

## Mount Edgcumbe Joint Committee

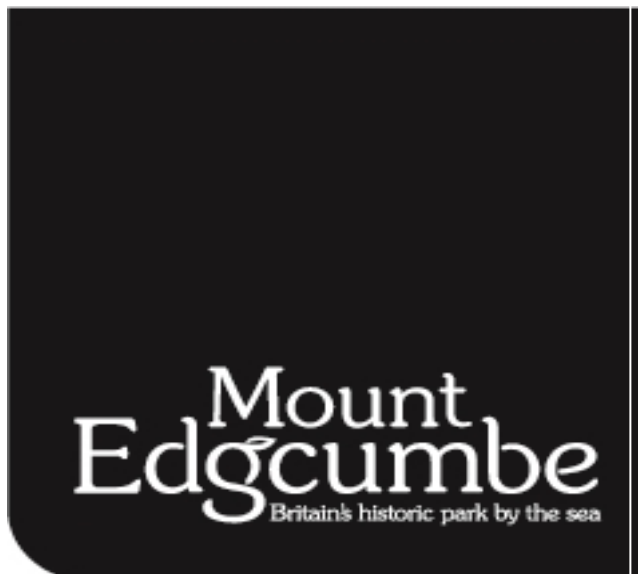
### Joint Clerks

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#mountedgcumbe

Published Thursday, 12 July 2018

## Mount Edgcumbe Joint Committee

**Date: Friday 20 July 2018**

**Time: 10am**

**Place: Belvedere Room, Barrow Park Complex, Mount Edgcumbe, Cremyll, Cornwall**

### Committee Members-

#### Plymouth City Councillors-

Councillors Corvid, Johnson, Mahony, Mavin, Mrs Pengelly, Peter Smith and Vincent (Co-Chair).

#### Cornwall Councillors-

Councillors Burden, Crago, Foot, James, Lennox-Boyd, Pugh and Trubody (Co-Chair).

#### Co-opted Members-

Sir Richard Carew Pole Bt., Mr Neil Rugg and Mr D L Richards.

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

For further information on attending Council meetings and how to engage in the democratic process please follow this link - <http://www.plymouth.gov.uk/accesstomeetings>

**Tracey Lee and Kate Kennally**  
**Joint Clerks**

## **Mount Edgumbe Joint Committee**

**1. To Note the Appointment of the Joint Chairs from Plymouth City Council and Cornwall Council**

The Joint Committee will be asked to note the appointment of the Joint Chairs from Plymouth City Council and Cornwall Council.

**2. Apologies**

To receive apologies for non-attendance submitted by Joint Committee Members.

**3. Declarations of Interest**

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

**4. Minutes (Pages 1 - 4)**

To confirm the minutes of the meeting held on 24 November 2017 as a correct record.

**5. Chair's Urgent Business**

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

**6. English Garden House Heritage Enterprise Bid**

**7. Revenue Outturn 2017/18 and Budget 2018/19 (Pages 5 – 30)**

**8. Commercial Development (Presentation)**

**9. Park Manager's Report (Pages 31 – 36)**

**10. Friends of Mount Edgumbe Country Park Update (Pages 37 – 38)**

## Mount Edgcombe Joint Committee

Friday 24 November 2017

### PRESENT:

Councillor Trubody, in the Chair.

Councillors Burden, Fry, Foot, Dr Mahony, Mrs Pengelly (Joint Chair), Pugh, Smith and Vincent.

Co-opted Representatives: Mr D L Richards and Mr Neil Rugg.

Apologies for absence: Councillors Frank James and Sparling.

Also in attendance: Amelia Boulter (Observer), Chris Burton (Park Manager), Nick Butcher (Head Gardener/Ranger), Sarah Fell (Finance Business Partner), Jon James (natural Environment Manager), Nicola Moyle (Head of Heritage and Arts), Jonney Steven (Head of Commercial Enterprise) and Helen Prendergast (Democratic Adviser).

The meeting started at 10.00 am and finished at 11.45 am.

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

### 11. **Declarations of Interest**

In accordance with the code of conduct, Councillor Pugh declared a private interest as he owned a holiday property.

### 12. **Minutes**

The Joint Committee agreed that the minutes of the meeting held on 28 July 2017 are confirmed as a correct record.

### 13. **Chair's Urgent Business**

There were no items of Chair's urgent business.

### 14. **Commercial Opportunity - Tree Houses**

Jonny Steven (Head of Commercial Enterprise) and Chris Burton (Park Manager) provided a presentation on the commercial opportunities within the Park which highlighted the following key areas -

- (a) how to enhance the existing offer at the Park (holiday accommodation, weddings/events/conferences, micro businesses and lettings and parking) whilst increasing income and developing the Grade I Listed site sensitively;

- (b) investigating other buildings within the Park which could be utilised for accommodation such as Captain Blake's Hut, part of the Coast Guard look at Rame Head, tree houses, the English Garden House and Garden Battery;
- (c) a feasibility study was currently being undertaken into the provision of tree houses (three) at Wilderness Point; the trees would not be damaged as the structures would be built around them using screw piles; this would also be sensitive to the environment and have no visual impact on this area;
- (d) the Friends of Mount Edgcumbe Country Park had donated £10,000 to undertake preparatory work to bid for a grant from the Heritage Lottery for the English Garden House.

The key areas of questioning related to –

- (e) the timescale and funding for the provision of the tree houses;
- (f) the feasibility of converting part of the Coast Guard building into holiday accommodation;
- (g) whether the tree houses would be able to be marketed all year.

The Joint Committee noted the presentation and requested that an update on the tree houses (including the business case) be provided at the next Joint Committee meeting.

### 15. **Revenue Budget Monitoring**

Sarah Fell (Finance Business Partner) presented the revenue budget monitoring 2017/18 report which highlighted the current financial position.

The main area of questioning related to whether the constituent authorities had made provision for contingency funds should there be unexpected expenditure within the Park.

The Joint Committee noted the financial position contained in the report along with the risks, issues and any mitigating actions.

### 16. **Commercial Development**

Chris Burton (Park Manager) provided the Joint Committee with a presentation on the commercial development opportunities within the Park. This included the increase in the public offer at the Park including 18 small businesses, three holiday cottages, glamping (shepherd huts) and the new website.

The key areas of questioning related to the decrease in the number of weddings and whether wedding parties were taking advantage of the accommodation available within the Park.

The Joint Committee noted the report.

### 17. **Park Activity (September 2017)**

Chris Burton (Park Manager) presented the park activity report to September 2017 which highlighted the works and activities carried out in the Park which included business development, building and Park infrastructure and weddings.

The key areas of questioning related to whether there –

- (a) was a power supply to Captain Blake's Hut;
- (b) had been any noticeable deterioration of the cycle paths which could be attributed to the cycle hire based within the Park;
- (c) would be an opportunity to expand the hostile environment training courses.

The Joint Committee noted the report.

### 18. **Friends of Mount Edgumbe Country Park Update**

Mr Neil Rugg, Chair of the Friends of Mount Edgumbe Country Park provided an update on the key areas of work that the Friends undertook in supporting the Park which included financial and practical support and social events.

On behalf of the Joint Committee, the Joint Chairs thanked the Friends for their continued and highly valued support.

### 19. **Repair Works to the Sea Wall**

Jon James (Cornwall Council) provided a verbal update on the current position relating to the repair works on the sea wall which highlighted that -

- (a) as previously stated the repair works on the sea wall had been completed; the savings achieved through the contract (£150,000) had enabled further repair works to be undertaken at Mount Edgumbe Quay, Toll House Quay, Lower Lodge and the Garden Battery Beach;
- (b) whilst undertaking these works the contractor discovered a large stone arch at Barn Pool which was thought to be the remains of a medieval barn;
- (c) the stone arch had been placed in the garden at the front of the house; it was the intention to erect visitor information boards at this site.

The Joint Committee noted the report.

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**PLYMOUTH CITY COUNCIL**

<b>Subject:</b>	Revenue Outturn 2017/18 and Budget 2018/19
<b>Committee:</b>	Mount Edgumbe Joint Committee
<b>Date:</b>	20 July 2018
<b>Joint Chairs:</b>	Councillor Vincent, Plymouth City Council Councillor Trubody, Cornwall Council
<b>Cabinet Member:</b>	Councillor Peter Smith, Plymouth City Council Councillor Sue James, Cornwall Council
<b>CMT Member:</b>	Anthony Payne, Strategic Director for Place, Plymouth City Council Peter Marsh, Service Director Environment, Cornwall Council
<b>Author:</b>	Christopher Burton, Mount Edgumbe Park Manager
<b>Contact:</b>	Tel: 01752 307269 e-mail: Chris.Burton@plymouth.gov.uk
<b>Ref:</b>	PL Place Fin.
<b>Key Decision:</b>	No
<b>Part:</b>	I

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**Purpose of the report:**

This report presents the final outturn position of Mount Edgumbe for the financial year 2017/18 and confirms the 2018/19 budget.

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**Corporate Plan:****Plymouth City Council:**

This monitoring report links to delivering the priorities within the Council's Corporate Plan.

**Cornwall Council:**

2018-22 Business Plan:

Healthy Cornwall

Homes for Cornwall

Green and prosperous Cornwall

Connecting Cornwall

Democratic Cornwall

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

In November 2017, a forecast nil variation to budget was reported to the Joint Committee. The final outturn is a £87k surplus.

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

Monitoring of commercial project delivery times and ensuring they perform in accordance with budgets set, with continued focus to sensibly capitalise on existing assets, to generate new and / or more income as soon as possible.

**Recommendations and Reasons for recommended action:**

It is recommended that Joint Committee:

- Notes the financial position contained in the report along with the risks, issues and any mitigating actions
- Approves the capital proposals to be presented to Plymouth City Council’s Investment Board

**Alternative options considered and rejected:**

None

**Published work / information:**

None

**Background papers:**

See appendix

**Sign off:** Paul Looby

Fin	pl18.19.45	Leg	N/A	Mon Off	N/A	HR	N/A	Assets	N/A	IT	N/A	Strat Proc	N/A
Originating SMT Member: David Draffan													
Has the Cabinet Member(s) agreed the contents of the report? Yes/No													



## Section I

### I.1 Revenue outturn 2017/18 - Financial summary

Business type	Activity volumes			2017/18 Budget			2017/18 Outturn			Variation to net budget	Comments
	2016/17	2017/18	Increase/Decrease %	Income £000's	Exp. £000's	Net £000's	Income £000's	Exp. £000's	Net £000's		
Staffing & operations				-14	482	468	-52	507	455	-14	
House	6415	7353	15%	-42	55	13	-47	34	-13	-26	Visitor admissions
Gardens				0	16	16	-5	17	12	-4	
Grounds				-27	97	70	-27	90	64	-7	
Trading activities:											
<i>Rents</i>	40	41	2%	-161	61	-100	-155	26	-129	-29	Units let - 43 Total units
<i>Holiday Lets</i>	322	355	10%	-45	12	-33	-32	17	-15	17	Days occupied - Max. 183 per-let
<i>Chalets</i>	81	81	0%	-66	0	-66	-79	0	-79	-12	All units let - 21 Yr. Lease from Yr.2000
<i>Glamping</i>	0	55	N/A	-15	2	-13	-5	3	-2	11	Days occupied - Max. 109 per-hut
<i>Parking</i>				-83	1	-81	-81	2	-80	2	No figures available
<i>Special events</i>	18	20	11%	-22	29	8	-28	33	5	-3	Does not include Sat. Park Run
<i>Conferences</i>	9	12	33%	-15	11	-5	-28	14	-14	-10	Total annual bookings
<i>Weddings</i>	32	33	3%	-58	7	-52	-61	14	-48	4	Wedding functions
<i>Filming</i>	4	5	25%	0	2	2	-4	0	-4	-6	
<i>Misc. activities</i>				-7	3	-4	-16	1	-15	-12	No measurable comparrison
<b>Total operations</b>				<b>-554</b>	<b>778</b>	<b>224</b>	<b>-620</b>	<b>756</b>	<b>137</b>	<b>-87</b>	
Subsidy Corn.CC				-112	0	-112	-87	0	-87	25	Cornwall & Plymouth's subsidy to Mt.
Subsidy PCC				-112	0	-112	-87	0	-87	25	Edgcumbe - £25k each (£50k) to be refunded
<b>Subsidy total</b>				<b>-224</b>	<b>0</b>	<b>-224</b>	<b>-174</b>	<b>0</b>	<b>-174</b>	<b>50</b>	
<b>Deficit / (Surplus)</b>						<b>0</b>			<b>-37</b>	<b>-37</b>	

#### Note

2017/18 Was the first year for glamping and why no precedent available.

## I.2 Commentary

Key variations can be summarised as:

- (£48k) Repairs & Maintenance budget underspend
- (£19k) Additional income inclusive of ranger time, photo shoots, filming, and conferences
- (£12k) Utilities savings
- (£16k) Additional donations received
- £8k Transport, cleaning & misc. costs
- **(£87k) Total**

### **Repairs & Maintenance budget underspend**

Across the whole of Mt. Edgcumbe anticipated / scheduled repairs and maintenance work was not carried-out per-original forecast, mainly due to work not being required before year-end. e.g. Tree works after winter was expected to be a lot higher than originally budgeted for (due to health of the tree's), as well as general maintenance across the estate buildings and grounds, which also did not require repairs this year.

### **Additional income from ranger time, photo shoots, filming, and conferences**

Additional income for ranger time (tours of the grounds and house), photo shoots & filming (normally at short notice), and additional conference room bookings.

### **Utilities savings**

This was the first year where Mt. Edgcumbe had no water leaks on the estate and bills were paid according to meter readings only; no estimated charges. After much liaison with South West Water this has been confirmed and that no charges on any of the meters were due or outstanding a payment.

### **Additional donations received**

Additional donations in the last month of 2017/18 received by the Friends (from the mini-bus collection) and some very generous visitors.

### **Increased transport, cleaning & misc. costs**

Due to:

- Slightly higher use of transport costs. e.g. Parking & vehicle hire charges
- Slightly higher cleaning costs. e.g. Increased holiday let's use and glamping
- Occupational Health costs
- Slightly higher electricity costs across the Park. e.g. Additional unit rented out & increased holiday let use
- Slightly higher professional fees. e.g. Licenses for additional TV's
- Numerous small costs across Mt. Edgcumbe's budgets

**Subsidy / surplus**

The full £112k subsidy, per-authority, was not required in 2017/18 with £25k each to be refunded (£50k total) and £37k being transferred to the reserve, for purchase of a new vehicle in 2018/19. Please see appendix 1. for prior year subsidy trend analysis.

## Section 2

### 2.1 Revenue budget planning 2018/19

Business type	2018/19 Budget			2018/19 Latest Forecast			Variation to net budget £000's
	Income	Exp.	Net	Income	Exp.	Net	
	£000's	£000's	£000's	£000's	£000's	£000's	
Staffing & operations	-14	564	550	-14	564	550	0
House	-42	47	6	-42	47	6	0
Gardens	0	9	9	0	9	9	0
Grounds	-27	66	39	-27	66	39	0
Trading activities:							
<i>Rents</i>	-206	43	-163	-206	43	-163	0
<i>Holiday Lets</i>	-56	18	-39	-56	18	-39	0
<i>Chalets</i>	-72	0	-72	-72	0	-72	0
<i>Glamping</i>	-15	1	-14	-15	1	-14	0
<i>Parking</i>	-81	2	-79	-81	2	-79	0
<i>Special events</i>	-22	29	8	-22	29	8	0
<i>Conferences</i>	-10	9	-1	-10	9	-1	0
<i>Weddings</i>	-58	7	-52	-58	7	-52	0
<i>Filming (future Opp)</i>	0	2	2	0	2	2	0
<i>Misc. activities</i>	-7	3	-4	-7	3	-4	0
<b>Total operations</b>	<b>-610</b>	<b>800</b>	<b>190</b>	<b>-610</b>	<b>800</b>	<b>190</b>	<b>0</b>
Subsidy Corn.CC	-95	0	-95	-95	0	-95	0
Subsidy PCC	-95	0	-95	-95	0	-95	0
<b>Subsidy total</b>	<b>-190</b>	<b>0</b>	<b>-190</b>	<b>-190</b>	<b>0</b>	<b>-190</b>	<b>0</b>
<b>Deficit / (Surplus)</b>			<b>0</b>			<b>0</b>	<b>0</b>

## Section 3

### 3.1 Approved capital programme

Scheme	Funding	Prior Years Spend	17/18 Actual	18/19 Budget	Total Scheme cost
		£000's	£000's	£000's	£000's
<b>Mount Edgcombe Commercialisation</b>	Loan (50% Corn.CC & 50% PCC)	40,265	97,302	166,554	<b>304,121</b>
<b>Tree Houses</b>	Loan (50% Corn.CC & 50% PCC)	0	0	622,000	<b>622,000</b>

### 3.2 Proposals for future capital projects

Proposed future projects	Possible funding	Mandate	Business case	Leader approval		Key:		
<b>Restoration &amp; maintenance</b>								
Purchase of Lady Emma's Cottage	Borrowing / donation	To go to CCIB in June 2018 and purchase anticipated to complete in 2018/19	In draft			No business case draft	Business case in draft	Business case presented to CCIB
Purchase of a new Land Rover	Reserves	Anticipated to be purchased in June / July 2018	N/A As purchase value is too low					
Restoration of English Garden House	Herritage Lottery Fund grant	Bid expected to be submitted for work to begin in 2019/20						

## **Section 4**

### **4.1 Recommendations**

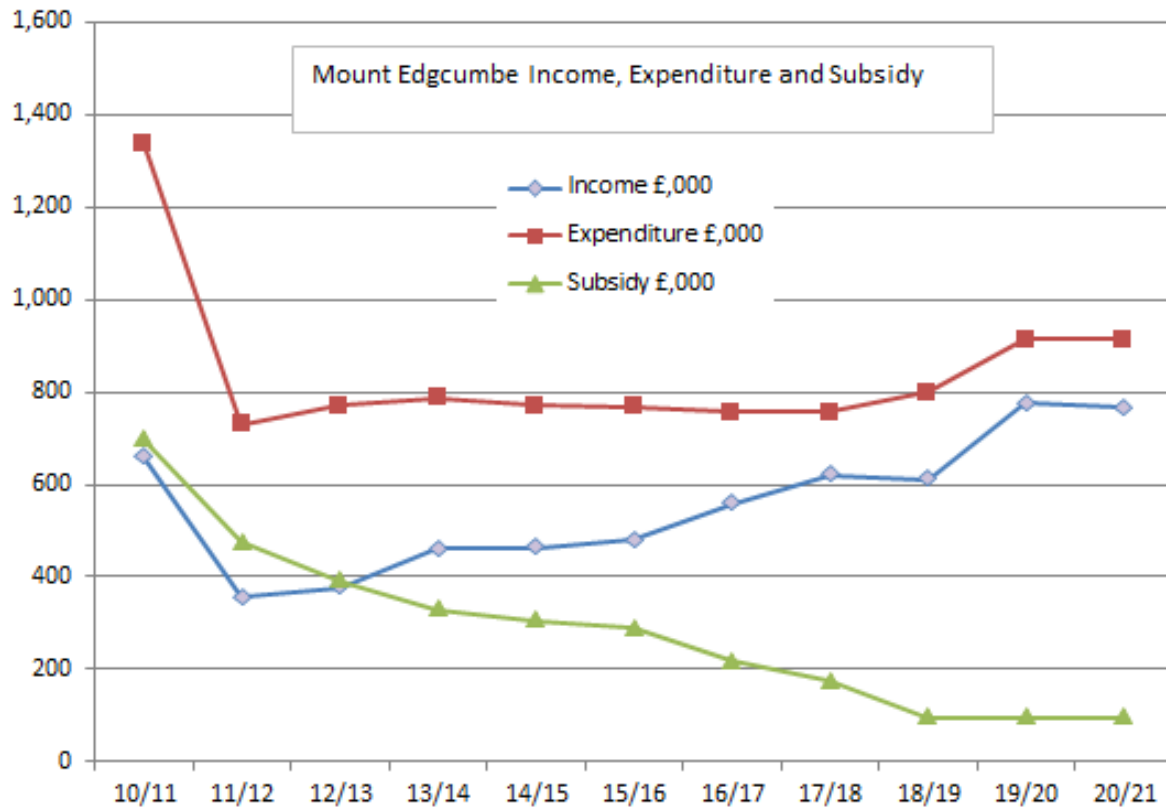
It is recommended that Joint Committee:

- Notes the financial position contained in the report along with the risks, issues and any mitigating actions
- Approves the capital proposals to be presented to Plymouth City Council's Investment Board, subject to a detailed business case

## Appendix. I

### I.0 Income & expenditure V's subsidy

Financial performance over the last 8 years.



#### Note

Financial years 2019/20 Onwards represents projected income and expenditure, based on current projects. It is also expected that as more commercial income is achieved the subsidy will be reduced.

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# ANNUAL GOVERNANCE STATEMENT 2017/2018



PLYMOUTH  
CITY COUNCIL

## 1. Scope of Responsibility

Plymouth City Council is responsible for ensuring that its business is conducted in accordance with the law and proper standards, and that public money is safeguarded and properly accounted for and used economically, efficiently and effectively.

The Council also has a duty under the Local Government Act 2000 to make arrangements to secure continuous improvement in the way its functions are exercised, having regard to a combination of economy, efficiency and effectiveness.

In discharging this overall responsibility, Plymouth City Council is responsible for putting in place proper arrangements for the governance of its affairs, facilitating the effective exercise of the Council's functions which includes arrangements for the management of risk.

This Annual Governance Statement explains how the Council has complied with the Code of Corporate Governance and also how it meets the requirements of Regulation 6(1) of the Local Government, England and Wales Accounts and Audit Regulations 2015, which requires all relevant bodies to prepare an annual governance statement.

## 2. The Purpose of the Governance Framework

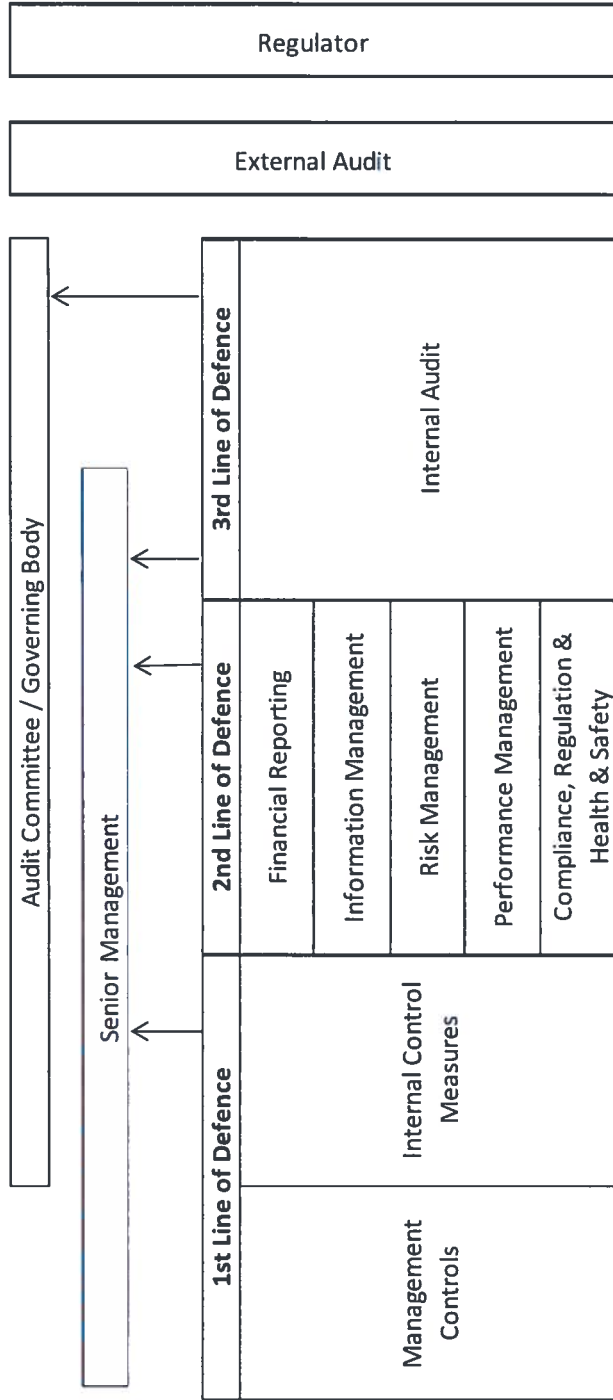
The governance framework comprises the systems and processes, and culture and values, by which the authority is directed and controlled and its activities through which it accounts to, engages with and leads the community. It enables the authority to monitor the achievement of its strategic objectives and to consider whether those objectives have led to the delivery of appropriate services and value for money.

The system of internal control is a significant part of that framework and is designed to manage risk to a reasonable level. It cannot eliminate all risk of failure to achieve policies, aims and objectives and can therefore only provide reasonable and not absolute assurance of effectiveness.

The system of internal control is based on an on-going process designed to identify and prioritise the risks to the achievement of the Council's policies, aims and objectives, to evaluate the likelihood of those risks being realised and the impact should they be realised, and to manage them efficiently, effectively and economically. The governance framework has been in place at Plymouth City Council for the year ended 31 March 2018 and up to the date of the approval of the Annual Report and Statement of Accounts.

**3. The Three Lines of Defence**

The three lines of defence model is used as the primary means to demonstrate and structure roles, responsibilities and accountabilities for decision making, risk and control to achieve effective governance and assurance. The diagram below shows the relationship between these functions:-



**First Line of Defence – Management Controls and Internal Control Measures**

Line management are responsible for ensuring that a risk and control environment is established as part of day to day operations. Line management should be adequately skilled to create risk definitions and make risk assessments. The risk profile needs to be proactively reviewed, updated and modified for changes to the business environment and emerging risk changes. Active risk management and periodic reporting on risk is crucial to quick identification and response.

The first line of defence provides management assurance by identifying risks and business improvement actions, implementing controls and reporting on progress.

**Second Line of Defence – Oversight Functions**

The second line of defence consists of activities covered by several components of internal governance. This line of defence monitors and facilitates the implementation of effective risk management practices by operational management and assists the risk owners in reporting adequate risk related information up and down the organisation. These are usually management functions that may have some degree of objectivity, but are not entirely independent from the first line.

**Third Line of Defence**

Internal audit forms the third line of defence. An independent internal audit function will, through a risk-based approach to its work, provide assurance to the organisation's senior management. This assurance will cover how effectively the organisation assesses and manages its risks and will include assurance on the effectiveness of the first and second lines of defence. It encompasses all elements of the council's risk management framework (from risk identification, risk assessment and response, to communication of risk related information) and all categories of organisational objectives.

**External Auditors and Regulators**

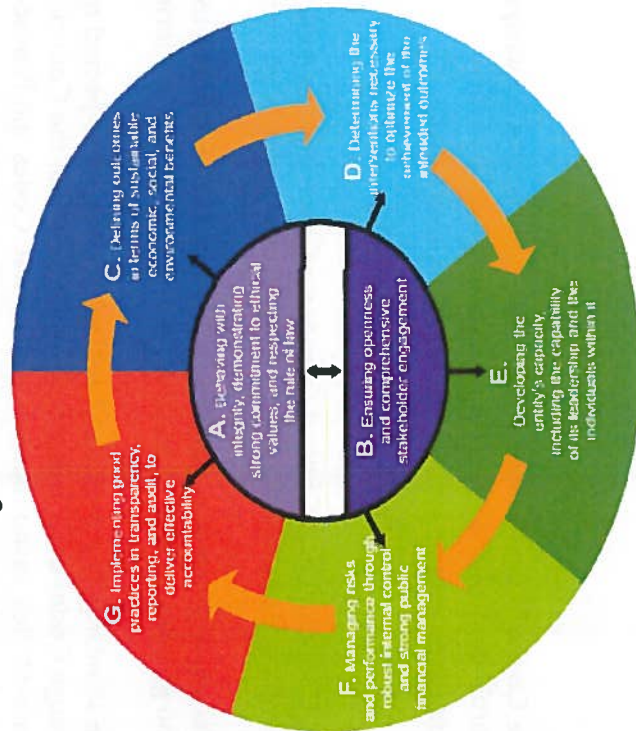
External auditors and regulators reside outside the council structure but have an important role in the overall governance and control structure by providing an independent and objective function to assess the whole, or some part of the first, second or third line of defence.

**Audit Committee's Role**

All three lines of defence have specific tasks in the internal control governance framework. It is the Audit Committee's role to maintain oversight and to monitor the effectiveness of internal controls and risk management processes, as well as internal audit activities.

**4. The Governance Framework**

**Achieving the Intended Outcomes While Acting in the Public Interest at all Times**



The Council's Code of Corporate Governance is consistent with the principles of the CIPFA/SOLACE 2016 Framework Delivering Good Governance in Local Government.

This diagram illustrates how the various principles for good governance in the public sector relate to each other. To achieve good governance the Council should achieve their intended outcomes while acting in the public interest at all times.

As overarching requirements for acting in the public interest, principles A and B apply across all other principles (C - G).

A summary of local arrangements in place for 2017/18 to comply with each of the principles is set out on the following pages.

Principle A – Behaving with integrity, demonstrating strong commitment to ethical values and respecting the rule of law

**OUR VALUES**



- The Council's organisational values are underpinned by its system of internal control and governance arrangements to ensure compliance with its Code of Corporate Governance.
- The Council's Local Code of Corporate Governance as described in this Governance Statement has been reviewed in line with Cipfa/Solace Delivering Good Governance in Local Government Framework 2016 and the core principles contained in this Framework.
- Behaving with integrity, demonstrating strong commitment to ethical values and respecting the rule of law is acknowledged as key to the delivery of good governance and underpins the delivery of council priorities and services for the community.
- The standards of conduct and personal behaviour expected of Members and Officers, its partners and the community are defined and communicated through Codes of Conduct and Protocols within the Council's Constitution. Arrangements are in place to ensure that Members and Officers are aware of their responsibilities under these Codes and Protocols. The Monitoring Officer is responsible for ensuring that decisions are made in accordance with the Constitution.
- Elected Members are collectively responsible for the governance of the Council. Decision making and scrutiny of decisions has been separated through the executive arrangements introduced by the Local Government Act 2003.
- Ward-based governance and engagement arrangements for Councillors, multi-agency problem solving arrangements, reliable casework handling and feedback and customer insight to inform decision-making are all elements of our plans, equipping Councillors to do their job.
- The Head of Devon Audit Partnership has overall responsibility for the maintenance and operation of the whistleblowing policy. This includes monitoring the policy and maintaining a record of the concerns raised and outcomes, which will be reported to the Audit Committee in an anonymised format.
- Arrangements are in place for Members and Officers to declare gifts and hospitality and to register interest and manage conflicts of interest.

Principle B – Ensuring openness and comprehensive stakeholder engagement

- Ensuring openness and comprehensive stakeholder engagement is considered essential in meeting the Council's corporate ambitions and framework of values and regarded as key to effective service delivery. Communication supports the decision-making process and helps to improve service quality and foster good relationships between staff, Members and stakeholders.
- The Statement of Community Involvement provides consistent standards for involvement in decision making in the city. It sets a minimum standard for engagement and is for everybody who wants to get involved in shaping Plymouth's future.
- The Councillor-led Democratic and Community Engagement programme undertaken by the Constitutional Review Group, a cross-party group of Councillors, sets out a vision, guiding values and priorities for democratic and community engagement within wards from the perspective of the front-line Councillor.
- Safer Plymouth Partnership has reviewed its representation and broadened this to include greater community and voluntary sector representation.
- Thrive Plymouth was launched in 2014 and is our local 10 year programme to address health inequalities in the city. 'One You' campaign launched to help adults to assess the lifestyle choices they are making, to consider how those choices might impact on their health now and in the future, and to consider the steps they can take to make their lifestyles healthier. The campaign was supported locally in Plymouth, including a 12 page supplement dedicated to the campaign in the Plymouth Herald, and features through other local media outlets including local BBC television.
- The Council has a system for recording Customer Feedback which enables learning from feedback and complaints to facilitate effective monitoring of information provided by customers to review future service delivery. There is a formal process for corporate complaints as well as for Children's and Adults Statutory complaints.
- Most Committee meetings, including Full Council and Cabinet are webcast live and archived as part of our drive to make our decision making more open and transparent.
- As part of our commitment to be accountable and transparent we have put together a range of open data information (Data Plymouth) on the Council's website.





Principle C – Defining outcomes in terms of sustainable economic, social and environmental benefits

**OUR VISION** One team serving our city

**PIONEERING PLYMOUTH**

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

**GROWING PLYMOUTH**

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

**CARING PLYMOUTH**

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

**CONFIDENT PLYMOUTH**

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

**OUR THEMES**

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

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

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

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

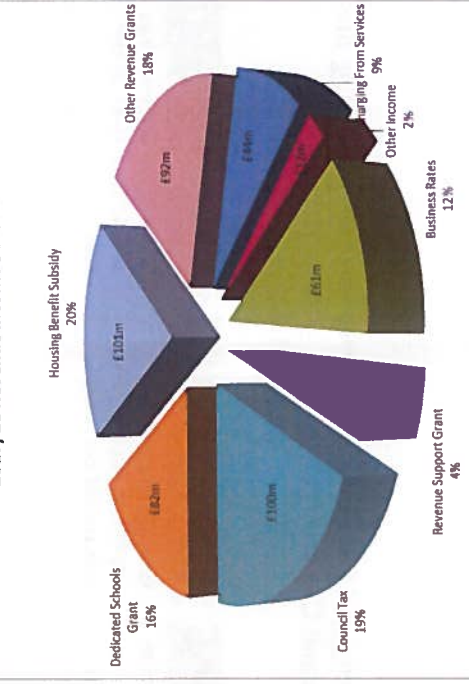
- Our Corporate Plan is focused on our vision to be 'one team serving our city'. That means everyone working together towards our shared ambition to be a pioneering, growing, caring and confident city.
- The Plymouth Plan provides the strategic direction for decision making in the city. It brings together all statutory and non-statutory plans forming a holistic strategy for people and place.
- The annual report summarises how priorities have been delivered for Plymouth over the last year and details future plans for 2018/19.
- The Council uses its blue print operating model to develop more appropriate outcomes for people and more effective service delivery, standardising, simplifying and sharing wherever possible, through the Plymouth Family or wider partnerships.
- The Wider Devon Sustainability and Transformation Plan sets out ambitious plans to improve health and care services for people across Devon in a way that is clinically and financially sustainable. Health and care organisations as well as Local Authorities across Devon have been working together to create the shared five year vision to meet the increasing health and care needs of the population.

- The Plymouth and South West Devon Joint Local Plan looks at the big issues, including where to build homes, where roads should go and how to ensure economic growth and prosperity for Plymouth residents and those living in the towns and villages of West Devon and the South Hams. We carried out a major consultation asking people where land should be set aside for homes and work and what should be protected as green space. The Joint Local Plan was submitted to the Planning Inspectorate for examination on 31 July 2017.
- Thousands of hectares of green space will enjoy protection from development through the Joint Local Plan in response to community voices which have strongly influenced what appears in the final version of the Plan.
- Implementation of the Plan for Modernisation of Waste and Street Services is progressing. All areas of the city are receiving the new alternative weekly waste collection service to help increase levels of recycling.

**Principle D – Determining the interventions necessary to optimise the achievement of the intended outcomes**

- The Medium Term Financial Strategy (MTFS) sets out how the Council will finance the priorities for the Council, having regard to the Plymouth & South West Devon Joint Local Plan and the Corporate Plan. The MTFS is updated each year, includes a risk assessment of budget option and is agreed by Full Council.
- The Transformation Programme has produced £65m savings since 2013. The challenge lies ahead to deliver a further £19m of savings by 2019-20. There are three programmes that involve a wide range of projects touching every area of our work:
  - Growth, Assets and Municipal Enterprise (GAME 2)
  - Transformation of the Corporate Centre (TCC)
  - Integrated Health and Wellbeing – One System, One Aim

**2017/18 Revenue Income Sources**



- The system of internal financial control is based upon a framework of regular management information, financial regulations, financial regulations, Contract Standing Orders, administrative procedure and a structure of delegation and accountability.
- The Section 151 officer, as documented in the Constitution, has responsibility for ensuring that appropriate advice is given on all financial matters, for keeping proper financial records and accounts and maintaining an effective system of internal financial control.
- Cabinet is our main decision making body, made up of the Leader of the Council and a number of Councillors.
- The scrutiny function is delivered through the Place and Corporate and Health and Wellbeing Overview and Scrutiny Committees. Scrutiny provides an important check and balance within the governance system on the decisions of Cabinet and the Leader and acts as a 'critical friend' to the Cabinet and other decision makers in order to promote better services, policies and decisions.
- The Corporate Fraud Team fulfils the Council's statutory obligation to ensure the protection of public funds and to have an effective system of prevention and detection of fraud and corruption.
- Key performance indicators are used to track performance of the Council's priorities as outlined in the Corporate Plan.
- Service Standards have been implemented across the Council to improve the way we listen and respond to our customers.

Principle E – Developing the entity’s capacity, including the capability of its leadership and the individuals within it

- An Organisational Design process is being followed to shape the organisational structure and ensure its alignment to the purpose of the Council and the context in which it operates.
- 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.
- An organisation wide transformation project has been mobilised to deliver the outcome to ‘create new ways of working’, this project is called ‘The Way We Work’ and is made up of five separate projects:-
  - Technology – devices and other hardware
  - Better Information – data and storage
  - Office 365 – software
  - Where We Work – accommodation
  - How We Work – culture change
- Digital Services is now fully owned and operated from within the Customer Service Department and is continuing to improve digital activities for customers and staff through website improvements, digital processes and workflows created and improved reporting mechanisms being used.
- The Commercial Finance team are developing proposals to allow the Council to operate in a more commercial way.
- Opportunities for new income streams are reviewed regularly by all services. Additional income has been generated through the Asset Investment Fund and by generation of new revenue rental streams.
- The Capital Programme is actively seeking to increase its property portfolio.
- Our People Strategy is our high level medium term plan for how we will provide a motivated, engaged and skilled workforce focused on meeting the needs of the citizens of Plymouth by focussing on three workforce themes - Talent, Leadership and Culture (TLC)
- Employee and Member Development examples include:-

- Annual staff survey
- Management Fundamentals Training Programme
- Annual Staff ‘Star Awards’
- Induction training carried out for new Members and employees
- E-Learning utilized
- Councillor Training Programme
- Apprenticeship Programme
- Management Driving Licence (compulsory E-Learning to be completed by all current managers and available for aspiring managers)

**TALENT**  
We will attract and retain talented people and develop their strengths

**LEADERSHIP**  
Our leaders will be confident, inspiring, and role model our values

**CULTURE**  
The way we will do things around here to be at our best



Principle F – Managing risks and performance through robust internal control and strong public financial management

- The Council consider and counter risk across a broad range of areas. An approved Risk Management Strategy and Policy and guidance are available for staff on the Council's website together with E-Learning.
- Risks are formally reviewed and monitored quarterly by the Corporate Management Team and reported to the Audit Committee.
- An Operational Risk Management Group with representation from each directorate meet at least quarterly to oversee and review the risk management process and development of the Council's approach to risk.
- Risks to planned outcomes are considered as part of the business planning process.
- Alignment of risk information with performance management has been improved this year with strategic risk updates now being included within the Corporate Plan Quarterly Report. The Corporate Plan Performance Framework is monitored by Cabinet.
- A Joint Integrated Commissioning Risk Management Framework has been developed with N.E.W. Devon CCG to support our joint co-operative commissioning approach.
- Information Lead Officer Group direct work streams within the overall governance of information assets and the Management of Information Security Forum ensure there is clear direction and visible management support for security initiatives.
- Risks that threaten the health, safety and wellbeing of employees and other people using Council premises are monitored by the Health, Safety & Wellbeing Steering Group via HSW risk register.

<b>Risk Governance</b>	
<b>Aligning Risk to Council Strategy, Business Planning and Performance</b> Monitor performance against: > Council priorities > Internal Control arrangements > Audit Recommendations	
<b>Risk Identification &amp; Prioritisation</b> > Identify risks to delivery of outcomes > Evaluate potential likelihood and impact of risk	<b>Risk Monitoring</b> Identification of risks and mitigation activity considered by Corporate Management Team quarterly and presented to Audit Committee
<b>Risk Mitigation</b> > Identify mitigation already in place > Agree additional mitigation actions (Terminate/Transfer/Treat/Tolerate)	<b>Risk Based Internal Audit Planning</b> Devon Audit Partnership liaise with Head of Assurance having consideration for the Strategic and Operational Risk Register content to set the Audit Plan for the year ahead

Principle G – Implementing good practices in transparency, reporting and audit to delivery effective accountability

### **Internal Audit**

The Devon Audit Partnership (DAP) has been formed under a joint committee arrangement comprising of Plymouth, Torbay and Devon Councils. DAPs Internal Audit Plan is based on the high risks reported within risk registers and is presented to and approved by the Audit Committee in March. The plan is published on the Council's website with the Audit Committee agenda, and includes:

- The current position of the audit service provision
- Reviews work undertaken to-date
- Provides an opinion on the overall adequacy and effectiveness of the Council's internal control environment.



DAP collaboratively work with services to make recommendations around improvement to the control environment with internal audit reviews undertaken across a range of accounting systems and governance subjects.

### **External Audit**

The Council's arrangements for providing economy, efficiency and effectiveness are reviewed by the external auditors on an annual basis. Their Annual Report provides a summary of the activity undertaken during the year. They also review the Annual Governance Statement.

### **Audit Committee**

An effective Audit Committee is in place whose purpose is to provide independent assurance of the adequacy of the internal control environment, and to oversee the financial reporting process. The Committee has two independent members and a vacancy for one other.

The Audit Committee monitor and review the Council's corporate governance arrangements, financial reporting, internal control system, risk management system and internal and external audit functions. In line with good practice, Audit Committees should assess their effectiveness annually. The National Audit Office has produced a self-assessment checklist, the completion of which will be incorporated into the Audit Committee work plan for 2018/19.

## 5. Review of Effectiveness

Plymouth City Council has responsibility for conducting, at least annually, a review of the effectiveness of its governance framework including the system of internal control. The review of effectiveness is informed by the work of the executive managers within the authority who have responsibility for the development and maintenance of the governance environment, the Head of Internal Audit's annual report, and also by comments made by the external auditors and other review agencies and inspectorates.

The Council is subject to a number of audits and inspections. These help to inform the development of a strong control environment and to develop risk management processes. The Council has an established Risk and Opportunity Management Policy.

In reviewing the current control environment, reports issued by external bodies (Audit and Inspection) and reports produced by Internal Audit (Devon Audit Partnership) have been reviewed to ensure that a comprehensive assessment of the current control issues has been made and that all potential areas of significant risk are being addressed within the internal control environment.

Directors complete an Assurance Questionnaire reviewing the control environment within their Department and the results of the questionnaires have been used to inform the assessment of significant governance issues for the Council.

The areas already addressed and those to be specifically addressed with new actions planned are outlined below.

## 6. Areas of Significant Governance

A key element of the annual governance review process is also to identify any significant internal control issues. The Council has adopted the approach recommended by CIPFA which has identified what may be considered generally as a significant issue. These criteria are:

- The issue has the potential to seriously prejudice or prevent achievement of a principal objective;
- The issue may result in a need to seek additional funding to allow it to be resolved;
- The issue has the potential to result in significant diversion of resources from another aspect of the business;
- The issue may lead to a material impact on the accounts;
- The issue, or its impact, may attract significant interest or seriously damage the reputation of the Council;
- The issue may result in formal action being taken by the Section 151 Officer and/or the Monitoring Officer;
- The audit committee, or equivalent, has advised that it should be considered significant for this purpose, or
- The Head of Internal Audit has reported on it as significant in the annual opinion on the internal control environment.

This table describes the areas where significant governance is required for matters carried forward from 2016/17 and identified during 2017/18:

Key Governance Area	Lead Officer	Description	Reporting Through
<p>1) <b>Delivery of The Plymouth and South West Devon Joint Local Plan and Plymouth Plan.</b></p>	<p>Strategic Director for Place</p>	<p>The Plymouth and South West Devon Joint Local Plan (JLP) provides an integrated and holistic long term plan as to how the city and surrounding area will change up to 2031. It covers the local authority areas of Plymouth City Council, South Hams District Council and West Devon Borough Council. The JLP together with the Plymouth Plan provides a strategic policy framework for both people and place. The creation of sustainable communities, and the theme of providing quality of life for everyone in the city, runs through the plans, providing an effective and integrated strategic framework for addressing and responding to issues such as community safety, community cohesion, child poverty, equalities and diversity, new homes, jobs and employment.</p>	<p>Full Council</p>
<p><b>Assurance Statement:</b> Following a six week consultation period on the pre-submission draft which ran from 15 March to midnight 26 April 2017 the Joint Local Plan was submitted to the Planning Inspectorate for examination on 31 July 2017. A public examination commenced on Tuesday 30 January 2018 following which, an inspectors' report will be submitted to the Council. The JLP and Plymouth Plan will be brought together to ensure complete synergy between people and place. The Council's corporate plan sets out how it will focus on continuing to deliver services for the people of the city.</p>			
<p>2) <b>Establishment of a new Joint Committee involving Plymouth, Torbay and all the councils across Devon and Somerset. Development of a delivery plan for the Heart of the South West Productivity Strategy and conversations with Government to accelerate the aims in the Strategy.</b></p>	<p>Assistant Chief Executive</p>	<p>Somerset, Devon, Torbay and Plymouth councils established a new Joint Committee in March 2018. Together with the Local Enterprise Partnership they endorsed a Productivity Strategy and are now developing a delivery plan which will work towards achieving the vision in the Strategy: to double the value of the Heart of the South West (HotSW) economy by 2038.</p>	<p>Full Council</p>
<p><b>Assurance Statement:</b> A Productivity Strategy has been produced which provides a clear sense of direction of how working together more effectively across the region and with more Government support, we will boost productivity, increase investment, support businesses, improve skills and training, and create a stronger economy for the region.</p>			
<p>3) <b>Sustainability &amp; Transformation Plan (STP) and development of Local Delivery Partnership for the Western System.</b></p>	<p>Chief Executive</p>	<p>Across the Devon STP all partners are working towards the development of a new Accountable Care System for Devon which includes a single Strategic Commissioner and four Local Delivery Partnerships based on a Place based model of health and care, a Mental Health Accountable Care Delivery System (ACDS) and a network of acute hospitals. One of these local delivery partnerships will cover the Western locality including Plymouth.</p>	<p>Health and Wellbeing Board and Cabinet</p>
<p><b>Assurance Statement:</b> A Devon wide Organisation Design Steering Group has been established to cover all the work streams. The Chief Executive of PCC is on this group to lead the development of the Local Delivery System for Western Locality including Plymouth, also working with Cornwall for residents from this area who access NHS services in Plymouth. The current Strategic Director of People, Carole Burgoyne MBE, takes on a wider role working with both Plymouth City Council and the NEW Devon Clinical Commissioning Group and will report to both the City Council's Chief Executive and Accountable officer of the CCG. This post will focus on further integration of services across health, care and wellbeing both in the planning and commissioning of those services and in the delivery of them. This will ensure that residents get a more joined up</p>			



Key Governance Area	Lead Officer	Description	Reporting Through
<p>approach in this important area.</p> <p><b>4) Senior management capacity and resilience to deliver the Council's strategic objectives.</b></p>	<p>Chief Executive</p>	<p>The Council is working on a number of challenges concurrently rather than consecutively. The direction in which the leadership wishes to take the Council is clear, there is a strong strategic narrative about what the organisation wants to achieve. The Chief Executive adopted an Organisational Design approach to review the Senior leadership team (SLT) and proposed changes were approved at the January 2018 Full Council meeting. These changes, including a new post of Director for Children's Services, to be shared with Torbay Council, was required to ensure that senior management capability is in place to meet these challenges.</p>	<p>Full Council</p>
<p><b>Assurance Statement:</b> An Organisational Design process is being used to shape an organisational structure to align it with the purpose of the Council and the context in which it operates. Reviewing the rapidly changing internal and external environment helps to ensure we have the ability to respond with agility to changing demands and deliver greater partnership working across councils and other public sector bodies. This approach aims to improve resilience as well as the ability to deliver better outcomes for citizens.</p>			
<p><b>5) Delivering Council services within the envelope of the resources provided in 2018/19-19/20 Medium Term Financial Strategy (MTFS).</b></p>	<p>Interim Strategic Director for Transformation and Change</p>	<p>The Council needs to deliver £19m of efficiencies over the next two financial years to 2019-2020.</p> <p>Significant savings are focussed in three key transformation programmes:-</p> <ul style="list-style-type: none"> <li>• Growth, Assets and Municipal Enterprise (GAMEZ) – This programme is investing in accelerating Plymouth's economic growth, which will raise income through business rates and Council tax.</li> <li>• One System, One Aim – This programme emphasises the need for preventative and early intervention services to improve health.</li> <li>• Transforming the Corporate Centre – This programme has been established to define and deliver an organisational service centre to deliver universal services and transactions with consistency and commonality.</li> </ul>	<p>CMT, SLT, Scrutiny Panels and Cabinet</p>
<p><b>Assurance Statement:</b> The Medium Term Financial Strategy was presented to Council in November 2017. This has been updated to reflect the latest budget position and the impact of the Provisional Local Government Settlement. Members and Corporate Management Team have been actively consulted and involved in the development of the MTFS. As in previous years due to the complexity and range of services that are provided and ever increasing demands there will always be a risk in delivering these savings and the impact upon reserves and balances in future years if these cannot be delivered. Detailed work is being undertaken to address the funding gap. Work is ongoing with Arlingclose (our Treasury Management Advisors) to fully understand the treasury management impact of Britain's exit from the European Union and other treasury management opportunities.</p>			
<p><b>6) Being unable to deliver Council services within the envelope of the resources provided in 2017/18 leading to negative impact on budgets, loss of reputation, negative impact on front line services and a negative opinion from external audit</b></p>	<p>Interim Strategic Director for Transformation and Change</p>	<p>The financial challenges faced by the Council are acute and should be set in the context of continuing reduction in resources from government and ever increasing pressures, particularly within Social Care due to increasing demands and complexity needs.</p>	<p>Cabinet and Scrutiny</p>

Key Governance Area	Lead Officer	Description	Reporting Through
<b>Assurance Statement:</b> Progress reported within monthly financial reporting to Cabinet members and Scrutiny. Continued Member engagement in budget process and medium term financial plan setting process by having regular Member briefings. Corporate Management Team has MTFS as a standing agenda item. Frequent monitoring to inform decision making has taken place and corrective action implemented.			
<b>7) Potential negative impact of the various elements of Welfare Reform changes on addressing our priorities.</b>	Service Director for Community Connections	The Welfare Reform agenda continues to present significant risk, placing additional pressures on customers including the most vulnerable, and requiring significant partnership work with the voluntary sector to provide face to face advice to support customers affected.	Safer Plymouth Partnership, Health and Wellbeing Board and Cabinet
<b>Assurance Statement:</b> The impact of Welfare Reform continues to be monitored and discretionary welfare schemes reviewed and quarterly welfare dashboard produced. Plans implemented and strategies in place to create jobs. Support continues to Credit Unions and other financial inclusion initiatives. Child Poverty Action Plan adopted.			
<b>8) Reduction in the quality of education provision negatively affecting the level of pupil attainment following poor Ofsted inspection. Poor Ofsted judgements may result in the closure of provision leading to insufficient places in the city.</b>	Service Director for Education, Participation & Skills	At secondary level, 50% of schools are not at the required standard of good or better as judged by Ofsted. Following discussions with the Regional Schools Commissioner's (RSC) office and the Department for Education, a decision in principle has been made to close Plymouth Studio School in the summer of 2018. This decision comes after an Ofsted report which criticised the school and labelled it 'inadequate'.	Plymouth Education Board
<b>Assurance Statement:</b> The Council is working with parents and students of Studio School to help secure alternative education provision. Development of an accountability and support model involving a number of partners is in progress. The Plymouth Challenge will create a partnership of distinct interventions to drive improvement.			
<b>9) Ensuring the Authority meets its legal and regulatory health and safety duties under the Control of Vibration at Work Regulations 2005.</b>	Strategic Director for Place	The Control of Vibration at Work Regulations 2005 requires that employers must assess and identify measures to eliminate or reduce risks from exposure to hand-arm vibration with the aim to protect employees from risks to their health.	Health, Safety & Wellbeing and Street Services Working Groups
<b>Assurance Statement:</b> All actions have been completed to comply with the Health and Safety Executive (HSE) Improvement Plan. Feedback awaited from the HSE as to their acceptability of the Improvement Plan and any potential implications.			
<b>10) Safeguarding children and protecting them from the risk of harm.</b>	Strategic Director for People	Every council has to set up a Safeguarding Children Board responsible for improving the wellbeing of children in the area. The boards are multi-agency and include representatives from partner organisations.	Plymouth Safeguarding Children Board
<b>Assurance Statement:</b> Plymouth Safeguarding Children Board (PSCB) co-ordinates the work of everyone on the Board to safeguard and promote the welfare of children in Plymouth and publishes policies and procedures for child protection. The Board has an independent Chair (someone who doesn't work for social services) who works closely with the Director of Children's Services.			
<b>11) The Council not meeting its obligations to</b>	Interim Strategic Director for	Information is the raw material used by the Council to plan for and deliver all its services and reducing the risk that describes the availability and quality of	Audit Committee

Key Governance Area	Lead Officer	Description	Reporting Through
keep citizen data secure.	Transformation and Change	information for staff, decision makers and citizen use, as well as the protection of sensitive information is a continuing process.	
<b>Assurance Statement:</b> An Information Lead Officer work group comprising of Information Lead Officers from each directorate is responsible for delivery of actions. The group reports to a Senior Information Risk Owner who is a member of the senior management team. The Information Governance Manager has raised awareness of Data Protection Act 2018 Regulations and an Information Audit is underway in all departments.			
<b>12) During the course of preparing for and administering the General Election in June 2017 the Council experienced a number of failures in the processing of the registration, voting and the count declaration.</b>	Chief Executive	In the days leading up to the General Election on 8 June 2017, the Acting Returning Officer (ARO) for the three parliamentary constituencies of Plymouth Moor View, Plymouth Sutton and Devonport and South West Devon identified a problem with the issue of postal voting packs to electors who had requested them. In addition to the above, a further issue emerged at the declaration of the results of the election, where the final number of votes declared for the Plymouth Sutton and Devonport constituency was not correct, despite the count itself being accurate and the result unaffected. A number of electors reported that they attended polling stations on 8 June 2017 with their polling card but were unable to vote.	Full Council
<b>Assurance Statement:</b> In response to these issues the Acting Returning Officer instigated an independent review and commissioned a highly experienced Returning Officer and advisor to national bodies on elections, to investigate what happened and why so that lessons could be learned. The Review of Registration and Elections report was presented to City Council on 25 September 2017. Review recommendations are being implemented via an Electoral Services Improvement Programme to drive and sustain a robust and resilient service. All new Electoral Services posts have been appointed including a new Electoral Services Manager. Dr Dave Smith, the Independent Investigator who examined the issues we had last year during the General Election spent three days in January 18 reviewing the Council's progress in making sure it is fully ready to run local elections in May. He has concluded that the Council has taken a rigorous approach to addressing the issues, shown a real will to change and improve processes both within the Electoral Service and between the service and the wider Council. In his Review of Progress report dated 31 January 2018, one of Dr Smith's conclusions stated that the pace of change has put the Council in a strong position to successfully deliver local elections provided there is continued strong leadership and operational grip on the Electoral Service with the support of the rest of the Council. There were no major issues experienced leading up to and during the running of the Local Elections on 3 May 2018 which were successfully delivered.			
<b>13) Contract agreement for Plymouth City Council to run Children's Services in Torbay.</b>	Chief Executive	In September 2017, Plymouth City Council endorsed an in principle decision to progress the development of a contractual arrangement to run Torbay's Children's Services, including education, and to undertake due diligence to develop detailed contractual arrangements for consideration by Council in January 2018. This follows on from a recommendation made by John Coughlan, the Commissioner for Torbay's Children's Services, to the Minister of State for Children and Families earlier this year, which has now been formalised by the Department for Education through an updated Direction to Torbay. The two Councils share a Director of Children's Services.	Full Council
<b>Assurance Statement:</b> Contractual agreement in place and comprehensive risk management arrangements and governance structure involving both Councils at officer and political levels. The Children's Commissioner of the Department of Education is overseeing improvement.			

Key Governance Area	Lead Officer	Description	Reporting Through
14) Delivering shared back office services	Assistant Chief Executive and Interim Strategic Director for Transformation & Change	Following a strategic options review on the future of the Council's back office services, Cabinet gave approval in September 2017 to the development of a full business case and associated service specifications for a shared services model of delivery hosted by DELT.	Cabinet
<b>Assurance Statement:</b> Mitigations are reviewed at pre-decision Scrutiny Panel and Cross Party Working Group. DELT governance arrangements in place with the Assistant Chief Executive as Plymouth City Council Board Member and DELT and Interim Strategic Director for Transformation and Change as Shareholder. As recommended by Scrutiny and approved by Cabinet, Trade Union recognition within DELT has been reached and signed off.			
15) The delivery of a plan for waste that delivers increased recycling levels in Plymouth and ensures it meets the PFI targets agreed in the SW Devon Waste Partnership.	Strategic Director for Place	The City Council is committed to delivering its strategic vision for the sustainable management of waste. Part of this commitment is the achievement of statutory and local targets to minimise the production of waste, as well as ensuring that as much as possible is recycled or subject to processes that aim to recover value.	South West Devon Waste Partnership and Cabinet
<b>Assurance Statement:</b> Modernisation Plan in place across Street Services and Waste Department will focus on back office systems and processes which are designed to improve the delivery of frontline services for customers.			

**7. Certification**

We propose over the coming year to take steps to address the above matters to further enhance our governance arrangements. We are satisfied that these steps will address the need for improvements that were identified in our review of effectiveness and will monitor their implementation and operation as part of our next annual review.

  
 Cllr Tudor Evans OBE  
 Leader of the Council

Dated: 8/6/2018



Tracey Lee  
 Chief Executive

Dated: 11/6/18.



Andrew Hardingham  
 Interim Strategic Director for Transformation & Change  
 (Section 151 Officer)

Dated: 11/6/18



**PLYMOUTH CITY COUNCIL**

**Subject:** Report on Park Activity to September 2017  
**Committee:** Mount Edgcumbe Joint Committee  
**Date:** 20 July 2018  
**Cabinet Members:** Councillor Peter Smith and Councillor James  
**CMT Members:** Anthony Payne (Plymouth City Council) and Peter Marsh (Cornwall Council)  
**Author:** Chris Burton - Park Manager  
**Contact details:** T: 01752 822236  
E-mail: chris.burton@plymouth.gov.uk  
**Ref:** MEP /gen  
**Key Decision:** No  
**Part:** I

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**Purpose of the report:**

This report provides an update on activities in the park.

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**Corporate Plan:**

Delivering excellent services.

Maintaining service through income generation.

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

None.

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

None.

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**Equality and Diversity:**

Has an Equality Impact Assessment been undertaken? No

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**Recommendations and Reasons for recommended action:**

The Joint Committee notes the information.

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**Alternative options considered and rejected:**

N/A

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**Published work / information:**

N/A

**Background papers:**

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

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**Sign off:**

Fin		Leg		Mon Off		HR		Assets		IT		Strat Proc	
Originating SMT Member													
Has the Cabinet Member(s) agreed the content of the report? Yes / No													

## **1.0 Introduction**

1.1 This report informs members of the works and activities carried out since September 2017.

## **2.0 Park Matters**

The Black Bee Reserve has received more funding from Tesco and has allocated this to an Observation Hive, Queen rearing hive and Bee Cam. They have also received money from the community fund to put a roof on the observation area. A Bee club has been started with Four Lanes End and Carbeile schools and electrical supply has been installed to the reserve and Garden Battery.

- 2.1 The house shop has had a new makeover and stocking. The impact of this has been obvious by the record turnover of almost £1000 a day and daily shop taking up by some 50%. There has also been a Flog It effect on house admissions which are expected to be much higher this year.
- 2.2 An interpretation board is completed on Captain Cook and will join Lawrence of Arabia in the Park. There will also be a Cook display in the house using material gathered in the development of the interpretation board. It is hoped to work on the general Park board this summer also.
- 3.0 The Higher Level Stewardship Scheme (HLS) is completed and the claim sent to Natural England.
- 3.1 The Rangers are continuing to carry out the work involved with the 'Quantifiable Tree Safety Risk Assessment' (QTRA) and are now able to follow national best practice in assessing tree safety in the Park. The Park now has a Tree Safety Management Plan in place. A good deal of tree safety work took place over winter.
- 3.2 The Park has been granted a sum of £14,000 from the Friends of Mount Edgcumbe in order to draw up an Heritage Lottery (HLF) bid for the English Garden House, this has gone out to tender at the time of writing with proposals in by the 30 November. The money for this bid is part of a gift of £70,000 from the Oak Foundation.
- 3.3 The 'Garden Team' has had numerous groups of international students helping with the garden work as well as the normal weekly volunteers groups. This year we had two ten month placements Elias and Christina from Austria, both are living in the Ranger flat and have taken to life here in Mount Edgcumbe with great zeal. We will have a further nine German placement student for six weeks over the summer.
- 3.4 Repairs to the French Gardn pond have been completed thanks to a donation from the 'Friends'. A number of leaky pipes in the Park have been repaired over the winter months. This has shown a marked reduction in our water bill.
- 3.5 The Elizabeth II Knot Garden is now maturing into a very beautiful garden indeed.
- 3.6 The location of the miniature railway has moved to 'Earls Halt' at the bottom of the Park at the top of the lime avenue. This has enabled a more extensive circular layout. It is hoped to be giving rides to the Park visitors in the school holidays.

## 4.0 Buildings and Park Infrastructure

- 4.1 Work is underway to convert the Orangery Lodge to a holiday let. Initial works fixing a very leaky roof and chimney are underway and the concrete render has been removed from the outside of the building allowing the building to dry out and breathe once more. The concrete render will be replaced with a breathable lime plaster render. Work will soon commence on the inside of the building. The orangery lodge will be open for business for the Christmas season.
- 4.2 The Park has continued to be shut at nightfall which has helped greatly with security and parking issues. This has been enabled by having a resident gate keeper in West lodge. West Lodge itself has been made habitable and is lived in by our new handyman/gatekeeper role.
- 4.3 There is now a pay and display machine at Rame Head car park, this has been raising £1000 a month over the last couple of months compares to around £150 in the honesty box. This will enable cleaning costs of the toilets to be covered along with remedial works to the carpark.
- 4.4 The honesty box at Maker carpark is still ticking over and makes around £250 per month. There are new carpark charges for the Park and early indications indicate that this will generate significant revenue increase for the Park. They had not been raised for some six years.
- 4.5 A new generic Mount Edgcumbe Leaflet is available.
- 4.6 The Park has a new low mileage land rover that will help replace the ageing fleet of vehicles and also provide us with a more suitable wedding vehicle. This along with two new chainsaws has been part of the phased replacement of some very ancient equipment.
- 4.7 A new 'Buggy' has been purchased by the 'Friends' and along with our volunteer drivers is moving people around the Park, chiefly between the Cremyll ferry and Barrow Centre.
- 4.8 The HLF bid for English Garden House is nearing completion and will be submitted for the August deadline. This is the last round of the Heritage Enterprise Scheme so is fiercely competitive. It is a strong bid however and should it not be successful then it can be submitted again when a new fund is launched.

## 4.0 Events

- 4.1 Between November and July we hosted over 12 events; the season got off to a great start with the increasingly popular Easter egg hunt organised by the 'Friends' this event grows every year and is very popular with local families 744 children and over 2000 people visited the Park.
- 4.2 The Park hosted a Pink Floyd tribute band gig that had amazing weather and was a great success. An all ticket event 500 tickets sold out in two weeks. This was third party event which netted the Park some £1000 for little involvement and risk. It is likely that this event will be repeated and lessons learnt (more beer tents) will be incorporated.
- 4.3 The 'Fairy Fest' was a great success this year with a new world record for a gathering of Unicorns!

- 4.4 A 'Mind and Body' event took place in the Earls Garden this was a privately-run event that made the park some £1000.
- 4.5 Miss Ivy events continue to run events at the Park and the Doggy day, Jazz and Gin, and Great British Summer Fete' out series of events continues to be very popular with four legged as well as two legged customers. The park continues its policy of having more events but passing the risk onto event Companies in return for a percentage of profit. .
- 4.6 'Paddle Fest' also took place for the second year running and raised money for Military charities as well as the Park. It is hoped to widen the audience for next year's event and have more people from the Public involved in all things with paddles.
- 4.7 The Green Man was a great success with over 8,000 people visiting during the weekend of particular interest was the medieval pageant by the 'Age of Chivalry'.

### **5.0 Business Development**

- 5.1 The park continues to develop its holiday let business stream it has three holiday lets at the moment and will have four by Christmas with seven by 2022. These will account for over £150,000 of revenue income after costs for the Park, and as such form a major contribution to the Parks revenue stream.
- 5.2 The Parks Shepherds Huts are doing much better this summer after the late release last year.
- 5.3 Negotiations over the installation of a high ropes course are still under way.
- 5.4 Planning application for a holiday let at Rame Head adjacent to the 'Coastwatch' building has been sought from Cornwall Council. New purpose built fully accessible toilets will be constructed in the old generator store.
- 5.5 Holiday let occupancy targets are being met and exceeded.
- 5.6 The Park has started recouping the electricity savings as a result of the switch over to LED initially the savings offset the loan for the installation works.
- 5.7 The Park now has WIFI coverage to all its main buildings.
- 5.8 The House has now reached capacity in terms of letting out empty or redundant rooms. We now have an accountant's office, ceramics storage area and the Lyhner River Barge CIC, all renting office space.
- 5.9 Captain Blake's (Wiggle YMCA) hut on the cliff is about to start work and will be completed for next summer's holiday let season.
- 5.10 The cleaning contract for the Park has seen its first year with Kernow Maid; this will represent a £12000 saving a year for the Park and allow a more flexible operation, focusing cleaning time on seasonal demand.
- 5.11 Some £6,000 worth of income has been generated for the Park from filming over the last year, and it is hoped that this will continue to be a regular, if unpredictable, income stream for the Park.

5.12 The Park has produced a new conference pack for the conference season but has yet to reach its targets in terms of conferencing income.

### **6.0 Weddings**

6.1 The wedding business is some £20,000 down on last year's takings and as such the Park Manager has introduced an out of hours consultant on a percentage of sales, this has brought in £10,000 worth of bookings since the winter months but these are for future years. The key problem is one of operational flexibility and being open to calls in the evening and weekends.

### **Summary**

Through good housekeeping and increased revenue the Park will generate a surplus this year. This will be further enhanced as the income generating components of the commercial capital works begin to kick in this financial year.

Hard surface degeneration particularly on the concrete tracks, tree safety works and an aging fleet of vehicles will however place an increasing burden on the finances of the Park over coming years.

**The Friends of Mount Edgcumbe Country Park**  
**Report to the Joint Committee, 20 July 2018**

Membership

Membership is open to all who wish to support and assist the Park in preserving, maintaining and enhancing the amenities available for the benefit of all users.

The number of members currently stands at 595. The increase in membership fees in January, for the first time since 1998, resulted in a slight drop, however new members continue to join, particularly through having a presence at events. While the total constitutes a minor percentage of those visiting the Park the input from the members in financial and practical terms is significant.

Financial Support

In the first six months of 2018 The Friends have donated over £28,000 to fund projects within the Park. These include purchases of a replacement shuttle bus and repairs to the second shuttle bus, portable saw bench, blinds for the Chapel within the House, temporary trackway to enable events to take place in wet weather and a replacement cover for the polytunnel; funding for preparatory work for a grant application towards repairs to the English Garden House and a donation towards the construction costs of the external miniature railway, the purchase of costumes and memorabilia pertaining to the events surrounding Mayflower 400 and the Spring bedding plants for the Formal Gardens.

Practical Support

People join The Friends because they care about the Park and our aim is to persuade more of the members to join the ranks of those who volunteer to help in a practical way. The majority of volunteers are members of The Friends and they drive the buggies, act as house stewards, assist the gardeners and rangers, make the costumes for the 'dressing up' room in the House, provide traffic management advice and have assisted in the newly created apiary.

Since the last meeting The Friends provided volunteers to assist in the running of the Christmas Fayre and the Green Man weekend.

Social Events

The Friends aim to provide an annual programme of social events catering for a wide range of tastes and ages. Since November 2017 we have organised a concert in the House and an Easter Egg trail which attracted 774 child entrants plus family members, giving a total of around 2000 visitors to the Park. This was followed by a trip to the Houses of Parliament and the Jewel Tower, a boat trip to the Breakwater and a Vintage afternoon tea in the marquee.

Following discussion with the Local Area Safety Group a new traffic arrangement has been agreed for the Summer Fayre in August. The price of car parking has been raised from £5 to £10 (the first increase for 14 years) and it is hoped that this will encourage car sharing. Four boats will be in service between Plymouth and the Park on that day to cater for visitors from Plymouth.

### Friends Lodge

The Friends have vacated the Orangery Lodge to facilitate its conversion to a holiday let. We are currently seeking an alternative location that will satisfy Historic England whilst also be adjacent to the main pedestrian activity so as to be able to provide a centre for information about the Park and provide an income to be recycled into Park funds.

### Concerns over Park funding

Despite making representations to Cornwall Council, The Friends were unable to persuade it to reverse its proposal to delete £65,000 in the draft 2018 Budget and set that budget line to £0. We find it alarming that while the Council is 'obliged' to provide funding in line with the budget prediction presented to the Joint Committee there is no specific commitment identified in their own expenditure plan. We would hope that this is corrected in the 2019 Cornwall Council budget.

The Friends are becoming increasingly aware of the apparent reduction in care being shown towards the valuable artefacts contained within the House. For several years now there appears to have been no support given by the Museum service, paintings are deteriorating, dehumidifiers are no longer in place and curtains are falling apart. We do not consider that this can be tackled by moving expenditure from other services within the Park that are already operating under stress but by recognising that the overall operational budget, circa £834,000, is set too low being based on a figure set several years ago that had remained stagnant and not allowed for inflation and other increasing costs.

### Miscellaneous

General, Financial, Reserves and Data Protection policy documents, demonstrating that the organisation and activities of The Friends comply with the updated requirements of the Charity Commission, were approved by members at our AGM in March.