 6 weeks;
 - Beavertails – every 10 weeks;
 - Minibuses – every 13 weeks;
 - Minibuses - Tail lift calibration every 6 months

- **number of assisted collections.**
 - 7295 (as listed within RouteSmart)

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**UNAUTHORISED ENCAMPMENT
PROGRESS BRIEFING PAPER**
Place and Corporate Overview and Scrutiny Committee



Author: Malisa Collyer
Job Title: Community Connections Strategic Manager
Department: Community Connections

Date: 6th September 2017

The purpose of this briefing paper is to inform members of the Place and Corporate Overview and Scrutiny Committee of the processes and responsibilities for the eviction of Unauthorised Encampment of Gypsies and Travellers from Plymouth City Council owned land where permission has not given.

Executive Summary

- Existing procedures for managing Unauthorised Encampments (UEs) aims to ensure that we deal with UEs that occur on Council owned land as effectively and efficiently as possible.
- Our procedure for managing UEs embeds our statutory duty to consider the welfare needs of Gypsies and Travellers.
- Gypsies, Roma and Travellers are protected from discrimination by the Equality Act 2010 and the Human Rights Act 1998, together with all ethnic groups that have a particular culture, language or values.
- The Joint Local Plan incorporated the commissioning of an Accommodation Assessment and Site Assessment Study.
- There has been an increase in media attention on UEs in the City, thus raising the profile of this community.
- There is a past history and tradition for Gypsies and Travellers to live in caravans or move around the country. However, encamping on land without the landowner's consent is unlawful, and in certain circumstances it is not just a breach of civil law but also criminal law.

UE statistics

- 18 UEs have been managed so far this year, against 19 for the same time period in 2016/17.
- Analysis of our UE data covering the period March 2014 to June 2017 indicates that:

Year	No. of UEs
2014/15	33
2015/16	36
2016/17	33
2017/18 (to date)	18

- The most frequently occupied sites were: Row Down Close, Language Business Park, Broadley Park Road, and Prince Rock Playing Fields.
- Average length of time to remove an Unauthorised Encampment is currently 7 days.

Gypsy and Traveller Procedure Review

- The current procedure for managing UEs was agreed by CMT in April 2009 and was reviewed in October 2013 by a Cross Party Task and Finish group.
- The Gypsy and Traveller procedure is currently being reviewed and will shortly be ready for consultation.
- An area being considered in this review is the Notice to Quit timeframe. Currently the procedure indicates that the notice gives 48 hours to vacate the site. In most circumstances it may be appropriate to give 24 hours to vacate the site; this change has been implemented as a pilot.

Permanent Site – Bayview Caravan Park

- All plots are currently licensed, giving no scope for UEs at Bayview Caravan Park.
- Issues around fly-tipping, damage, health and safety, and breeches of licenses are being addressed quicker and more efficiently.
- There is weekly engagement with residents , who have an excellent trusting and open rapport with officers, and more partners are involved with resident engagement e.g. Barnardo's (providing children's services), Fire Service, and Police, supporting residents to ensure the site is safe and that the wellbeing of residents is being improved.
- The allocations policy is currently being written to ensure a fair and equitably methodology for pitch allocation at Bayview Caravan Park.
- The license agreements are in the process of being reviewed by Legal Services to ensure they are robust, economic, and ensure that the asset is protected for future users.
- Works are currently being undertaken to make improvements to the amenities, and health and safety of the site.
- Vandalism prevention works are also underway, and a number of remedial works have been necessary following previous UEs on the site prior to full occupancy of the plots.

Powers and future considerations

- The power most frequently employed by Plymouth City Council to regain possession of land when dealing with an Unauthorised Encampment is under Part 55 of the Civil Procedure Rules.
- Consideration is currently being given to the use of Anti-Social Behaviour powers in regard to the use of a Public Space Protection Order to prevent the use of land for UEs. However, this consideration must be made in conjunction with our strategic opportunities for temporary and/or tolerated stopping spaces.
- Currently we are in discussion with Devon and Cornwall Police in regard to the use of their discretionary power under S61 and S62a of the Criminal Justice and Public Order Act 1994 to move an Unauthorised Encampment. However, in order to use this power an alternative site to move the Travellers to is required. Thus, we are working to secure temporary/tolerated stopping spaces, to make it possible to use this power.
- We are also liaising with South Hams and West Devon District Councils to discuss joint working opportunities, information sharing, and use of land for Gypsies and Travellers.
- Plymouth's preferred option for dealing with UEs is by negotiation and agreement around conduct of the occupants of the site; however, this solution can only be considered in conjunction with temporary and/or tolerated stopping spaces.

Unauthorised Encampment Site Review

- Community Connections are coordinating a plan putting into place preventative measures at sites across the City where UEs gain access.
- Site meetings were held in May where ideas were put forward between Street Cleansing and Grounds, Corporate Property, and Community Connections, and works are currently underway.

Strategic Opportunities

- Local Authorities are required to provide a five-year supply of deliverable sites for Gypsies and Travellers.
- A site assessment study (February 2017) for Gypsies and Travellers, and Travelling Showpeople is being examined for potential sites for temporary and/or tolerated stopping spaces.
- The report only identifies one site for future potential as a Gypsy and Traveller site, but there are number sites identified across the Joint Local Plan area that could be considered for specific temporary use.

- Whilst the Gypsy and Traveller Accommodation Assessment (GTAA) 2016 identified a total of 5 pitches for 'Travelling' Gypsies and Travellers in the Local Plan area, though specifically no pitches required in Plymouth, there is a clear need to provide suitable temporary/tolerated stopping spaces to prevent UEs occurring.
- Discussions with the Planning team have started in regard to searching for potential Gypsy and Traveller sites for.

Malisa Collyer

6th September 2017

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PLYMOUTH CITY COUNCIL

Subject:	Corporate Plan 2016-19
Committee:	Cabinet
Date:	29 August 2017
Cabinet Member:	Councillor Bowyer
CMT Member:	Tracey Lee, Chief Executive
Author:	Andrew Loton - Senior Performance Advisor
Contact details:	Andrew.Loton@plymouth.gov.uk
Key Decision:	N/A
Part:	I

Purpose of the report:

1. To report progress against the ambitions as set out in the Council's Corporate Plan 2016-19. This report provides a narrative summary of progress against the Council's ambitions as a Confident, Growing, Caring and Pioneering Council and is supported by a set of performance indicators which measure progress against specific targets. The Corporate Plan 2016-19 was first introduced in summer 2016. This report reflects progress made during quarter 1 of 2017/18 (April to March 2017).
 2. To update progress to date against the Council's Commitments. This report provides a narrative summary of progress being made against each of the commitments made by the Council following the election in May 2016.
-

The Corporate Plan 2016-19

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

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

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

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

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 and approve the Corporate Plan QI monitoring report.

Alternative options considered and rejected:

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

Published work / information:

Background papers:

Title	Part I	Part II	Exemption Paragraph Number							
			1	2	3	4	5	6	7	
Corporate Plan 2016-19										

Sign off:

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Originating SMT Member: Giles Perritt													
Has the Cabinet Member(s) agreed the content of the report? Yes													

CORPORATE PLAN QUARTERLY REPORT

Quarter 1 – 2017/18



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I. INTRODUCTION

I.1 The Corporate Plan

The Corporate Plan 2016-19 sets our vision to be 'one team serving our 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	GROWING PLYMOUTH	CARING PLYMOUTH	CONFIDENT PLYMOUTH
We will be innovative by design, and deliver services that are more accountable, flexible and efficient.	We will make our city a great place to live by creating opportunities for better learning and greater investment, with more jobs and homes.	We will work with our residents to have happy, healthy and connected communities where people lead safe and fulfilled lives.	We will work towards creating a more confident city, being proud of what we can offer and growing our reputation nationally and internationally.

OUR THEMES

<ul style="list-style-type: none"> ■ Quality services focused on customers' needs ■ Balancing the books ■ New ways of working ■ Best use of Council assets ■ Working constructively with everyone 	<ul style="list-style-type: none"> ■ Quality jobs and valuable skills ■ Broad range of homes ■ Increased levels of investment ■ Meeting future infrastructure needs ■ Green and pleasant city 	<ul style="list-style-type: none"> ■ Focus on prevention and early intervention ■ Keeping children and adults protected ■ Inclusive communities ■ Respecting people's wishes ■ Reduce health inequalities 	<ul style="list-style-type: none"> ■ Council decisions driven by citizen need ■ Plymouth as a destination ■ Improved street scene environment ■ Motivated, skilled and engaged workforce ■ Setting the direction for the South West
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The Corporate Plan is supported by activity that is coordinated through strategic and operational plans to deliver specific outcomes. Performance indicators measure progress towards those outcomes.

The purpose of this report is to provide an update on the activities and performance indicators in quarter 1 (April – June 2017) and are presented within the vision headings:

- Pioneering
- Growing
- Caring
- Confident

During the first quarter of 2017/18 performance indicators were reviewed across the council to ensure the right data is collected to monitor progress and manage performance across each service area. There has, and will continue to be, an effort to increase frequency of data collection and reporting where appropriate. Work is also underway to enhance performance reporting with the inclusion of risk so that links between indicators and activities relating to the Corporate Risk Register are more explicitly identified. This work will be completed for quarter 2 at which point a full review of the Corporate Plan indicator set will also be achieved.

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The above work sits within a broader 'performance and accountability system'. This is currently being developed to articulate the levels, plans and methods of accountability (like scrutiny) relating to the objectives, risks and performance of the organisation. It is being developed in parallel to the review of performance indicators so that links between the various levels and reports can be made.

1.2 Corporate Plan Performance Report Design

Once the report has embedded this section will be moved to the back of the report as an appendix and used for reference purposes only.

REPORTING PERFORMANCE BY EXCEPTION

Exception reporting will be provided where performance shows significant change or differs from the target by a notable margin. This will help to ensure that the limited time available for Committees to consider performance is focused on those areas where action / intervention are most likely to be required.

ACTIVITY UPDATES

Each vision heading will report the following highlights during the period being reported:

TREND (RAG) COLUMN – COLOUR SCHEME

A trend rating is provided for both annual and quarterly performance. This gives a visual indication of whether the figure is improving or declining based on the earliest and latest period for which information is available e.g. quarter 1 compared to quarter 4 or 2014/15 compared to 2015/16.

- Indicators highlighted **green** show where there the latest value is improving.
- Indicators highlighted **amber** show where the latest value is between plus and minus 2.5% of the previous value. (Slight improvement/decline)
- Indicators highlighted **red** show where there the latest value is declining.
- Indicators not highlighted have no trend data

TARGET (RAG) COLUMN - COLOUR SCHEME

- Indicators highlighted **green** show where Plymouth is better than target.
- Indicators highlighted **amber** show where Plymouth is within 15% of target.
- Indicators highlighted **red** show where Plymouth is 15% worse than target.
- Indicators not highlighted or N/A show where no in year data is available to compare against target.

2. REPORT SUMMARY

This quarter 1 update of [Plymouth City Council's Corporate Plan](#) reports activity and performance between **April 2017 and June 2017**.

The report provides a combined view of activity and performance indicator updates (by exception) against each vision heading of the Corporate Plan. Analysis within the report informs strategic and operational discussions on progress against the Corporate Plan.

The council remains 'on track' for the majority of its activity. However, there remain some areas of slippage as a result of particular challenges.

In summary, the updates received include:

Pioneering

- Progress relating Phase I of the Transformation of the Corporate Centre (TCC) Programme and the completion of a Smart Working roll-out to three pilot services; Improvements are evident but Phase I has also highlights challenges around some aspects of realising other benefits (Section 3.1.1)
- The impact of utilising the 'Firm Step' system to support the introduction of alternate weekly waste collections in May; this enabled crews to log issues within Firm Step and but subsequently increased 'complaint' volumes (Section 3.1.1)
- Progress for Bereavement Services in achieving planning permission for the extension of the Weston Mill Depot; This has enabled a satellite depot for Street Cleansing and Grounds staff in the west of the city (Section 3.1.1)
- There are also updates around finance, assets and resources which describe ongoing work to ensure sustainability (Section 3.1.2)

Growing

- Funding continues to be sourced and secured to ensure that development within the city continues; however it has been identified that there is a need to navigate the impact of future construction inflation (Section 4.1.1)
- Through the securing of funding Plymouth has been highlighted as a cultural hotspot and a city to watch; Through recognised as a National Leader in Culture by the Arts Council England and through Costal Community Fund; (Section 4.1.1)
- Activity continues to drive improvements for educational attainment at a city and regional level. A Plymouth Education Board has been established and aims to influence the Sub – regional School Improvement Board and the Learning, Skills and Employability Group are anticipating new key areas of focus following the start of the Post-16 review (Section 4.1.1)
- Issues concerning the delivery of new homes regarding two larger sites has become apparent as they have not progressed as planned, however circa 600 new home completions this financial year are still projected (Section 4.1.2)

Caring

- Pressure remains on frontline services and work is underway to ensure services such as Community Connections can meet demand and challenges in the system. Pressures are evident in both adult and children's social care; strategies have been developed, are awaiting formal approval, but progress is already being delivered (Section 5.1.1)
- Plymouth City Council has been selected as one of 12 areas to receive a review of its Health and Social Care system by the Care Quality Commission (CQC); chosen where there are challenges particularly in relation to delayed transfers of care. Plymouth has

been asked to reduce the rate of delayed transfers of care (DToC) in the system by two thirds. This presents a significant performance challenge (Section 5.1.1)

Confident

- Alternate weekly waste collection has been introduced and there is notable success following implementation; all areas of the city are receiving the new service and there is strong engagement and investment from staff (Section 6.1.2)
- The “People Strategy” was endorsed at Cabinet to enable a motivated, skilled and engaged workforce. This strategy has informed a Human Resources Business Plan influenced activity under each of the themes (Section 6.1.4)
- In relation to promoting Plymouth as a destination; a funding bid to support delivery of the ‘Visitor Plan’ has been successful (Discover England bid) however another bid (Heritage Lottery fund (HLF)) to support Plymouth as a ‘Cultural Destination’ has been unsuccessful. The team is working with HLF to learn from the unsuccessful bid in order to secure future funding. (Section 6.1.1)

3. PIONEERING

3.1. PRIORITY ACTIVITY HIGHLIGHTS

PIONEERING - Priority Activity	Status
Quality services focused on customers' needs	On Track
Implement Innovative Transformation Programmes	On Track
Cemetery facilities fit for the future	On Track
Balancing the books	On Track
Deliver the Medium Term Financial Strategy	On Track
Identify sustainable, alternative and increased sources of income	On Track
Deliver the Asset Management Plan and maximise the community value of our assets	On Track
New ways of working	Slippage
Enhance our capability to make evidence informed decisions	Slippage
Best use of Council assets	On Track
Working constructively with everyone	On Track
Deliver the Cities of Service vision promoting volunteering, individual effort and personal responsibility	On Track
Work collaboratively with the voluntary and community sector to deliver better outcomes for citizens	On Track
Develop a partnership governance framework to ensure that partnerships make robust decisions, are accountable and compliant with regulations	On Track

3.1.1 Quality services focused on customers' needs

Implement Innovative Transformation Programmes

Phase 1 of the Transformation of the Corporate Centre (TCC) Programme has completed a Smart Working roll-out to three pilot services (Office for the Department of Public Health, Strategic Planning & Infrastructure and Special Educational Need and Disability teams) and is adding scope and delivering to all elected members and waste services. The business case for Phase 2 will build upon the successes and lessons learned from Phase 1 and establish closer arrangements with service review processes and the Accommodation Strategy. The pilot realised significant improvements to staff morale and reductions in desk occupancy, however the financial benefits around printing and mileage were not achieved.

The system review process within the TCC Programme continues to support delivery of the transformation blueprint. In particular, in delivering the Customer Service Strategy and utilising digital capabilities to transform services that are both delivered and received. The Agile HR and Public Protection Service (PPS) reviews were delivered successfully achieving benefits in full and completing either on time or early. The snap general election announcement put the Electoral Service and Legal Service reviews on hold.

Alternate weekly waste collections went live on 8 May 2017 utilising Firmstep (digital platform) forms and processes. An intermediate solution was found to enable issues raised by crews to be logged within Firmstep. Other areas moving to Firmstep, or being streamlined on Firmstep, are:

- Highways Phase 2
- PPS processes – six processes remain at the user acceptance testing stage (UAT)
- Corporate property – Streamlining of some business processes
- Community Connections – Requirements currently being scoped

Cemetery Facilities fit for the future

Plans are progressing to ensure that the population of Plymouth have access to bereavement services that are fit for the future. This is likely to require new crematoria facilities and a feasibility study has been commissioned. Planning permission has been granted for improvements and an extension to Weston Mill Depot enabling a satellite depot for Street Cleansing and Grounds staff in the west of the city.

3.1.2 Balancing the Books

Deliver the Medium Term Financial Strategy (MTFS)

The [Medium Term Financial Strategy \(MTFS\)](#) was approved by Council on 27 February 2017 as part of the budget process and is monitored regularly throughout the year. The first full review will follow the end of the first quarter and an update to the main income assumptions and key cost pressures has been undertaken.

The impact of demographic growth and emerging cost pressures make forecasting difficult to ensure adequate resources meet demands.

Identify sustainable, alternative and increased sources of income

Opportunities for new income streams are reviewed regularly by all services. Additional income has been generated through the Asset Investment Fund and by generating new revenue rental streams.

The capital programme is actively seeking to increase its property portfolio. New income streams can be subject to external factors outside of the council's control and so challenges remain. To mitigate some of these challenges, the Commercial Enterprise team are developing proposals to allow the council to operate in a more commercial way.

3.1.3 New ways of working

Enhance our capability to make evidence informed decisions

To support evidence informed decisions, data is continually being made available online. This quarter includes;

- The [Data Plymouth website](#), which contains infographics and reports providing analysis and key statistics for some key issues. It is arranged as a set of pages under 'City Data' that correspond to the Plymouth Plan themes, as well as statistics about the Council itself under 'Council Data'.
- A further data resource has been developed called [Plymouth.TheData.Place](#) which enables different organisations to make their data available – as well as providing publicly available data, for example census data.

3.1.4 Best use of Council Assets

Deliver the Asset Management Plan and maximise the community value of our assets

The Smart Working project is defining opportunities for smarter ways of working for various roles within the council. This will define the organisations future accommodation and ICT infrastructure needs. Once the needs have been ascertained, an accommodation plan can be developed encompassing the entire estate. Office rationalisation options will be refined on this basis and we are in discussion with One Public Estate contacts about other

departments needing office space in Plymouth to maximise use of PCC assets and enable co-location of services to better serve our citizens.

Phase one of the depot refurbishment is near completion with the Prince Rock Depot refurbishment progressing on schedule (completion September 2017). Planning permission has been granted for the refurbishment of Weston Mill.

To ensure we attain the best community value from our depot sites and support efficient service delivery by Street Scene and Waste Services, the proposals for phase two of the development are being reviewed. This allows us to assess whether new opportunities which could arise from site development in the east of the city offer better solutions than the current proposal. Therefore submission to the City Capital Investment Board for funding for phase two is due for the September 2017 meeting; a specific business case, on the upgrade of welfare facilities at Weston Mill, was submitted at the end of July 2017 enabling planned works to be completed within the autumn timeframe, and in line with nesting bird considerations.

3.1.5 Working constructively with everyone

Deliver the Cities of Service vision promoting volunteering, individual effort and personal responsibility

Over the last quarter, further funding has been secured to deliver our legacy Cities of Service programmes. In the next quarter, we will join up these programmes to deliver deeper impact on health and wellbeing. More people are using [Volunteer Connections](#) than ever, but there is concern that their capacity to manage this extra footfall is stretched. The 'Our Plymouth' portal has not developed as quickly as expected due to a refocus on its scope and capabilities. Urgent work is now being done to get this back on track and a partnership action plan is in place.

3.2. PERFORMANCE INDICATOR HIGHLIGHTS

Maintain a high percentage of complaints responded to within timeframe

Plymouth City Council experienced a higher weekly volume of complaints in quarter 1 following introduction of alternate weekly waste collections. The increase was anticipated as a result of a significant change to a frontline service that is provided to all households in the city. Additional resource was put in place within Customer Services to increase capacity to mitigate the predicted increase.

However, volume levels overall did impact on our service standard to respond within 10 days and performance decreased in quarter 1 of 2017/18 to 94% from the 97.9% reported in quarter 4 of 2016/17. Steps are being taken to ensure service standards are back on target. Satisfactory resolution and timely response are the key priority for all services.

A council wide communication is being developed to reiterate the importance of responding to complaints within the 10 day standard timescales and our continued commitment to excellent customer service.

3.3 CORPORATE PLAN PERFORMANCE

3.3.1 2017/18 Quarter 1 - Performance report

PIONEERING PLYMOUTH - We will be innovative by design, and deliver services that are more accountable, flexible and efficient													
Ind.ID	Indicator	2014/15	2015/16	2016/17	Annual Performance Improving/ Declining?	England	Comp. Group	Q2 2016/17	Q3 2016/17	Q4 2016/17	Q1 2017/18	Quarterly Performance Improving/ Declining?	Target (RAG)
Quarterly Indicators - Financial Year													
PO1	Increase the uptake of digital services by our customers			51%						17%	31%	Improving	TBC
PO3	Maintain a high percentage of complaints responded to within timeframe	76.6%	95.9%	97.9%	Improving				97.8%	97.9%	94.0%	Declining	95%
Annual Indicators - Financial year													
PO7	Scrutiny is assured that (key) partnership working is effective		Yes	Yes	Same			Yes					

3.3.2 2017/18 Quarter 2 – Performance report

Quarter 2 performance will include performance updates on the following:

- Maintain a high percentage of customers satisfied with our services (PO2)
- Increase in the (£m) value of income from commercial services (PO4)
- Maximise ROI (net yield) on each commercial estate investment (PO5)
- Increase the "Total Occupancy Rate" of all commercial properties owned by PCC (PO6)
- (New) The % of (adults) residents who volunteer at least once per month (PO8)

4. GROWING

4.1. PRIORITY ACTIVITY HIGHLIGHTS

GROWING - Priority Activity	Status
Quality jobs and valuable skills	On Track
Work with the Growth Board to deliver the Local Economic Strategy creating jobs and investment	On Track
Deliver new high value jobs by delivering the Oceansgate development programme as part of our City Deal	On Track
Deliver the History Centre project to support jobs and investment	On Track
Deliver the Vision for Education Plan	On Track
Work with the Employment and Skills Board to deliver the Plan for Employment and Skills	On Track
Broad range of homes	On Track
Deliver the Plan for Homes	On Track
Increased levels of investment	On Track
Take forward and deliver major development schemes	On Track
Continue to develop a development pipeline using Council land and property assets and a strong programme of inward investment activity	On Track
Meeting future infrastructure needs	On Track
Maximise resources available to the city	On Track
Transform the gateways to the city	On Track
Green and pleasant city	On Track
Support the growth of community owned energy solutions	On Track
Deliver the Active Neighbourhoods Project	On Track
Progress strategic transport projects	On Track
Deliver new community park and farm at Derriford	On Track
Deliver enhancements to Central Park informed by the masterplan	On Track

4.1.1 Quality jobs and valuable skills

Work with the Growth Board to deliver the Local Economic Strategy creating jobs and investment

A number of successful events raising the profile of the city have secured investment interest. This is being followed up to secure commitments and future business opportunities.

Funding for 'The Box', continues to be sourced and secured, notably £2m of coastal community funding which includes funding for the naval figure heads.

The Arts Council England (ACE) has awarded Real Ideas Organisation (RIO) four years of regular income from 2018 – 2022 to help fund Ocean Studio's running costs and to develop new projects. The funding confirms Plymouth as a cultural hot-spot and a city to watch, with the Arts Council highlighting Britain's Ocean City as being at the cutting edge of culture and a national leader.

Plymouth has received further recognition with the Plymouth Science Park Phase 5 winning a series of awards and commendations including:

- Best Commercial Building of 2017 – RICS Awards
- Commercial Project of the Year 2017 – Michael Mores Property Awards
- Highly commended – Plymouth Herald Business Awards 2017

Construction remains underway in a number of locations across the city in a variety of phases; demolition has started on Colin Campbell Court, Oceansgate construction is underway and the STEM Centre building work is finished for opening in the autumn. There is a need to navigate the impact of future construction inflation to ensure a steady programme of development activity continues to occur across the city.

YTKO (marketing service), an organisation which supports business start-up and business growth, has received investment from the European Regional Development Fund to open a regional office in Plymouth. They will be providing a new 'start up' service to support new entrepreneurs and establish new businesses and corporates. Additionally YTKO are delivering a 'Growth Support Programme' which offers an initial three hour diagnostic to businesses wishing to grow or expand.

The Growth Board has restructured the 'People, Communities and Institutions' Flagship to become the 'Inclusive Growth' group.

Deliver the Vision for Education Plan

We continue to challenge schools through analysis of local data and benchmarking information. A Plymouth Education Board has been established and had its inaugural meeting in July 2017, chaired by the Chief Executive. The purpose of the Plymouth Education Board is to improve educational outcomes in all schools by bringing key parts of the school improvement system together to address issues and will provide up to date information to the Sub-Regional School Improvement Board.

Work with the Employment and Skills Board (ESB) to deliver the Plan for Employment and Skills

Work has been undertaken this quarter to understand the issues of supply and demand across the city through a refresh of the Plymouth Skills Analysis. Thus far two key sectors have been involved to align work previously undertaken by the marine and engineering sector, health and telecommunications.

Further work has been undertaken to help shape our STEM Strategy around "Grow, Keep and Retain Talent" with a revised brochure as part of this. This is currently in draft stage and for consultation with ESB and STEM Forum members.

Our post 16 review has commenced and a report on the work will be produced in quarter 2. This work has identified some key areas of focus for the Learning Skills and Employability Group to develop further in partnership.

The partnership has agreed the priority themes are 'Informed', 'enabled' and 'employed'.

4.1.2 Broad range of homes

In relation to Starter Homes Land Fund we are awaiting a formal response to our bid from the Homes and Communities Agency (HCA); submitted to support delivery of 942 Starter Homes. In the meantime three sites have been acquired with HCA support. We have selected our delivery partner for 80 new homes and land at Prince Maurice and are interviewing submissions received for Colin Campbell Court and Bath Street.

There is strong progress on delivery at [Plan for Homes](#) sites:

- eight completed schemes (143 homes)
- 15 schemes under construction (762 homes)
- three sites due to start on site within next three months (188 homes)

A couple of the larger sites have not progressed as planned and we are working to get them back on track. We are projecting circa 600 new home completions by March 2018.

A bid has been submitted to the Homes and Community Agency (HCA) to secure funding and support over 5,000 new homes and associated infrastructure to increase the pace of delivery of new homes as part of the Accelerating Construction Programme Expression of Interest (EOI).

Focus for the Plymouth & South West Devon Joint Local Plan is now on agreeing a Delivery Strategy for all housing sites to deliver 19,000 new homes in Plymouth, this is likely to include future acquisitions of key strategic sites.

The new [Empty Homes Financial Assistance Policy](#) has taken time to bed in and promote. However, we are projecting nine empty homes loans / grants agreed during 2017/18.

As part of increasing enforcement activity, we have commenced three Compulsory Purchase Orders, one Empty Dwellings Management Order and five Enforced Sales.

Following appointment to a vacant E Grade position, there is increased capacity which will support delivery of the 2017/18 target – 75 long term empty homes brought back into use.

We are prioritising the efficient reuse of Brownfield sites and we have purchased two large stalled brownfield sites through our Starter Homes Programme. A Brownfield Register of all brownfield sites over 0.25 hectares that are suitable and available for housing is being developed to meet a statutory requirement by 31st December 2017.

4.1.3 Increased levels of investment

Take forward and deliver major development schemes

100% of Major planning applications determined within target since April and officers are working hard on driving forward delivery. Careful management has ensured that performance has been maintained however there is a challenge in maintaining performance dealing with planning applications and associated condition discharge applications efficiently when workloads are high.

Continue to develop a development pipeline using Council land and property assets and a strong programme of inward investment activity

The Council's Economic Development Service is resolving barriers to development with key partners and stakeholders to expedite delivery of key regeneration projects for the benefit of the city and local economy.

Regeneration projects are by their very nature complicated and challenging in terms of delivery. Full co-operation is necessary between the various stakeholders to facilitate delivery.

Key achievements include:

- Colin Campbell Court Redevelopment – demolition commenced at New George Street
- Plymouth International – 'The Range' have submitted a planning application for their new HQ and store
- Drakes Circus Leisure – enabling works have commenced at Bretonside
- Former Quality Inn Site – Planning application was agreed at committee at the end of July for new 80 bed boutique hotel and 88 apartments

4.1.4 Meeting future infrastructure needs

Maximise resources available to the city

[The Joint Local Plan \(JLP\)](#) identifies an ambitious growth agenda including homes, jobs and the infrastructure required to support growth and provide the facilities that local communities need. This investment programme supports the objectives of the JLP.

Key activity this month includes:

- Updated Growth and Housing bid submitted to Highways England for £4.47m to invest in the Forder Valley Link Road Scheme and currently being considered by the funder
- Updated Growth and Housing Fund bid submitted to Highways England for £3.82m to invest in the Forder Valley Interchange scheme which is also currently being considered by the funder
- South West Highways have been approached for Early Contractor Involvement for Plymouth Road (Cot Hill) and completion of ground condition surveys
- Consultation for Plymouth Road (Cot Hill) ran from 19 May – 16 June with three consultation events on the 20, 22 and 24 May
- £2.1m allocated by Local Transport Board (LTB) Growth Fund for Northern Corridor junction improvements with Outland Road Phase now completed.

Transform the gateways to the city

An updated Growth and Housing Fund bid has been submitted to Highways England for £5.0m to invest in the Woolwell to the George scheme which is currently being considered by the funder.

4.1.5 Green and pleasant city

Plymouth Energy

Plymouth City Council has supported [Plymouth Energy Community \(PEC\)](#) to:

- support ‘fuel poor’ households clear over a quarter of a million pounds of fuel debt
- provide one to one help to 412 residents through ‘Warm & Well’ Programme
- replace boilers, heating systems and tackle damp in 24 households free of charge
- complete ‘Healthy Homes’ evaluations - providing very strong evidence for the link between investing in energy improvements in the home and the wellbeing of residents
- installed LEDs at Mount Edgcombe at no cost to PCC and saving £2400 pa from the estates power bills

However there is still ongoing uncertainty around government policy on energy efficiency and renewables. **Deliver the Active Neighbourhoods Project**

[Active Neighbourhoods](#) (AN) has now successfully run the majority of our joint RSPB Wild Challenge schools offer, which aims to better connect Plymouth’s children with nature and their local green spaces. We have continued to deliver popular half-term and Easter engagement events aimed at local families from the five AN reserves. We continue to develop our volunteer group and have amassed 1900 volunteer hours to date, nearly 50% being from local residents.

After the successful delivery of “Stumped over the Active Neighbourhoods Reserves” last autumn, we installed sensors across Central Park for 20 days over the holiday period. This data has been a helpful insight to the Central Park improvement plan.

We are running Crazy Glue 2 in Efford Marsh Nature reserve, with the aim of connecting local families with their local green space, whilst highlighting the benefits of being active.

Improvements to the Headland path at Ernesettle Creek has now been completed and we are now working towards an opening event on the 13th of July which will also double up as a celebration event for the schools that have worked with us on the Wild Challenge.

We're working towards leaving each AN reserve with an active 'Friends of' group, as part of the projects continuing legacy, we are pleased to have now formalised the Ernesettle Creek Friends group this quarter.

To date this quarter, at our events, we have worked with 2,285 participants, who between them burnt 111,573 calories, whilst walking 53,401Km taking 3,530,858 steps

Strategic Transport

There is a continuous requirement to develop both business cases for external funding and seeking agreements with developers to be able to provide the infrastructure to deliver the growth agenda as set out in the Joint Local Plan (JLP). However, in supporting this, good progress has been made on a large programme of transport schemes. These are:

- Highways England Growth and Housing Fund submitted at the end March 2017 for Forder Valley Link Road, Forder Valley Interchange and Woolwell to the George.
- Topographical survey arranged
- Design being led by PCC Engineering Design Group
- DfT recently announced National Productivity Investment Fund covering further schemes on the Northern Corridor to help deliver the city's growth agenda. A bid was submitted 30th June 2017 for Forder Valley Interchange and Morlaix Drive Public Transport Scheme
- Traffic modelling of forecast traffic arising from the Joint Local Plan (JLP) site allocations is identifying the pipeline of schemes that need to be developed for delivery post 2020 in support of the city's growth agenda
- An additional member of staff has been recruited to the Strategic Transport Team in order to meet the challenge of having to submit an increasing number of business cases for competitive funding
- Updated Growth and Housing Fund bid has been submitted to Highways England for £5.0m to invest in the Woolwell to the George scheme which is currently being considered by the funder
- Preparing public consultation for Woolwell to the George scheme
- Progress has been made on the development of feasibility options and a contractor to design and deliver the Charles Cross scheme has now been secured

4.2. PERFORMANCE INDICATOR HIGHLIGHTS

Decrease in number of residents with no formal qualifications

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

2015 saw a sizable increase in the number of Plymouth residents with no formal qualifications to 6.1% – the largest recorded increase in the city since Office of National Statistics (ONS) records started in 2004. Despite this increase Plymouth still sits below the 8.6% of the UK's population lacking these qualifications in the same period. Much activity is occurring locally and regionally to ensure efforts secure further decrease in the proportion of residents with no formal qualifications. These are:

- Learning Skills and Employability Group has been strengthened by Voluntary and Community Sector (VCS) attendance enabling better understanding of age and locality
- OnCourse South West are delivering functional skills and English to students who speak other languages
- Department for Work and Pensions are providing digital literacy training as part of Universal Credit
- 'Building Plymouth' is addressing skills shortages and entry to the construction sector through licence to practice site certificates
- The Heart of the South West Local Economic Partnership (HoTSW LEP) is working to better understand the impact of migrant workers in the city

Increase in NVQ4 and above per head of population

Plymouth has a good track record of increasing the number of its residents with NVQ4 (and above) qualifications. On average, the number of working-age Plymouth residents with NVQ4 and above qualifications increased by 5.3% per annum. This average annual increase is larger than the South West average (4.19%) and the UK national average (4.10%). Although Plymouth is making large annual increases year on year over the past 10 years, the overall proportion of residents holding at least NVQ4 qualifications is lower than the South West and UK national averages. The current Plymouth average is 29.9%, the South West average is 37.3% and the England average is 37.1%.

The Department for Education's (DfE) Post 16 Skills Plan, published in July 2016, attempts to raise the profile of technical progression routes and qualifications so that they have parity with academic learning routes. The word 'vocational' is being removed from the dialogue and being replaced with 'technical'. We are expecting to see A'level and T'level qualifications in the future (piloted 2018, launched 2019). There is a phased approach to implementing and shaping vocational curriculum and the offer which is to be dependent on local demand. Other evidence from specific sectors illustrates that provision is not offered in the sub region (professional qualifications in the built environment sector, for example).

The Department for Business, Energy & Industrial Strategy Green paper relating to 'Building our Industrial Strategy' was launched for consultation January 2017 and refers to the Skills plan in its second pillar – 'Developing skills'. The local authority, supported by the STEM Plymouth forum, has worked across Plymouth to collate a response to this Green Paper and

submitted a response by the Mid-April deadline. The Department for Business, Energy & Industrial Strategy are now analysing all the feedback.

4.3 CORPORATE PLAN PERFORMANCE

4.3.1 2017/18 Quarter 1 - Performance report

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.

Ind. ID	Indicator	2014/15	2015/16	2016/17	Annual Performance Improving/ Declining?	England	Comp. Group	Q2 2016/17	Q3 2016/17	Q4 2016/17	Q1 2017/18	Target (RAG)
Quarterly Indicators- Financial Year												
GR6	Increase proportion of young people in academic years 12-14 who are in Education, Employment or Training (EET)	Data not available due to definition change				89.70%	89%	89.60%	88.50%	91.10%	89.30%	87.0%
Ind. ID	Indicator	2014/15	2015/16	2016/17	Annual Performance Improving/ Declining?	England	Comp. Group	Target (RAG)				
Annual Indicators - Calendar Year												
GR3	Increase in NVQ4 and above per head of population	29.4%	29.9%	33.0%	Improving	38.2% (GB)	37.8% (SW)	30.5%				
GR5	Decrease in number of residents with no formal qualifications	4.8%	6.1%	6.1%	Same	8.0% (GB)	5.1% (SW)	4.8%				

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4.3.2 2017/18 Quarter 2 – Performance report

Quarter 2 performance will include performance updates on the following:

- Deliver 5000 new homes (Gross) over next 5 years
- Reduce carbon emissions

5. CARING

CARING - Priority Activity	Status
Focus on prevention and early intervention	Slippage
Deliver the Integrated Commissioning strategies	Slippage
Deliver the Children, Young People and Families Service Improvement Plan	On Track
Deliver the Plan for Sport	On Track
Keeping people protected	Slippage
Deliver the Safeguarding Improvement Plan for Adults and Children	Slippage
Deliver the Community Safety Plan	Slippage
Inclusive communities	On Track
Deliver the Welcoming City Action Plan	On Track
Reduce health inequalities	On Track
Deliver the Child Poverty Action Plan	On Track
Deliver Thrive Plymouth	On Track

5.1. PRIORITY ACTIVITY HIGHLIGHTS

5.1.1 Focus on prevention and early intervention

Deliver the Integrated Commissioning Strategies

In quarter 1 there has been some significant progress across all of the [integrated commissioning strategies](#), although it is important to note that each plan for 2017/18 remains in draft whilst obtaining approval.

Delivery of the Community Commissioning Strategy has seen the following progress:

- Funding has been secured to purchase accommodation in Devon to facilitate transition back to community living for people with complex needs that have been placed out of area for their support. Additionally, a contract award for supported living has also been completed and a Devon wide Mental Health Strategy has been completed with an action plan monitoring actions to the end of 2017/18.
- An Urgent Care plan is also in place with an aim to reduce admissions to Derriford Hospital and improve delayed transfers of care. 60 Health and Wellbeing Champions are now in place and the Enhanced and Specialist Strategy plans to have 75 more in place by the end of 2017.
- A workshop around 'Falls' has been undertaken to try and reduce the number of falls within care homes. The first round of feedback is due by the next quarter.
- The development of relationships between Plymouth Hospitals NHS Trust and care homes has been boosted by the establishment of a 'Trusted Assessor' role. This relationship is key to managing appropriate and timely discharges to care homes; contributing also to reducing delayed transfers of care. On 5 April a 'Dignity' forum was held, also aimed at supporting timely discharge from hospital.

Progress on delivery of the Wellbeing Strategy saw the Health Improvement Service contract presented to Cabinet on the 27 June. The contract is due to start from 1 October.

A consultation is underway to better understand carer's needs around carer services with a focus on social isolation. Efforts are also continuing to try and increase the diagnosis rate for

dementia. Livewell Southwest is implementing a new diagnosis pathway, initially working with GP practices in the eastern locality to diagnose more people in primary care.

The Children and Young People's plan remains is currently being refreshed alongside the Children and Young People' System Optimisation Group to ensure priorities remain relevant and reflective of the changes that have occurred within the system.

There is significant operational pressure on the Children's Social Care system, particularly in levels of increased complexity and cost of placements. Demand for fostering and residential placements is outstripping supply nationally as well as locally. The pressure around sufficiency is an ongoing issue when trying to find an appropriate placement which also contributes to the risk of fee increases. The refresh of the Children and Young People System Design group has added impetus and accountability to this work. Other key work streams underway include the continuing development of an Early Help Assessment Tool, including further work in relation to early help, and the next phase of the development of the Gateway.

With the integrated commissioning strategies covering such complex areas, it is expected that there will be some challenges in delivering action plans. In addition to the pressure on the Children's system, there are challenges in the delivery of complex needs work through the Community Strategy. Additionally, Livewell South West's focus on addressing the issues highlighted during the CQC inspection, regarding the Community Mental Health service provision, has resulted in a delay to implementation of the planned mental health crisis offer.

Plan for Sport

The Plymouth Sports Board are looking at an official launch and the Council's internal working group is developing a delivery template/action plan to set out how the Council will be contributing towards the delivery of the Plan.

5.1.2 Keeping people protected

Deliver the Safeguarding Improvement Plan for Adults and Children

▪ *Adults Safeguarding Board*

The Plymouth Safeguarding Adult's Board has completed its annual review of the 2016-19 strategic plan, with a joint communication plan with the Plymouth Safeguarding Children's Board, in development. A new version of the Plymouth Multi-agency Adult Safeguarding Policy and Procedures online manual went live in May 2017 and includes a new approach to Risk Management and Self Neglect.

Safer Plymouth has developed and circulated the Plymouth National Referral Mechanism (NRM) toolkit as part of its response to its emerging priority of Modern Slavery. This work has been completed in collaboration with colleagues from Torbay.

▪ *Children's Safeguarding Board*

PCC have worked alongside the Plymouth Safeguarding Children's Board (PSCB), supporting the transformational change programme to bring the Board in line with the DfE commissioned 'Wood Review' recommendations. This is progressing well with a new PSCB structure and governance arrangements now in place. We have completed the action plans for two Serious Case Reviews (child A and child Q) and identified/disseminated learning, which has been referred to the System Optimisation Group. We are participating in two

new Serious Case Reviews relating to babies who appear to have been injured (one fatally) whilst in the care of their parents.

5.1.3 Inclusive communities

Deliver the Community Safety Plan

The Safer Plymouth Commissioning Plan has been approved and activity is underway to deliver a range of key interventions aimed at delivering against the priorities of the Safer Plymouth Board.

The Board continues to work with sub group chairs to develop new delivery action plans for 2017/18. Delivery plans have been completed by the Domestic Abuse and Sexual Violence sub group and the Modern Slavery sub group. Progress has also been made on the creation of plans for the Prevent and Welcoming City groups. The Evening and Night time economy sub group held a partnership conference; feedback from which will contribute to the group's future plans. The next stage will involve all delivery plans being combined to create the new strategic plan for the board, a meeting of sub group chairs will be held to speed up delivery.

5.1.4 Reduce health inequalities

Deliver the Child Poverty Action Plan

In relation to 'Narrowing The Gap' Plymouth is now linked to the national Pupil Premium (PP) Hub project and are scoping the potential opportunities that this will bring to supporting families.

The Growth Board have recently agreed to rename the 'People, Communities and Institutions' flagship group to the Inclusive Growth Group and they are working on the 'Families on a Low Income' agenda.

Plymouth Energy Company (PEC) currently helps 16 households long-term (of 102) that contain children living in fuel poverty. Of those:

- Nine contain children under five years of age
- Nine contain an adult with mental health conditions, depression and/or anxiety
- Five contain an adult with a physical disability
- Three contain children with either a physical disability (e.g. arthritis) or long term condition (e.g. asthma/eczema)

A cross party working group met in July 2017 to review the current priority outcomes and the associated action plan against which we measure progress. The action plan is now being updated to reflect this review.

Deliver Thrive Plymouth

Year three of [Thrive Plymouth](#) continued to deliver key activities. The combined 'Making every contact count (MECC) and Health Champion' training (provided by Livewell Southwest) has been delivered to 80+ front-line staff from Plymouth Community Homes. The analysis of over 2,500 responses to the 'How are You?' quiz has been completed and partner engagement continues with a number of case studies being developed with Plymouth Community Homes, Derriford Hospital and Plymouth Argyle. This activity is aimed at informing the work of the 'Thrive Plymouth' network. The year four focus for 'Thrive Plymouth' will be on Mental Health and Wellbeing, posing a challenge to ensure future work is closely aligned with the current Mental Health network.

5.2 PERFORMANCE INDICATOR HIGHLIGHTS

Delayed transfers of care from hospital per 100,000 population, whole system (delayed days per day)

It was announced that there would be 20 reviews of Health and Social Care Systems by the Care Quality Commission (CQC), particularly where there are challenges in relation to delayed transfers of care (DToC). Plymouth City Council has been selected as one of the first 12 areas to be reviewed. A set of metrics exist to assess performance of patient flow across the NHS and social care interface including DToC.

In Plymouth we have been asked to reduce the rate of delayed transfers of care in the system by two thirds. This is a significant performance challenge and means we must;

- Reduce the total daily DToC delayed day rate from 31.7/100,000 adults to 14/100,000 adults by the end of the financial year. This equates to reducing the number of daily delayed days from 67 to 24.
- Reduce NHS attributable daily DToC delayed day rate from 20.78/100,000 adults to 10.4/100,000 adults. This equates to reducing the number of daily NHS attributable delayed days from 44 to 17.
- Reduce Adult Social Care attributable daily DToC delayed day rate from 10.7/100,000 adults to 3.7/100,000 adults. This equates to reducing the number of daily NHS attributable delayed days from 23 to eight.

A working group is in place to help understand and tackle these performance challenges, and will draw on expertise from PCC, NEW Devon CCG, Plymouth Hospitals NHS Trust and Livewell South West.

Children's Safeguarding timing of Assessments.

The Children Young People and Families Service have been reinforcing practice standards within the Plymouth Referrals and Assessment service. It was anticipated that this may have an impact on performance as workers adapt to the new ways of working and focus on quality of practice. There was a reduction in assessment completion timeliness from 94% in quarter 4 (2016/17) to 81.7% at the end of quarter 1 (2017/18) against a target of 88%. The situation is being closely monitored and the Service Manager is supporting workers to deliver an improvement in both timeliness and the quality of assessment.

% of completed safeguarding enquiries where risk has been reduced or removed

There has been a sustained increase in the percentage of adult safeguarding enquiries completed with an outcome of removed or reduced risk to the victim. There has been a concerted effort to improve the quality of outcomes, and progress has been monitored by the Plymouth Adult Safeguarding Board. At the end of quarter one, 88% of enquiries were closed with removed or reduced risk, an increase from 73% in 2016/17.

5.3 CORPORATE PLAN QUARTER I PERFORMANCE TABLE

5.3.1 2017/18 Quarter I - Performance report

CARING PLYMOUTH - We will work with our residents to have happy, healthy and connected communities where people lead safe and fulfilled lives.													
Ind.ID	Indicator	2014/15	2015/16	2016/17	Annual Performance Improving/ Declining?	England	Comp. Group	Q2 2016/17	Q3 2016/17	Q4 2016/17	Q1 2017/18	Quarterly Performance Improving/ Declining?	Target (RAG)
Quarterly Indicators - Financial Year													
CR1	Improve safeguarding through increased success in achieving the "Families with a future" Outcome Framework	New	54	285	Improving							Improving	
CR2	Increase in number of eligible 2 year olds taking up free early education places	80%	89%	92%	Improving	68%	69.10%	90.00%	92.00%	89.50%	87.50%	Declining	85.7%
CR3	% of young people with Special Educational Needs and Disabilities (SEND) in education, employment and training	73.9%	87.0%	91.0%	Improving	90%	89%				86.00%	Declining	87%
CR4	Children's Safeguarding timing of Assessments.	88.7%	91.4%	94.6%	Improving	81.5%	77.6%	94.9%	94.7%	94.6%	81.7%	Declining	88%
CR7	Delayed transfers of care from hospital per 100,000 population, whole system (delayed days per day)	16.10	15.68	21.49	Declining	12.9		16.4	25.04	30.5	29.2	Improving	14
CR8	Delayed transfers of care from hospital per 100,000 population, whole attributable to ASC(delayed days per day)	6.56	9.3	9.5	Declining	4.6		7.88	12.92	10.41	10.43	Declining	3.7
CR9	% of completed safeguarding adults enquiries where risk has been reduced or removed	New	69.0%	72.7%	Improving			72%	77%	86%	88%	Improving	75%
CR10	Number of households prevented from becoming homeless	833	900	948	Improving			299	198	237	198	Declining	948
CR11	People helped to live in their own homes through the provision of a major adaptation	369	286	248	Declining			59	60	64	49	Declining	248
Ind.ID	Indicator	2014/15	2015/16	2016/17	Annual Performance Improving/ Declining?	England	Comp. Group	Target (RAG)					
Annual Indicators - Calander Year													
CR5	The proportion of people who use services who say that those services make them feel safe and secure	93.3%	93.0%	93.0%	Same	85%	88%	93%					
CR6	Overall satisfaction of people who use services with their care and support	65.6%	70.0%	69.0%	Same	65%	65%	73%					

6. CONFIDENT

CONFIDENT - Priority Activity	Status
Council decisions driven by citizen need	On Track
Residents help to inform Council priorities	On Track
Plymouth as a destination	On Track
Deliver the Mayflower National Trail and International Events Programme	On Track
Support Destination Plymouth to deliver the Visitor Plan	On Track
Support the Culture Board to deliver the Vital Spark Cultural Strategy	On Track
Improved street scene environment	On Track
Ensure that the city is kept moving	On Track
Deliver the pavements Improvement Programme	On Track
Develop and deliver the Plan for the Modernisation of Waste and Street Services	On Track
Introduce an initiative to tackle littering and fly-tipping	On Track
Setting the direction for the South West	On Track
Strengthen Plymouth's role in the region through the delivery of priority actions identified in the Plymouth Plan	On Track
Continue to fight to secure better alternative rail and improved road links	On Track
Take a lead role in the new Combined Authority and deliver a Devolution Deal	On Track
Motivated, skilled and engaged workforce	On Track
Deliver the People Strategy	On Track

6.1. PRIORITY ACTIVITY HIGHLIGHTS

6.1.1 Plymouth as a destination

Deliver the Mayflower National Trail and International Events programme

The International Marketing elements of the Mayflower 400 project, including a new website and implementation of trade travel plan, have been completed.

In July 2017, representatives of the Council attended the National Compact meeting in Lincolnshire and also met with the US Embassy in London to discuss plans with the new Ambassador and to meet new team contacts.

Unfortunately our application for Plymouth to be recognised as a 'Cultural Destination' and our application for a £4.7 million grant from Heritage Lottery Fund (HLF) was not successful. Our bid went into a national funding round with £18 million of funds available and bids of over £83 million in total nationally. We are now working with the HLF regionally to try to address this by putting in smaller multiple bids.

Support Destination Plymouth to deliver the Visitor Plan

Our application to Discover England Fund for £500K has now progressed to stage two and we eagerly anticipate a decision in August 2017.

A meeting has been held with the French Channel Port Association to develop an Interreg Cruise project and a cruise marketing plan has been developed. This is due to commence September 2017.

Plymouth City Council has also published its first Plymouth International Trade newsletter sent to over 1300 international contacts.

6.1.2 Improved street scene environment

Develop and deliver the Plan for the Modernisation of Waste and Street Services

Implementation of the Plan for Modernisation of Waste and Street Services is progressing well. Staff engagement has evidenced a significant willingness to embrace the changes and embed new working practices.

Quality of recyclate is high and raw data is in line with predictions for recycling tonnages.

New waste collection and presentation methods in Greenbank are working well. Some areas are representing a challenge in terms of engagement with the process. However, the new recycling officer role is actively engaging with communities and individuals across the city.

Key achievements include:

- All areas of the city are receiving the new alternate weekly waste collection service
- Greenbank is identified as a priority area, has seen significant investment and changes to waste collection, has increased resident take up of recycling and cleanliness has significantly improved
- Hotspot mapping of issues is providing local intelligence to support targeted work around waste education
- Raw data indicates that we are in line with our predictions for recycling tonnages
- Strong engagement and investment from staff to ensure success implementation of the new alternate weekly waste collection service
- No discernible increase in fly tipping has been identified
- The quality of recyclate being received by the Recycling Facility operator is a consistently high standard
- The social media campaign has been successful with providing strong messaging
- There has been strong active engagement in the roadshows across the city
- The new recycling officer role is working well to engage with communities and individuals across the city

Introduce an initiative to tackle littering and fly-tipping

A significant programme of training has been undertaken by frontline staff, officers, team leaders and highly skilled counterparts in partner organisations, such as Barristers, to enhance our enforcement capabilities.

Relationships with 'enabling teams' such as Public Health and Community Connections, has been strengthened to establish better information sharing and community engagement. Resource levels and technology capability remains a challenge as the ability to share data across platforms and teams becomes a significant barrier to establishing the step changes required in enforcement, particularly litter enforcement.

6.1.3 Setting the direction for the South West

Plymouth's strategic role has been embedded into the Plymouth Plan as well as the Joint Local Plan (JLP). Subject to a successful public examination the JLP will be formally adopted and carry significant weight in local decisions whilst also providing a strong voice for Plymouth in wider strategic arenas.

6.1.4 Motivated, skilled and engaged workforce – Deliver the People Strategy

The People Strategy was endorsed by Cabinet on 30 May 2017 and incorporated recommendations made at Scrutiny in March 2017. This is now published on our web pages and communicated to our workforce through a range of channels. The People Strategy has been used to develop a Human Resources Business Plan that ensures Human Resources and Organisational Development is focussed on enabling a motivated, skilled and engaged workforce.

Under the ‘Talent’ theme, progress against our plan is good and we have met or exceeded our targets on seven of the nine measurements. Progression of the strategic workforce planning activity is proving fruitful, although slower than anticipated, due to the complexity of the task and the competing demands on managers.

For the ‘Leadership’ theme, employee satisfaction with senior leaders increased slightly, but remained lower than hoped. Following the results, senior leaders have been working hard to be more visible, communicate more, and spend more time with their teams.

We are delivering a programme of management development at all levels, including the second phase of our ‘Management Fundamentals’ programme.

Finally under the theme of ‘Culture’, the engagement of our workforce was last measured at 64%, meeting our target of maintaining engagement at this historic high. Engagement will next be measured in the staff survey in November 2017.

6.2 PERFORMANCE INDICATOR HIGHLIGHTS

Reduced rail journey times between Plymouth and London

The Peninsula Rail Task Force (PRTF) 20 Year plan ‘Close the gap’ presented to Government 22nd November 2016, sets out a phased plan (between 2017 and 2030+) for proposed rail improvements.

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

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

6.3 CORPORATE PLAN PERFORMANCE

6.3.1 2017/18 Quarter 1 - Performance report

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								
Ind. ID	Indicator	Q3 2016/17	Q4 2016/17	Q1 2017/18	Annual Performance Improving/ Declining?	England	Comp. Group	Target (RAG)
Annual Indicators - Financial Year								
CO13	Reduced rail journey times between Plymouth/London (minutes)	187	187	187	Same			175
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								
Ind. ID	Indicator	2014	2015	2016	Annual Performance Improving/ Declining?	England	Comp. Group	Target (RAG)
Annual Indicator - Calendar Year								
CO14	Highly engaged Council staff promote the city and Council		64%	64%	Same	63%		64

6.3.2 2017/18 Quarter 2 – Performance report

Quarter 2 performance will include performance updates on the following:

- Increase the value of local community projects benefitting from non-Council funding (CO4)
- Improved recycling rates (Households) (CO10)
- Less waste going to landfill (CO11)
- Reduce the incidents of fly-tipping (CO12)
- An increase in the city's population (CO1)
- An increase in visitor numbers (CO2)
- An increase in visitor spend (CO3)

- Residents satisfaction with reduction in city congestion levels (CO8)
- Residents are satisfied with the condition of roads and pavements in the city (CO9)

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PLYMOUTH CITY COUNCIL

Subject:	Capital & Revenue Monitoring Report 2017/18– Quarter I
Committee:	Cabinet
Date:	29 August 2017
Cabinet Member:	Councillor Darcy
CMT Member:	Andrew Hardingham – Interim Joint Strategic Director for Transformation and Change
Author:	Paul Looby – Head of Financial Planning and Reporting Hannah West - Finance Business Partner
Contact details	Tel: 01752 307271 email: paul.looby@plymouth.gov.uk Tel: 01752 305171 email: hannah.west@plymouth.gov.uk
Ref:	
Key Decision:	No
Part:	I

Purpose of the report:

This report outlines the finance monitoring position of the Council as at the end of June 2017.

The primary purpose of this report is to detail how the Council is delivering against its financial measures using its capital and revenue resources, to approve relevant budget variations and virements, and report new schemes approved in the capital programme.

As shown in Table I below, the estimated revenue overspend is £4.259m. The overall forecast net spend equates to £188.142m against a budget of £183.883m, which is a variance of 1.23%. This needs to be read within the context of needing to deliver in excess of £18m of savings in 2017/18 on the back of balancing the 2016/17 revenue budget where £24m of net revenue reductions were successfully delivered.

Additional management solutions and escalated action to deliver further savings from the council's transformation programme will be brought to the table over the coming months in order to address the in year forecasted overspend.

Table I: End of year revenue forecast

	Budget £m	Forecast Outturn £m	Variance £m
Total General Fund Budget	183.883	188.142	4.259

The latest approved capital budget covering 2016/17 – 2020/21 stood at £895m which was agreed at Council on 27th February 2017. This report details a revised capital budget of £836m, now for the period 2017/18 – 2021/22.

The Corporate Plan 2016/17 – 2018/19:

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

Implications for Medium Term Financial Strategy and Resource Implications:

Robust and accurate financial monitoring underpins the Council's Medium Term Financial Strategy (MTFS). The Council's Medium Term Financial Forecast is updated regularly based on on-going monitoring information, both on a local and national context. Any adverse variations from the annual budget will place pressure on the MTFS going forward and require additional savings to be generated in future years.

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

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

Equality and Diversity

This report monitors our performance against our approved budget 2017/18. As part of the budget setting process, EIA were undertaken for all areas.

Recommendations and Reasons for recommended action:

1. Note the current revenue monitoring position and action plans in place to reduce/mitigate shortfalls;
2. It is recommended that Cabinet approve the non-delegated virements which have occurred since 1st April 2017;
3. Cabinet are asked to recommend to Council that the Capital Budget 2017 -2022 is revised to £836m (as shown in Table 5).

Alternative options considered and rejected:

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

Published work / information:

2017/18 Annual Budget: [2017 Budget Report](#)

Background papers:

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

Sign off:

Fin	AKH1718. 72	Leg	lt/28678/ 2707	Mon Off	lt/28678/ 2707	HR		Assets		IT	Strat Proc	
Originating SMT Member: Andrew Hardingham, AD for Finance												
Has the Cabinet Member(s) agreed the contents of the report? Yes												

JUNE 2017 FINANCE MONITORING

Table 2: Revenue Monitoring Position

Directorate	Gross Expenditure	Gross Income	2017/18 Latest Approved Budget	Forecast Outturn	Forecast Year End Variation	Movement from previous month
	£m	£m	£m	£m	£m	£m
Executive Office	3.749	(0.128)	3.621	3.621	0.000	0.000
Corporate Items	14.961	(14.732)	0.229	0.529	0.300	0.000
Transformation and Change	149.376	(116.630)	32.746	33.686	0.940	0.005
People Directorate	253.700	(131.390)	122.310	124.558	2.248	(1.553)
Public Health	19.657	(19.457)	0.200	0.200	0.000	0.000
Place Directorate	75.742	(50.964)	24.777	25.548	0.771	0.771
TOTAL	517.185	(333.302)	183.883	188.142	4.259	(0.777)

Table 3: Key Issues and Corrective Actions

Issue	Variation £M	Management Corrective Action
EXECUTIVE OFFICE	0.000	There is currently a nil variance to report.
CORPORATE ITEMS The budget includes the management of the Council's treasury activities, insurance provision and cross cutting savings targets.	0.300	The Procurement budget includes an increase of £0.300m over the previous year. An action plan to meet this pressure in full before the end of the financial year is being developed.
TRANSFORMATION and CHANGE – Finance The Finance Department holds a number of budgets on behalf of the whole Council including utilities and Facilities Management.	0.045	The department are continuing to hold vacancies and to manage demand led services. A review of Document Management, Postage and Cleaning Services is currently underway in order to deliver those services within budget and mitigate any potential year end overspends.
TRANSFORMATION and CHANGE – Legal	0.000	There is currently a nil variance to report.
TRANSFORMATION and CHANGE – Customer Services There continue to be pressures regarding managing Housing Benefit subsidy and overpayments budget as preparation continues for the introduction of Universal Credit.	0.311	The Council has reviewed the costs of debt recovery through the court system. At this stage of the year pressure has arisen from Court costs resulting in a forecast shortfall of £0.311m against the target budget.

TRANSFORMATION and CHANGE – Human Resources & OD	0.000	There is currently a nil variance to report.
TRANSFORMATION and CHANGE – Departmental	0.369	The budget for 2017/18 included a number of efficiency savings targets associated with service reviews. Plans are in place to deliver some of these savings whilst other plans (e.g. Commercialisation) are still being developed. Staff savings of £0.098m contribute.
TRANSFORMATION and CHANGE – Transformation and Portfolio	0.215	In year vacancy savings across the department (£0.090m) have been offset by pressures delivering the Smart Working target of £0.305m.
TRANSFORMATION and CHANGE – ICT Commissioned Service	0.000	There is currently a nil variance to report.
PEOPLE – Children Young People and Families The Children Young People and Families Service are reporting a pressure attributed to the increased cost and volume of looked after children’s placements but are on track to achieve savings; made assumptions this will be met by the end of the year. However one off savings carried forward from 2016/17 remain a budget pressure and are included. There are currently two young people placed in ‘welfare’ secure.	1.500	As part of the MTFs for 2017/18, CYP&F are expected to make savings of over £1.500m (in order to contribute to the £7.117m Directorate target) as well as £0.710m of savings brought forward from 2016/17 that were realised from one off savings and will need to be realised in this financial year. A piece of work has been undertaken to ensure a systematic review of all young people in supported living and new arrangements for plans for them are in place. This will ensure appropriate plans are in place for young people improving timeliness and reducing cost pressure.

<p>There are currently 98 Independent Foster Care (IFA's) placements with a budget for 92 but we are aiming to achieve savings from the transformation of our In House Foster Care Service.</p>		<p>Extensive work is underway to review all placements in order to reduce the pressure on cost and volume where appropriate.</p>
<p>PEOPLE – Strategic Co-operative Commissioning</p> <p>The Strategic Co-operative Commissioning (SCC) service is forecasting a year end overspend against budget of £0.437m at month 3. The main reasons for the variations are:</p> <ul style="list-style-type: none"> • £0.485m – Supported Living – this forecast is currently under review. • £1.011m Domiciliary Care – this variation is being reviewed as part of Intermediate Care review. • £0.291m Residential / Nursing - client base still shifting from residential to nursing. • (£0.326m) Additional contributions from Health for joint funded care packages. • (£0.406m) Direct Payments - a further reduction in client's numbers. • (£0.724m) Client Contributions – work is underway to ensure that this figure is not overstated as clients are assumed to pay in full for their service if information is not provided within 14 days. 	<p>0.437</p>	<p>Strategic Co-operative Commissioning will need to make over £4.300m of savings in 2017/18 as part of the overall People Directorate target of £7.117m.</p> <p>It is however noted that £1.300 million of this still does not have well developed plans.</p>

<p>PEOPLE – Education Participation and Skills</p> <p>Education Participation and Skills is forecasting a breakeven position at year end. However, we are continuing to review the cost of provision of community meals and school transport costs. There is a further pressure within the People directorate of £1.370m regarding the on-going legacy liabilities from the 1998 transfer to Unitary status.</p>	0.000	<p>A plan is being written to scope all of the education-related services within Education, Participation and Skills and recommend an approach and plan for transforming in order to realise savings.</p> <p>The specific legacy costs will be considered as an overall council issue with options worked through during the year. At this stage it is not being reported as a budget pressure as plans are in place to resolve prior to the financial year end.</p>
<p>PEOPLE – Community Connections</p> <p>Average Bed & Breakfast numbers for Quarter 1 have been 59 placements per night with nightly costs increasing, as demand has increased use of nationwide accommodation providers together with increasing accommodation needs for families. Cost pressure for maintaining an average 60 per night placement level £0.703m.</p>	0.311	<p>Action is ongoing to limit the overall cost pressure through lower placements and prevention work.</p>
<p>PEOPLE – Management & Support</p> <p>This budget is projecting to balance for 2017/18.</p>	0.000	
<p>PUBLIC HEALTH</p> <p>Although the 2017/18 Public Health ring-fenced grant was cut by a further £0.398m for Plymouth City Council, the Directorate is on track to achieve a balanced budget. However there are pressures with achieving some income targets.</p>	0.000	<p>In order to achieve a balanced budget ODPH is working with the Commercialisation team to increase income streams.</p>

<p>PLACE - Strategic Planning and Infrastructure</p> <p>The major fee income activities have been performing well for the first part of the financial year, and spend budgets being kept substantially on track.</p> <p>Key risks looking ahead relate to the potential for increased costs in relation to concessionary fares, a drop off of performance on planning application and building control fees, unknown cost of the forthcoming public examination into the joint local plan, the potential for shortfall in project based income that is important for the Engineering Design and Natural Infrastructure teams, and as yet to be resolved issue regarding the source of loan repayments for Mayflower coach station</p>	(0.004)	<p>Risks are being closely monitored on a monthly basis by SP&I Management Team to ensure early action where necessary.</p> <p>At present this include positive actions to maintain and drive planning and BC income, review level of legal representation for joint local plan public examination and negotiation of full cost recovery of contribution from South Hams & West Devon, and seeking S151 officer confirmation about funding options to cover borrowing costs for Mayflower coach station.</p>
<p>PLACE - Economic Development</p> <p>Forecast income generation, including from Asset Investment Fund acquisitions, have enabled a number of expected spend pressures within Economic Development to be met. This includes enabling the removal of the Corporate Landlord budget savings target for Museums “mothballing”, and earmarking resources to meet a potential net overspend within Events.</p>	0.000	<p>Whilst every effort will be taken to maximise income and reasonably contain MTV costs, there are unforeseen pressures arising from security concerns which will influence this year’s concert cost.</p>
<p>PLACE – GAME – The New Homes Bonus target has already been achieved for 2017/18</p>	0.000	<p>Target has been met</p>

<p>PLACE - Street Services</p> <p>Street Scene & Waste services: Currently there is a nil variance against business as usual within Street Scene & Waste having delivered savings of £1.3m to date via an extensive Street Cleansing & Waste modernisation programme. The full implementation of AWC has resulted in further costs to manage the new arrangements. The full costs of the additional support are still to be fully determined.</p> <p>Fleet and Garage: Currently there is a cost pressure which is a gap from 2017/18 budget setting in the sum of £0.775m. This includes legacy savings targets which have been undelivered of £0.607m.</p> <p>Highways and Car Parking: On track to meet budget.</p>	<p>0.000</p> <p>0.775</p> <p>0.000</p>	<p>The implementation of AWC has enabled future income streams to be explored such as Trade Waste.</p> <p>Work is being done to identify potential savings, increase stock controls, and do a full service review.</p>
<p>TOTAL</p>	<p>4.259</p>	

Overall Comments Finance AD

The projected outturn position at the end of the first quarter has identified a number of budget pressures. At this early stage of the year this is not unexpected and there is time for management action to be taken to contain spend within the approved budget or identify further efficiencies or savings. However, the Council does face a number of financial challenges due to cost and volume pressures across a number of services and the delivery of 2017/18 savings targets.

The delivery of procurement savings has been identified as a pressure with discussions ongoing to address this through reviewing contracts and maximising all possible savings options.

Staff savings have been identified within Transformation and Change which have been offset by pressures including the delivery of the Smart Working project, and reallocation of commercialisation and CST programme targets.

The People directorate is facing a challenging year primarily due to cost and volume pressures within both Children's Services and Adults. A review of all young people in supported living are ongoing and a review all placements in order to reduce the pressure on cost and volume where appropriate. Partnership working health partners continues to mitigate the pressures within Adult Social Care.

The main adverse pressure within Place is within Fleet and Garage where a review is being undertaken to try to alleviate this overspend. Forecast income generation within Economic Development has identified a favourable quarter variance and all efforts will be made to maximise income for example asset investment fund acquisitions.

Recommendation

It is recommended that Cabinet note the current monitoring position.

VIREMENTS

Table 4 below includes a number of virements between specific directorate budgets. All virements in excess of £0.1m are required to be approved by Cabinet and are shown below.

Table 4 Virements detail

Directorate	Agreed team movements	Transfer of Grant Carry forward budgets from 16/17 to 17/18	Realignment of Delivery Plan coming out of People Mgmt and Support	GCOCD Budget Cleanse following meeting with AH, HW and HM - to ensure budget agrees to MTFS increase of £500k	Totals
	£'000	£'000	£'000	£'000	£'000
Executive Office	(10)				(10)
Corporate Items		(350)			(350)
Transformation and Change	10	58		0	68
People Directorate		66	0	0	66
Public Health		41			41
Place Directorate	0	185			185
	0	0	0	0	0

Recommendation

It is recommended that Cabinet approve the non-delegated virements which have occurred since 1st April 2017.

Capital Programme 2017-2022

The Capital Budget was last reported to Council on 27th February 2017, as £895m. This Capital Budget was the sum of the current approved Capital Programme and Income Assumptions 2016-21 (£478m) and, the recently approved, Priority List 2016-22 (£417m).

Since this approval the 2016-17 outturn has been reported and 2021-22 has been added. After taking into account the removal of £90m capital investment in 2016/17 this has resulted in a decrease in the overall budget for the period 2017 -2022, by £59m to £836m.

This is set out in Table 5 below.

Table 5: Current Capital Resources

Description	£m
Latest Approved Budget 2016 - 2022	895
Addition of 2021-22	26
Less 2016-17 Outturn	(90)
Other changes	5
Total Revised Capital Budget for Approval (2017-2022)	836

The Capital budget consists of the following elements:

Description	£m
Capital Programme	186
Priority List (original approval)	417
Less: Priority list approved in Capital Programme	(35)
Income Assumptions *	268
Total Revised Capital Budget for Approval (2017-2022)	836

* Estimate of income to be received to finance future capital projects

Within the approved budget (representing forecast resources), the Capital Programme represents projects that have been approved by the City Council Investment Board (CCIB). Project officers prepare detailed business cases and present them to the board and if approved the CCIB recommends them to the Leader for approval. Once the executive decision has been signed by the leader the projects are added to the Capital Programme for delivery.

Table 6 below shows the revised annual programme for the period 2017-22, as at the end of June 2017.

Table 6: Revised Capital Programme

Directorate	2017/18	2018/19	2019/20	2020/21	2021/22	Total
	£m	£m	£m	£m	£m	£m
Transformation & change	5.612	-	-	-	-	5.612
People	8.074	3.019	0.225	0.225	0.225	11.768
Place	105.156	44.884	14.220	2.717	2.004	168.981
Total	118.842	47.903	14.445	2.942	2.229	186.361

Recommendation

Cabinet are asked to recommend to Council that the Capital Budget 2017 -2022 is revised to £836m (as shown in Table 5).

Table 7: Capital Budget

Approved Capital Programme	2017/18	2018/19	2019/20	2020/21	2021/22	Total
	£000	£000	£000	£000	£000	£000
Celebrating Mayflower						
Mayflower 400 - Public Realm Improvements	674	160	281	-	-	1,115
Total Celebrating Mayflower	674	160	281	-	-	1,115
Connecting the City						
Mayflower Coach Station	49	-	-	-	-	49
Creation of Non-Scheduled Coach Drop Off Points	66	-	-	-	-	66
Total Connecting the City	115	-	-	-	-	115
Delivering More/Better Housing						
Self Build Housing Sites	188	-	-	-	-	188
Former Whitleigh Community Centre	180	-	-	-	-	180
Empty Homes / Enabling	63	-	-	-	-	63
North Prospect Phase 5	-	500	450	-	-	950
Prince Maurice Road	359	-	-	-	-	359
Bath Street	3,036	1,353	-	-	-	4,389
Plan for Homes	300	200	200	300	-	1,000
Homes for Veterans (Nelson Project)	225	-	-	-	-	225
Extra Care Housing Support Millbay	450	-	-	-	-	450
How Street Specialist Housing Programme	275	-	-	-	-	275
Bournemouth Churches Housing Association	80	-	-	-	-	80
Total Delivering More/Better Housing	5,156	2,053	650	300	0	8,159
Delivering Oceansgate						
South Yard Remediation/separation works	1,726	7,729	-	-	-	9,455
South Yard Area 1 East Direct Development	6,121	-	-	-	-	6,121
Total Delivering Oceansgate	7,847	7,729	-	-	-	15,576
Delivering The History Centre						
The History Centre	11,158	12,120	6,455	-	-	29,733
Total Delivering The History Centre	11,158	12,120	6,455	-	-	29,733
Ensuring Essential City Infrastructure						
Clean Vehicle Technology Improvements	81	-	-	-	-	81
Electric Car Charge Points	5	-	-	-	-	5
Bus Punctuality improvement plan (BPIP)	253	-	-	-	-	253

Access Road to Housing Site in Estover	112	-	-	-	-	112
SI06 Transport Projects	123	162	-	-	-	285
Millbay School Creative Arts highway work	49	-	-	-	-	49
Billacombe Footbridge	692	-	-	-	-	692
Derriford Community Park	322	299	22	4	4	651
European Marine Sites - Recreational Behaviour Changing Measures	28	28	55	-	-	111
Home Energy	80	-	-	-	-	80
Development Funding	460	-	-	-	-	460
Capitalised Maintenance Schemes	9,250	6,000	5,042	2,000	2,000	24,292
Flood defence Works	44	-	-	-	-	44
Container Provision	672	-	-	-	-	672
West Hoe Pier	105	-	-	-	-	105
Mount Edgcumbe Sea Wall Repairs	569	-	-	-	-	569
Mount Edgcumbe Commercialisation	180	84	-	-	-	264
Total Ensuring Essential City Infrastructure	13,025	6,573	5,119	2,004	2,004	28,725
Ensuring Good Quality School Places						
Pennycross Basic Need	1,750	-	-	-	-	1,750
Pomphlett Basic Need	893	1,600	-	-	-	2,493
Oreston Academy Basic Need	226	-	-	-	-	226
Yealmpstone Farm Primary School Basic Need	1,796	1,004	-	-	-	2,800
Woodford Primary School - Decking	59	-	-	-	-	59
Total Ensuring Good Quality School Places	4,724	2,604	-	-	-	7,328
Growing the Economy						
Social Enterprise Fund	824	29	-	-	-	853
Langage Development Phase 2	2,301	870	-	-	-	3,171
STEM Provision at City College	481	-	-	-	-	481
39 Tavistock Place	202	15	-	33	-	250
Total Growing the Economy	3,808	914	0	33	0	4,755
Improving neighbourhoods and delivering community infrastructure / facilities						
MVV Devonport Biodiversity Improvements	219	-	-	-	-	219
Active Neighbourhoods	77	-	-	-	-	77
The Big Greenspace Challenge	4	-	-	-	-	4
Infrastructure Works at Honicknowle	-	26	-	-	-	26
Bond Street Playing fields (Southway Community Football Facility)	40	473	-	-	-	513
Staddiscombe Sports Improvements	58	-	-	-	-	58
Higher Efford Play Pitch Enhancements	50	400	66	-	-	516
Central Park Sports Plateau	40	340	89	-	-	469

Central Park Improvements	2,000	-	-	-	-	2,000
Improving Outdoor Play	593	264	-	-	-	857
Central Park Wooded Valley	35	-	-	-	-	35
Dunstone Woods	13	-	-	-	-	13
Blockhouse Park Playground Refurbishment	2	-	-	-	-	2
Manadon Play Pitches	648	-	-	-	-	648
St Budeaux Tennis Courts	3	-	-	-	-	3
MAP Early Years Capital Fund	300	-	-	-	-	300
Total Improving neighbourhoods and delivering community infrastructure / facilities	4,082	1,503	155	-	-	5,740
Securing Growth in Derriford and Northern Corridor						
Forder Valley Link Road- Development Costs	2,390	-	-	-	-	2,390
Derriford Transport scheme - Derriford Roundabout / William Prance Road	12,221	50	-	-	-	12,271
Derriford Hospital interchange scheme	37	-	-	-	-	37
N Corridor Junction Imps - PI Outland Rd	196	1,200	-	-	-	1,396
Purchase of 444 Tavistock Road	32	-	-	-	-	32
Northern Corridor Strategic Cycle Network	550	1,750	840	-	-	3,140
Marjons Link Road	6	-	-	-	-	6
Total Securing Growth in Derriford and Northern Corridor	15,432	3,000	840	-	-	19,272
Securing Growth in the City Centre and Waterfront						
Devonport Market High Tech 'Play Market'	657	1,374	-	-	-	2,031
Sutton Harbour Public Realm Improvements	32	-	-	-	-	32
Visitor signage	86	-	-	-	-	86
Cobourg House	3,573	-	-	-	-	3,573
Quality Hotel	336	-	-	-	-	336
Colin Campbell Court	965	-	-	-	-	965
Plymouth City Market Major Refurbishment	1,289	-	-	-	-	1,289
City Centre Shop Fronts Grant Scheme	173	116	-	-	-	289
West End Public Realm	74	-	-	-	-	74
Total Securing Growth in the City Centre and Waterfront	7,185	1,490	-	-	-	8,675
Securing Growth in the Eastern Corridor						
Eastern Corridor Junction Improvements	1,500	1,500	340	-	-	3,340
Eastern Corridor Strategic Cycle Network	1,657	1,489	380	380	-	3,906
Woolwell to The George	420	-	-	-	-	420
Total Securing Growth in the Eastern Corridor	3,577	2,989	720	380	-	7,666

Transforming Services						
Street lighting bulb replacement	119	-	-	-	-	119
Highways Information Management System	342	-	-	-	-	342
Fleet Replacement Programme	1,478	-	-	-	-	1,478
Bell Park Industrial Estate	335	-	-	-	-	335
Friary Retail Park	50	-	-	-	-	50
Next	8,701	6,353	-	-	-	15,054
10 New George Street	1,780	-	-	-	-	1,780
Purchase of St Catherine's House	2,372	-	-	-	-	2,372
Royal Mail	20,377	-	-	-	-	20,377
Mayflower 400	6	-	-	-	-	6
Disabled Facilities (incl Care & Repair works)	16	-	-	-	-	16
Schools Condition Works	366	-	-	-	-	366
SEN Access and Safeguarding	60	-	-	-	-	60
Schools Devolved Projects	447	415	225	225	225	1,537
ICT	2,021	-	-	-	-	2,021
Corporate Asset Lifecycle Maintenance	802	-	-	-	-	802
Corporate Heritage Maintenance	166	-	-	-	-	166
Other Corporate Property	1,303	-	-	-	-	1,303
Transformation Accommodation	1,173	-	-	-	-	1,173
Boiler Replacement Programme for Council Properties	145	-	-	-	-	145
Total Transforming Services	42,059	6,768	225	225	225	49,502
TOTAL CAPITAL PROGRAMME	118,842	47,903	14,445	2,942	2,229	186,361
Forecast future income streams	75,522	98,038	43,003	28,227	22,372	267,162
Priority List	37,736	116,721	128,285	65,100	34,301	382,143
TOTAL CAPITAL BUDGET	232,100	262,662	185,733	96,269	58,902	835,666

Place and Corporate Overview and Scrutiny Committee

Tracking Resolutions: 2017/2018

Place and Corporate Overview and Scrutiny Committee			
	Resolution	Target date, Officer responsible and Progress	
7 December 2016 Child Poverty Action Plan Update Minute 23	The committee <u>agreed</u> – (1) that officers should explore how to develop credit union champions within communities; (2) that future updates to scrutiny on the Child Poverty Plan will be by exception as recommended by the Child Poverty Working Group.	Date:	January 2017
		Officer:	Ross Jago, Lead Officer
		Progress:	Point (1) the Lead Officer advised that he would obtain a response and circulate it to committee members. Point (2) had been actioned.
5 July 2017 Major Strategic Transport Schemes Minute 5	The committee <u>agreed</u> to include on its work programme an update on the transport infrastructure at its November 2017 meeting. Complete	Date:	July 2017
		Officer:	Helen Wright (Democratic Adviser)
		Progress:	This item had been included on the work programme for consideration in November 2017.
5 July 2017 Plymouth Plan for Sport Minute 7	The committee <u>agreed</u> to hold a joint scrutiny meeting to scrutinise the delivery of the plan. Complete	Date:	July 2017
		Officer:	Helen Wright (Democratic Adviser)
		Progress:	This item had been included on the work programme (date to be confirmed).
5 July 2017 Work Programme	The committee <u>agreed</u> to include the following items on its work programme –	Date:	July 2017
		Officer:	Helen Wright (Democratic Adviser)

Place and Corporate Overview and Scrutiny Committee			
	Resolution	Target date, Officer responsible and Progress	
Minute 9	<ul style="list-style-type: none"> • transport infrastructure (September) • waste (September) • homelessness – Universal Credit Housing Element (November) • Registration Service (September) • Gypsy and Travellers – Unauthorised Encampments (September) • Allotments (November) <p>Complete</p>	Progress:	All items had been scheduled into the work programme.

Place and Corporate Overview Scrutiny Committee

Work Programme 2017-2018



Please note that the work programme is a 'live' document and subject to change at short notice. The information in this work programme is intended to be of strategic relevance.

For general enquiries relating to the Council's Scrutiny function, including this committee's work programme, please contact Helen Wright, Democratic Adviser on 01752 304022.

Date of meeting	Agenda item	Prioritisation Score	Reason for consideration	Responsible Cabinet Member / Officer
5 July 2017	Corporate Performance Monitoring Q4 2016/17			
	Plan for Sport			
	Transport Infrastructure Community Item			
6 September 2017	Registration Service	5 (High)	Member Request – Pre-Decision Scrutiny	Cllr Glen Jordan / Andrew Hardingham / Faye Batchelor Hambleton
	Future of Back Office Services	5 (High)	Pre-decision Scrutiny	Leader (Cross-Cutting) / Andrew Hardingham / Peter Honeywell
	Waste	4 (Medium)	Post decision / Scrutiny update	Cllr Mike Leaves / Lou Hayward / Gareth Harrison Poole
	Gypsy and Travellers – Unauthorised Encampments	3 (Medium)	Member request, written briefing only	Cllr Dave Downie / Matt Garrett
	Corporate Performance Monitoring	-	Standing Item – Written briefing only. Members to advise the Chair if matters arising require presence of an officer / or addition to work programme.	-
	Revenue and Capital Monitoring	-	Standing Item – Written briefing only. Members to advise the Chair if matters arising require presence of an officer / or addition to work programme.	-
1 November 2017	Homelessness - Universal Credit (Housing Element)	4 (Medium)	Member request on the basis of Corporate Performance Monitoring and Universal Credit roll-out	Cllr Steve Ricketts / Matt Garret
	Allotments	2 (Low)	Member Request	Cllr Mike Leaves / Lou Hayward
	Transport Infrastructure	2 (Low)	Member Request	Cllr Patrick Nicholson / Paul Barnard

Date of meeting	Agenda item	Prioritisation Score	Reason for consideration	Responsible Cabinet Member / Officer
	Corporate Performance Monitoring		Standing Item – Written briefing only. Members to advise the Chair if matters arising require presence of an officer / or addition to work programme.	
	Revenue and Capital Monitoring		Standing Item – Written briefing only. Members to advise the Chair if matters arising require presence of an officer / or addition to work programme.	
3 January 2018				
	Corporate Performance Monitoring		Standing Item – Written briefing only. Members to advise the Chair if matters arising require presence of an officer / or addition to work programme.	
	Revenue and Capital		Standing Item – Written briefing only. Members to advise the Chair if matters arising require presence of an officer / or addition to work programme.	
7 March 2017				
	Corporate Performance Monitoring		Standing Item – Written briefing only. Members to advise the Chair if matters arising require presence of an officer / or addition to work programme.	
	Revenue and Capital Monitoring		Standing Item – Written briefing only. Members to advise the Chair if matters arising require presence of an officer / or addition to work programme.	
Items to be scheduled 2017/18				
	Employment in the City	4 (Medium)		
	Mayflower 400	4 (Medium)		
	Oceansgate	4 (Medium)		
	The Box	4 (Medium)		
Items to be scheduled 2018/19				
Select Committee Reviews				
Joint Select Committee Reviews				
	Plan for Sport			