



### **Oversight and Governance**

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## **CABINET**

Tuesday 5 June 2018  
2.00 pm  
Council House, Plymouth

### **Members:**

Councillor Evans, Chair

Councillor Smith, Vice Chair

Councillors Bowie, Coker, Dann, Lowry, McDonald, Penberthy, Jon Taylor and Tuffin.

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

This meeting will be webcast and available on-line after the meeting. By entering the Council Chamber, councillors are consenting to being filmed during the meeting and to the use of the recording for the webcast.

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### **Tracey Lee**

Chief Executive

# Cabinet

## 1. Apologies

To receive apologies for absence submitted by Cabinet Members.

## 2. Declarations of Interest

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

## 3. Minutes (Pages 1 - 4)

To sign and confirm as a correct record the minutes of the meeting held on 13 March 2018.

## 4. Questions from the Public

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

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

## 5. Chair's Urgent Business

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

## 6. Corporate Plan 2018 - 2022 (to follow)

## 7. Corporate Finance Monitoring Report Q4 and Outturn (Pages 5 - 22)

## 8. Corporate Performance Monitoring Q4 (Pages 23 - 72)

## 9. Cabinet Appointments to Outside Bodies (to follow)

## Cabinet

**Tuesday 13 March 2018**

### **PRESENT:**

Councillor Bowyer, in the Chair.

Councillor Darcy, Vice Chair.

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

Apologies for absence: Councillors Nicholson

The meeting started at 4.00 pm and finished at 5.40 pm.

*Note: The full discussion can be viewed on the webcast of the City Council meeting at [www.plymouth.gov.uk](http://www.plymouth.gov.uk). At a future meeting, the Council will consider the accuracy of these draft minutes, so they may be subject to change. Please check the minutes of that meeting to confirm whether these minutes have been amended.*

86. **Minutes**

The minutes of the 13 February 2018 were agreed.

87. **Declarations of Interest**

There were no declarations of interest.

88. **Chair's Urgent Business**

There was no Chair's urgent business.

89. **Questions from the Public**

There were no questions from the public.

90. **Corporate Performance Monitoring Q3 2017/18**

Cabinet was provided with a Corporate Performance Monitoring Report (Quarter three). Andrew Loton, Senior Performance Advisor, provided Cabinet with update on activity since the quarter two report. Following a brief discussion where Cabinet Members discussed highlights from their portfolios, it was agreed to note and approve the Corporate Plan Q3 monitoring reports.

91. **Plan for Plastic**

The Leader introduced the Plan for Plastics report. Councillor Nick Kelly, member champion, Kathryn Deeney, Natural Infrastructure Manager and Paul Barnard, Service Director for Strategic Planning and Infrastructure were invited to comment and answer Members' questions.

After a brief debate Cabinet agreed to –

1. Finalise the Plan for Plastics after consultation with and endorsement from organisation's across the City;
2. Form an 'Ocean City Plastics Task Force' to drive forward the principles set out in the Plan;
3. Develop an Action Plan which sets out in detail how a significant reduction in plastic use will be achieved by 2020 and identifies work streams to achieve the aim of reducing plastic use to a minimum by 2034.

### 92. **Care Quality Commission Report**

Councillor Mrs Bowyer introduced a report following the CQC's local area review Anna Coles, Programme Manager, and Harry Sherwin, Project Manager, were also in attendance.

Councillor Mrs Bowyer highlighted the good work of staff from across the system and the response of officers to the review. It was reported that the CQC team were impressed by the way in which the Health and Social Care System had worked together to provide some shining examples of shared approaches.

Following a short debate Cabinet agreed –

1. to formally accept the CQC Plymouth Local System Review Report;
2. to support the development of an action plan;
3. that the Health and Wellbeing Board will take ownership of the plan and Wellbeing Overview and Scrutiny will monitor progress and delivery.

### 93. **Integrated Commissioning Intentions and Sustainability and Transformation Plan**

Councillor Mrs Bowyer introduced a report on the Integrated Commissioning Intentions for the Health and Wellbeing System. Anna Coles, Programme Manager, and Harry Sherwin, Project Manager, were also in attendance.

Councillor Mrs Bowyer highlighted that the report provided a position statement on the shared ambition to develop Integrated Health and Wellbeing in Plymouth and across the wider Devon STP footprint. The Integrated Commissioning Intentions were provided as a key document and would be consulted upon with stakeholders. Following a short debate Cabinet agreed –

1. the Strategic Commissioning Intentions for Health and Well Being are subject to a 6 week period of consultation with stakeholders.
2. to request the Wellbeing Overview and Scrutiny Panel to consider the Strategic Commissioning Intentions as part of the consultation.
3. NEW Devon CCG consider the document on 22 March 2018 and when both governing bodies agree the consultation period commences.

94. **Homelessness Delivery Plan**

Councillor Ricketts introduced the Plan for Preventing Homelessness for Cabinet approval, Matt Garrett, Head of Community Connections, and Jackie Kings, Community Connections Strategic Manager, were also in attendance.

It was reported that the purpose of the Plan for Preventing Homelessness was to implement and deliver against the Plymouth Plan. The Plymouth Plan set the strategic direction for Plymouth between until 2035 and reaffirmed the Council's commitment to tackling homelessness in the city. The Plan for Preventing Homelessness set out to build on previous actions initiated in previous homelessness strategies and fulfilled Plymouth City Council's statutory duties.

Following a short debate, Cabinet agreed the Plan for Preventing Homelessness.

95. **Regional Adoption Agency**

Councillor Mrs Beer introduced a report requesting Cabinet approval to join a Regional Adoption Agency to meet with government requirements. Caroline Kirsopp, Head of Service, was also in attendance. Approval of the business case by the Devon, Somerset, Torbay and Plymouth Cabinets would enable transition from 4 separate adoption services to a single local authority hosted Regional Adoption Agency by October 2018. The expected outcomes would include –

- Improved life chances for children
- Developing services with Adopters to achieve better outcomes for Children
- Reduced delays for children and adopters throughout the Adoption journey
- Taking what we do best and making it consistent across the region
- Taking opportunities for innovative practice across the spectrum
- A cost-effective service for all Local Authorities
- Improved practice and support, regardless of the permanence option
- Improved support for Adopters, Birth Parents and their families
- Place children with families more effectively and with minimal disruption

The RAA will work together with Voluntary Adoption Agencies, Adopters and Parents to improve practice. Following a short debate Cabinet agreed –

1. to approve business case;
2. that Devon County Council will host the regional adoption agency for implementation from 1 October 2018.

96. **Bathroom Adaptation Framework**

Councillor Ricketts introduced a report on a Dynamic Purchasing System for adaptations for Cabinet approval. Matt Garrett, Head of Service, and Malisa Collyer, Strategic Manager were also in attendance.

This report sought the support of Cabinet to utilise a new method for procuring adaptations for elderly and disabled people in their own homes, via Disabled Facilities Grant (DFG). The Dynamic Purchasing System would focus on the customer need in a specific and bespoke way and offered a more efficient procurement method for the most vulnerable in the city.

Following a short debate, Cabinet agreed to approve the use of the Dynamic Purchasing System from 1st May 2018 for the procurement of adaptations for disabled and elderly people via Disabled Facilities Grant.

**Subject:** Financial Outturn 2017/18 - including Capital Programme (Subject to External Audit)

**Committee:** Cabinet

**Date:** 5 June 2018

**Cabinet Member:** Councillor Lowry

**CMT Member:** Andrew Hardingham, Interim Strategic Director for Transformation and Change

**Authors:** Paul Looby, Head of Financial Planning and Reporting  
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**Ref:**

**Key Decision:** No

**Part:** I

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**Purpose of the Report:**

This report is the outturn report for 2017/18 and details the financial position of the Council as at the end of March 2018.

The Council's gross revenue budget for 2017/18 was £514.145m which after allowing for income and grant was £183.883m. The financial outturn position before any adjustments is an overspend of £2.411m against the budget set in February 2017. Assuming the transfers to and from reserves and making use of capital receipts as proposed in the report are approved, a breakeven position will be declared i.e. an outturn of £186.294m.

As is normal practice, this report proposes a number of adjustments to the financial accounts following the financial review always undertaken by the Section 151 Officer at the end of the year. Decisions made as part of this report will feed into the Council's annual Statement of Accounts which is subject to external audit. The external audit is expected to commence in June 2018 with the final accounts approved and signed off by our external auditors at the end of July 2018.

As at 31 March 2018 the Working Balance stands at £9.167m and the final Capital outturn position is £98.963m. The Working Balance represents 5% of the net revenue budget which remains at the 5% recommended minimum as set out in the budget approved by Council.

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**The Corporate Plan 2016/17-2018/19**

This outturn report is fundamentally linked to delivering the priorities within the Council's Corporate Plan and sets out how the Council has allocated its limited resources to key priorities to maximise the benefits to the residents of Plymouth.

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**Implications for Medium Term Financial Strategy and Resource Implications**

The overall outturn position is break even against our gross budget of £514.145m which is testament to the robust financial management and discipline across all areas of the Council.

Given the size of the financial challenge faced for 2017/18, with a total savings target of £18.290m, balancing the budget, albeit using one off additional funds, is a major achievement for the Council. This was an essential objective due to the continuing reduction in funding from central government and an even more financially challenging 2018/19. Of the £18.290m savings target, over £10.000m was delivered through Transformation.

A range of financing options are available in order to balance the budget and ensure working balances are maintained at 5% of the net revenue budget. By using £1.085m of capital receipts and £1.326m derived from section 106 agreements the Council has protected its General Fund Balance.

The Medium Term Financial Strategy (MTFS) will now be updated to take account of the outturn position as detailed in this report.

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

In considering the budget variations for the year, Directors will identify any potential risks to delivering the budget in future years and risk assess the delivery of approved budget savings in 2017/18. These will be monitored as part of the corporate reporting process.

All actions taken as part of the Corporate Adjustments have been considered for their impact on: council priorities, legal obligations, customers and other services and partners.

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**Equality and Diversity**

We have given due-regard to our Public Sector Equality Duty for all relevant managers.

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**Recommendations and Reasons for Recommended Action**

1. Note the provisional outturn position as at 31 March 2018
  2. Note the use of capital receipts - £1.085m - to write down Minimum Revenue Provision (MRP).
  3. Note the use of £1.326m section 106 agreements to ensure a balanced budget position is achieved in 2017/18.
  4. Note the Capital Report including the Capital Financing Requirement of £98.963m.
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Alternative Options Considered and Rejected

None considered as it is a statutory requirement to report on the use of the Council’s budget funds.

Published Work / Information

- The Local Government Act 2003
- The Local Authorities (Capital Finance and Accounting) (England) Regulations 2003
- The Local Authorities (Capital Finance and Accounting) (England) (Amendment) Regulations 2015
- Capital Financing Regulations (2012)
- 2017/2018 Annual report

Sign off

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Originating CMT Member: Andrew Hardingham													
Have the Cabinet Members agreed the contents of the report? Yes													

**Plymouth City Council**

**Finance Monitoring – 2017/18**

**Quarter 4 Outturn at 31 March 2018**

**I. Introduction**

- I.1 This report reviews the Council's financial performance for the year ended 31 March 2018.
- I.2 The provisional outturn position (subject to external audit review) for 2017/18 is showing a breakeven position after the application of reserves, capital receipts and section 106 agreements. This outturn position needs to be seen in context of the financial challenges the Council faced during the year.
- I.3 Despite significant pressures within Social Care due to increasing demands arising from demographic growth and complex client needs a small underspend has been declared within People Directorate which will compare favourably with other Unitary and Upper Tier authorities. However, caution needs to be exercised when making comparisons as budgets for 2017/18 were developed from widely differing starting points.
- I.4 Within the Place Directorate identified pressures within Waste Services and Fleet and Garage have been managed by identifying savings and maximising income across Directorate. Where pressures have been identified earlier in the year decisions were made to address some of these challenges to assist the Council and reaching this position.
- I.5 Further details of the main variations are contained within section A of this report.
- I.6 It is appropriate, given the financial challenges facing the Council in the next financial year and the medium term, that as part of reporting the final position for 2017/18 further consideration is now given to future levels of the Working Balance and reserves. As is normal practice at this time of year, the Chief Finance Officer, the Interim Strategic Director for Transformation & Change is recommending adjustments to provisions and reserves within the report. Full details of the Council's reserves and provisions will be set out within the Statement of Accounts.
- I.7 The outturn figures will now feed into the Council's formal Statement of Accounts, which will include the Balance Sheet position. The Accounts and Audit Regulations 2011 require the Interim Strategic Director for Transformation & Change, as the Council's Section 151 Officer, to formally approve the Accounts by 31 May 2018, a month earlier than last year. The External Auditor is required to audit the accounts by 31 July 2018 – the statutory deadline for their publication; the Audit Committee will be formally asked to approve the final accounts for the year following completion of the audit.
- I.8 This report contains the following sections and appendices:-
- **Section A**            **Revenue Finance Outturn 2017/18**
  - **Section B**            **Capital Programme Outturn 2017/18**
  - **Appendix A**        **Revenue Outturn Variances 2017/18**

- I.9 Full details of how we have allocated our financial resources to our priorities are set out in our 2017/2018 Annual report. The Annual Report summaries how we are delivering the priorities for Plymouth.
  
- I.10 It sets out what we aim to achieve going forward and details what we achieved during 2017/18 despite the financial challenges we are facing including the creation of more jobs and homes for the city and our ambitious capital investment.

**SECTION A: REVENUE FINANCE OUTTURN****2. Revenue Finance Outturn 2017/18**

- 2.1 Council approved a gross revenue budget of £514.145m with a net revenue budget of £183.883m for 2017/18 at its meeting on 27 February 2017. Table I below provides a summary of the Council's overall revenue expenditure and compares the provisional outturn (subject to Audit) with the latest approved budget.
- 2.2 The finance outturn position, before any adjustments, shows an overspend of £2.411m which is a 1.31% variance. The outturn position needs to be considered in the context of a challenging financial climate and the continuation of the Government's austerity programme with respect to public finances. In 2017/18 the Council has managed a £18.290m savings programme in addition to increasing service demands and customer expectations. In addition increased pension costs have arisen due to reducing workforce numbers and pressures have been experienced within housing benefit subsidy and recovery of overpayments.

**Table I** End of Year Revenue Outturn by Directorate.

Directorate	2017/18 Gross Expenditure	2017/18 Gross Income	2017/18 Council Approved Net Budget	2017/18 Budget Virements	2017/18 Latest Budget	2017/18 Outturn	Year End Over / (Under) Spend
	£m	£m	£m	£m	£m	£m	£m
Executive Office	3.852	(0.224)	3.628	(0.025)	3.603	3.603	0.000
Corporate Items	8.153	(7.081)	1.072	(3.352)	(2.280)	0.371	2.651
Transformation and Change Directorate*	154.263	(121.576)	32.687	3.683	36.370	36.215	(0.155)
People Directorate	253.558	(131.010)	122.548	(0.049)	122.499	122.449	(0.050)
Office for the Director of Public Health	19.731	(19.531)	0.200	(0.015)	0.185	0.176	(0.009)
Place Directorate	74.588	(50.839)	23.749	(0.242)	23.507	23.481	(0.026)
<b>TOTAL</b>	<b>514.145</b>	<b>(330.262)</b>	<b>183.883</b>	<b>0.000</b>	<b>183.883</b>	<b>186.294</b>	<b>2.411</b>

\*Transformation and Change Directorate includes the Councils Treasury Management activities which are subject to a separate outturn report considered by Audit Committee.

- 2.3 The following proposals have been actioned to reach a breakeven position for the Council.
- use of capital receipts - £1.085m; to reduce the MRP budget.
  - use of funds from section 106 agreements - £1.326m.
- 2.4 Full details of outturn position by Directorate are shown in Appendix I. Further details for other adjustments and reserve movements are set out in section 5 of the report.
- 2.5 Across the Council, management actions to reduce the potential of an overspend being incurred over the last months of the financial year included a review of all discretionary spend and delayed expenditure wherever possible.
- 2.6 Given the timetable to produce the accounts, both PCC and N.E.W. Devon CCG have agreed to formalise the financial position as shown in Table 2 for the Plymouth Integrated Fund.

Table 2 Plymouth Integrated Fund

Plymouth Integrated Fund	Section 75 indicative position	2017/18 Latest Budget	Forecast Outturn	Forecast Year End Over / (Under) Spend
	£m	£m	£m	£m
N.E.W. Devon CCG – Plymouth locality	331.000	337.479	337.283	(0.196)
Plymouth City Council	131.000	253.298	253.461	0.163
<b>TOTAL</b>	<b>462.000</b>	<b>590.777</b>	<b>590.744</b>	<b>(0.033)</b>

\*This represents the net People Directorate budget plus the gross Public Health Commissioning budget (which is financed by a ring fenced Department of Health Grant).

### 3. Analysis of the Final Outturn Position by Directorate

#### Executive Office

- 3.1 This service area has recorded a balanced position for the year arising mainly as a consequence of controlling costs and receiving additional income from the Torbay DfE funding..

#### Corporate Items

- 3.2 Corporate items is showing an overspend position for the year of £2.651m. The key variations are;
- 3.3 Pension pressure of just over £0.300m, and non-delivery of previous savings targets totalling £1.800m, which includes; Staff Travel, Customer Service Transformation, Procurement, Commercialisation and Asset Management. Due to other underspends this brings the pressure down by £0.800m.
- 3.4 The reduction in the Education Services Grant (ESG) totalling £1.325m which has also resulted in an associated overspend in statutory services previously funded from this grant, is also shown here. This follows a decision for this pressure to be held corporately, instead of in the People Directorate. The ESG had been used to fund legacy pension costs inherited when Plymouth became a Unitary Authority in 1998.
- 3.5 By making use of capital receipts, and section 106 agreements these pressures will be addressed enabling a balanced budget to be achieved.

#### Transformation and Change

- 3.6 Transformation and Change Directorate is showing a small underspend of £0.155m at year end. Majority of this is within Finance, who delivered a £0.892m underspend, due mainly to the application of capital receipts to the Minimum Revenue Provision (MRP) as part of the Council's Treasury Management activities.

- 3.7 Human Resources (HR) & Organisational Development (OD) also delivered an underspend of £0.304m following vacancy savings being captured. Legal Services also generated a small underspend of £0.004m following efforts to generate additional income.
- 3.8 Transformation has ended 2017/18 with a pressure of £0.166m. This needs to be viewed with the backdrop of the service area picking up a significant in-year efficiency target with Smart Working and the decision to decentralise this service to enable bigger savings to be captured corporately.
- 3.9 Customer Services is also showing a pressure of over £0.600m as forecasted due to Housing Benefit subsidy shortfall and the requirement to further top up the bad debt provision. This was identified in the first half of the year and efforts made to reduce this pressure from growing. This will continue to be a pressure to the Council as the rollout of Universal Credit will make it increasingly more difficult for the Council to recover overpayments.
- 3.10 There is also a risk that pressure on welfare provisions will increase as Universal Credit continues to be applied.
- 3.11 The Departmental budget also shows a pressure of £0.245m as it holds Directorate wide legacy pressures from previous years.
- 3.12 Delt was again set the challenge of delivering efficiencies of £0.400m which was built into the base budget and achieved in full as part of the outturn position. Despite this the ICT budget shows a small pressure of £0.018m due to necessary stock write off.

### People Directorate

- 3.13 The Children Young People and Families (CYPF) Service are reporting an adverse outturn position of £0.157m.
- 3.14 The overall CYPF overspend can be attributed to the increased cost and volume of looked after children's placements. Despite these increased costs, the department has made significant one off savings in year with good progress through the management-challenge & support sessions and budget containment meetings.
- 3.15 Early in-year monitoring identified the increasing costs of placements, with increases effective during 2017/18 showing 16.59% uplifts. The department has been working throughout the year to contain and cover pressures from other savings; however as we reached the third quarter a budget virement was agreed of £1.000m, effectively increasing the children's services budget for the current year, by making use of corporate funding solutions. This cost pressure has been identified going forward into future years and as such the MTFs additional funding has been increased from the original £2.000m to £3.200m.
- 3.16 The national and local context for children's placements is extremely challenging, with increasing difficulties in securing appropriate, good quality placements. High demand and limited supply of placements, a tightening of Ofsted requirements, as well as initiatives such as the introduction of the National Living Wage, have all led to an increase in the unit costs of placements. A region wide lack of placements has meant that some children have been placed in residential rather than the preferred fostering placements at a much higher cost.
- 3.17 The detail of this final outturn position for CYPF includes:
- 3.18 Ongoing 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. Extensive work is also underway to review all placements in order to reduce the pressure on cost and volume where appropriate going forward.

- 3.19 Commissioners continue to work with colleagues in the peninsula to increase the sufficiency and quality of placements available. Since 2012 when there were 2 residential placements available in the city we now have 14 placements, and we expect this to continue to increase with two solo homes due to be registered in spring 2018.
- 3.20 Activity includes:
- Peninsula Fostering tender – new contracts begin 1st April 2018. The contracts require a breakdown and justification of any additional fees and all providers had to submit a breakdown of their core placement fees as part of the tender, to enable greater transparency of price. The contract also includes clear expectations around Staying Put arrangements. From the age of eighteen young people are no longer legally ‘in care’ or ‘looked after’ and therefore fostering arrangements and legislation relating to children placed with foster carers no longer applies. In circumstances where a young person remains with their former foster carer/s after their eighteenth birthday, the arrangement should therefore be deemed a “Staying Put” arrangement. Once the child reaches the age of eighteen and legal adulthood, the local authority is no longer making a placement, but facilitating a “Staying Put” arrangement for the young person.
  - Residential block contract – the residential block contract has been implemented from 1st March 2018. The tender secured 12 beds initially in or within 20 miles of Plymouth, with the option to develop new provision as needed during the lifetime of the contract. Since 1st March an additional two bedded home in Plymouth has been added to the contract; this provision is already being used by Plymouth young people. The prices on the contract are between 5% and 7% lower than market rates. A multi-agency group (including Finance representation) is in place to ensure the effective running of the contract and to minimise any voids.
  - Peninsula – Alternative provision for high risk children. The Peninsula local authorities are jointly funding a scoping exercise in relation to meeting the needs of children and young people with high risk behaviours, who don’t meet the threshold for Tier 4 or Welfare Secure, but are beyond the capability of a traditional children’s home.
  - Devon is leading this work on behalf of the Peninsula, and this includes a consideration of establishing a new provision, able to offer crisis/emergency care with highly skilled staff able to manage significant risk. This work also relates to the Devon-wide STP work stream in relation to “Young people whose needs we struggle to meet as a system and who present in crisis”. Key dates: Scoping report due spring 2018.
- 3.21 The Strategic Commissioning service is reporting a year end favourable position of £0.154m - a reduction of £0.154m from the predicted breakeven balanced budget at month 11. Throughout the year, there has been a steady increase in clients, especially around Domiciliary Care and Supported Living, which has had the effect of significant cost increases on those two areas. Additional client contributions through the year balanced out those costs and further savings on the salary lines helped to deliver the year end underspend reported.
- 3.22 As part of this year end position, Strategic Commissioning has achieved its target of delivering over £5.2m of savings in the current year. Although some of the savings are one-off, plans are in place for 2018/19 to replace with sustainable savings.
- 3.23 People Management & Support budget achieved a minor underspend of £0.004m

- 3.24 Education, Participation and Skills are also reporting a minor underspend of £0.034m due to a small variation within the home to school transport budget. This needs to be seen with the understanding that the shortfall in ESG of £1.325m was agreed to be dealt with corporately.
- 3.25 As part of the MTFs for 2017/18, Community Connections made savings of £0.500m to contribute to the £7.117m Directorate target, resulting in a minor underspend of £0.014m.
- 3.26 Average nightly Bed and Breakfast (B&B) placements for 2017/18 were 53.7 compared to budget for 28. The B&B cost pressure was £0.675m for increased demand during year, this included impact of higher nightly costs, introduction of Universal Credit and increasing accommodation needs for families. This pressure was contained by a number of one off actions including use of grant monies and targeted management action. Action is ongoing to limit the ongoing cost pressure of homelessness through lower placements and prevention work.

### Office of the Director of Public Health (ODPH)

- 3.27 The Public Health Directorate has achieved an underspend of £0.009m at year end, despite a cut of £0.398m to the Public Health grant funding. The revenue funded services - Public Protection and Civil Protection is where the underspend was achieved whilst also contributing £0.070m to the People directorate.

### Place Directorate

- 3.28 Strategic Planning and Infrastructure (SP&I) underspent by £0.327m. Capitalisation of salaries and spend savings have been the main contributors. This has been possible despite major planning application and pre-application income activities remaining weak, however, building control fees have performed well. The projected concessionary fares savings and delayed recruitment has also contributed to off-setting the planning application fee downturn. The remaining public examination costs for the Plymouth and South West Devon Local Plan will now be incurred in 2018/19 although the total costs still remain unknown.
- 3.29 Departmental Management was part of the £0.405m efficiency savings target achieved elsewhere in Directorate.
- 3.30 Income generation from Asset Investment Fund acquisitions has enabled a number of expected spend pressures within Economic Development to be met. This included enabling the removal of the Corporate Landlord budget savings target for Museums "mothballing", and containing an overall MTV net cost.
- 3.31 The New Homes Bonus target has already been achieved for 2017/18.
- 3.32 Street Scene & Waste outturn is £0.007m underspend. The street scene and waste service has delivered significant savings within year via an extensive street cleansing and waste modernisation programme. Additional resources totalling £0.500m were added during the year.
- 3.33 Fleet and Garage outturn came in as a £0.775m adverse. This has been reported throughout the year and is due to undeliverable savings targets, including legacy savings of £0.607m. The budget has been rebased for 2018/19 and these legacy targets have been removed.
- 3.34 Highways and Car Parking Outturn shows a favourable variation of £0.336m, of this £0.050m is due to capitalisation of the SSIMS project costs and £0.195m of additional income from the Car Parking trading account. £0.090m was due to the realignment of Amey to South West Highways (SWH).



3.35 Street Services Overheads shows a pressure of £0.163m.

### 4. Other Financial Performance

4.1 In addition to the financial outturn reports within this report there were a range of other significant performance achievements which have contributed to the year-end position. In-year collection targets are set for our Council Tax, Business Rates, Commercial Rent, and Sundry Debt Income including our Trade Waste Income. The 2017/18 revenue budget was based on the achievement of the required targets.

4.2 We continue to increase our collection rates in core income streams and explore alternative ways of making further improvements. For example, we created a new team within existing resources to focus on recovering debt due to the Council with a specific focus on reducing housing benefit over payments.

4.3 Some Key Indicators are:

- The Miscellaneous Debt Management Team raised invoices to the total value of £110.000m in 2017/18 compared with £103.000m in 2016/17, collecting 96.87% of this debt within 30 days (96.9% in 2016/17) against a target of 95%.
- 96.9% of Council Tax collected against a target of 98.5% (16/17 = 96.9%).
- 99.3% of NNDR collected against a target of 98.0% (16/17 = 99.1%).
- Average borrowing rate of 2.38% was achieved against target of 3.54% (16/17 = 2.61%).
- Average investment return of 1.34% was achieved against target of 1.3% (16/17 = 1.7%).
- 98.4% of all supplier invoices were paid within 30 days against a target of 99%.
- VAT partial exemption at 3.41% against a target of 5% (16/17 = 4.6%).
- 53.4% of the Council's spend was incurred businesses within the "PL" post code against target of 55% (16/17 = 56%).

### Transformation – Flexible Use of Capital Receipts

4.4 As part of the Spending Review in 2015, the Government announced it would introduce flexibility for local authorities to use capital receipts to fund the revenue costs of service reforms and transformation. This included set up or implementation costs that generated future ongoing savings through services transformation, reducing costs and improving the quality of service delivery.

4.5 During 2017/18 the Transformation Portfolio delivered in excess of £10.000m worth of reoccurring savings, via three Programme strands that covered all aspects of the Council. The cost incurred to enable delivery totalled just under £3.000m which was funded from capital receipts as part of the Flexible Use of Capital Receipts.

4.6 The table below shows the net position for each programme.

**Table 3** Transformation Programmes

Programme	Reoccurring Savings	Resource Costs	Net Savings
	£m	£m	£m
GAME	3.061	0.915	2.146
Transformation of the Corporate Centre	3.468	0.824	2.644
Integrated Health and Wellbeing	3.945	0.992	2.953
<b>TOTAL</b>	<b>10.474</b>	<b>2.731</b>	<b>7.743</b>

- 4.7 **GAME Programme:** This programme focused predominantly on modernisation of services including collection and disposal of waste. It paid particular attention to implementing Alternative Weekly Collections, rerouting the vehicles and investing in technology to enable quicker response times and more accurate charging. It also covered a strategic asset review that enabled Estate Rationalisation, and partnership working on One Public Estate (OPE). This delivered reoccurring savings of £3.061m.
- 4.8 Resource costs equated to £0.915m, this included the use of a Programme Manager, four project managers, four project support officers, an architectural technologist, a cost manager, two business change advisors and four business analysts.
- 4.9 **Transformation of the Corporate Centre:** This programme concentrated on service reviews to deliver cross cutting savings. Areas that underwent a review included Registration services, Library service, Finance Department and Legal Services. This enabled development of technology and digital focused solutions to improve efficiency and create shared services wherever possible. This delivered reoccurring savings of £3.468m.
- 4.10 Resource costs equated to £0.824m, this included the use of a Programme Manager, Business Transition manager, five project managers, three project support officers, two business analysts, and architectural technologist support.
- 4.11 **Integrated Health and Wellbeing:** This programme centred around working in partnership with the Clinical Commissioning Group (CCG), to improve services available to children and young people. Focus was on reviewing contracts, seeking economies of scale and ensuring value for money. This delivered reoccurring savings of £3.945m.
- 4.12 Resource costs equated to £0.992m, this included the use of a Programme Manager, a Communications Lead, five project managers, two project support officers, a business change advisor, four business analysts and a business architect.

## 5. 2017/18 Financial Review

- 5.1 As part of consideration of the outturn position, and before officially closing the accounts, it is necessary to review the Council's overall financial position, looking not only at the general fund revenue outturn position for the year, but reviewing the adequacy of reserves and provisions in the light of financial liabilities identified over the short to medium term. Decisions made feed into the Council's statutory Statement of Accounts which is subject to external audit.

5.2 As an integral part of the financial review the Interim Joint Strategic Director for Transformation & Change - Finance and Corporate Management Team (CMT) are recommending the following corporate adjustments.

a. Release of Capital Receipts

5.3 Local authorities have an option that part or all of the MRP payment could be funded from capital receipts. This is reflected in the MRP strategy and capital receipts to the value of £1.085m have been applied to ensure a balanced budget position is achieved in 2017/18.

5.4 Full details of the Council’s Reserves and Provisions will be set out within the Statement of Accounts for 2017/18.

b. Use of Section 106 Agreements

5.5 As reported to Cabinet in quarter 3 budget monitoring report, due to the significant budget pressures and demands placed upon services, an innovative approach to generate new resources and support the revenue budget has been identified through the use of section 106 agreements. To ensure a balanced budget is achieved in 2017/18 £1.326m of section 106 agreements has been applied to offset the outturn overspend.

Working Balance

5.6 The Working Balance as at 31 March 2018 is £9.167m. This represents 5% of the net revenue budget which remains at the 5% recommended minimum approved within the MTFS.

**Table 4 Working Balance**

	March 2017	MTFS adjustment	March 2018
	£m	£m	£m
<b>Working Balance</b>	<b>9.351</b>	<b>(0.184)</b>	<b>9.167</b>

Schools Balances

5.7 At the end of the year there was a total of £3.747m unspent monies against schools’ delegated budgets and other reserves. The main reasons why schools hold balances are:

- Anticipation of future budget pressures usually arising from pupil number variations.
- To provide for the balance of Government grants paid during the financial year (April–March) which cover expenditure occurring across the academic year (September – August).

5.8 There are two nurseries and three maintained schools with deficit balances included in this overall figure above, with a combined deficit of £0.514m. There are currently no implications to Plymouth City Council for this deficit as these are offset by the schools with a surplus balance.

**Recommendations**

That Cabinet:-

1. Note the provisional outturn position as at 31 March 2018.
2. Note the use of capital receipts - £1.085m - to write down MRP to ensure a balanced budget position is achieved in 2017/18.
3. Note the use of section 106 monies - £1.326m to ensure a balanced budget is achieved in 2017/18.

**SECTION B: CAPITAL PROGRAMME OUTTURN 2017/18****6. Capital Programme outturn 2017/18**

6.1 The capital programme outturn position for 2017/18 is £98.963m. This is shown by Directorate in Table 5 below. This is within the approved Capital Budget of £674.640m reported to Full Council in February 2018.

**Table 5** Capital Outturn 2017/18

Directorate	Latest Forecast December 2017	Re-profiling	Approvals post December	Variations & virements	2017/18 Outturn	Variance	%
	£m	£m	£m	£m	£m	£m	
Place	92.560	(11.272)	2.796	(0.224)	<b>83.860</b>	(8.700)	90.6
People	9.601	(1.153)	1.013	(0.744)	<b>8.717</b>	(0.884)	90.8
Transformation & Change	4.095	(0.846)	0.335	0.071	<b>3.655</b>	(0.440)	89.3
Office for the Director of Public Health	0.000	0.000	0.000	0.000	<b>0.000</b>	0.000	0.0
<b>CAPITAL PROGRAMME</b>	<b>106.256</b>	<b>(13.271)</b>	<b>4.144</b>	<b>(0.897)</b>	<b>96.232</b>	<b>(10.024)</b>	<b>90.6</b>
Efficiency Strategy	0.000	0.000	2.731	0.000	<b>2.731</b>	2.731	
<b>TOTAL CAPITAL PROGRAMME</b>	<b>106.256</b>	<b>(13.271)</b>	<b>6.875</b>	<b>(0.897)</b>	<b>98.963</b>	<b>(7.293)</b>	

6.2 The 2017/18 programme outturn of **£98.963m** has enabled investment in some notable schemes, including:

- **£36.137m** Asset Investment acquisitions including:
  - £3.074m Coburg House
  - £7.331m Next
  - £20.303m Royal Mail Site
- **£2.539** Strategic Property Acquisitions for regeneration and housing development including:
  - £1.678m Colin Campbell Court
  - £0.585m Bath Street
- **£11.563m** Derriford Transport Scheme
- **£7.989m** for the redevelopment of the City Museum and Library into the 'The Box'
- **£5.875m** Highway maintenance and essential engineering
- **£3.283m** of Basic Need works in Plymouth schools to allow for increasing capacity trajectories
- **£0.339m** improving the condition of Plymouth schools

- **£2.592m** for Disabled Facilities Grant works
- **£1.896m** maintaining corporate and heritage assets
- **£1.008m** ICT provision, upgrading and creating new capabilities for ICT infrastructure

6.3 The year-end position highlights **£13.271m** of re-profiling of schemes into 2018/19. This is spend which was scheduled to be delivered in 2017/18, but is now forecast to be delivered in 2018/19. Explanations for the most significant project re-profiling are given below:

- **(£0.761m) Oceansgate**  
Work has been continuing to deliver the South Yard Oceansgate site. A delay in awarding the Balfour Beatty contract for infrastructure works and delays in completing legal agreements with local landowners has resulted in the 2017/18 anticipated works being delivered in 2018/19.
- **(£1.524m) Asset Investment Fund**  
On-going negotiations over the structure and terms of the acquisitions, and also additional unforeseen circumstances such as adverse weather conditions resulting in construction delays for the Langage and Next sites has meant that these projects have required slight reprofiling.
- **(£0.616) The Box**  
At the time of the latest capital programme approval (December 2017) it was anticipated that 2017/18 spend would be £8.605m. However, there was a contractual delay that caused a delay to the refurbishment of the museum. This was caused by the Mechanical and Electrical layout being revised by Events Communication to cater for Exhibition. This has resulted in the need to re-profile £0.641m worth of spend from 2017/18 into 2018/19.

### Capital Financing 2017/18

6.4 The table below shows the final financing of the 2017/18 programme.

**Table 6** Financing of 2017/18 Capital Programme

Method of financing	Un ring-fenced £m	Ring – fenced £m	Total £m
- Capital receipts	(0.003)	2.099	2.096
- Grants (e.g. gov't, HLF, LEP, Environment Agency)	6.325	22.704	29.029
- Internal PCC Balance Sheet Funds	0.100	0.000	0.100
- Contributions, S106 & CIL	0.031	0.671	0.702
- Direct Revenue Funding from service areas	0.000	0.295	0.295
- Borrowing:			
- Corporately funded	17.351	0.000	17.351
- Service revenue budget funded	0.000	41.576	41.576
- External Borrowing	0.000	5.083	5.083
<b>CAPITAL FINANCING 2017/18</b>	<b>23.804</b>	<b>72.428</b>	<b>96.232</b>
- Flexible Use of Capital Receipts	0.000	2.731	2.731
<b>TOTAL CAPITAL FINANCING 2017/18</b>	<b>23.804</b>	<b>75.159</b>	<b>98.963</b>

- 6.5 **Service Borrowing:** Service departments will make a revenue contribution for their borrowing based on the amount of the loan, the interest rate and the life of the individual assets. The interest cost is calculated using interest rates provided by the Treasury Management Team and is based on the term of the borrowing. The interest rates are fixed for the full term of the borrowing so that the service knows the full cost of borrowing.
- 6.6 The service would cover the cost of borrowing from the benefits gained once the scheme has been completed and commissioned. There should therefore be no additional cost to service budgets as the budgets will receive both the benefits derived and cost of debt financing.
- 6.7 **Corporate Borrowing:** Corporately funded schemes are charged to the Treasury Management budget. Over recent years the cost of such schemes has been absorbed into that cost centre. However, this is unsustainable going forward. A provision of £0.400m has been included in the 2018/19 revenue budget with further provisions included within the MTFs but these will have to be reviewed each year as the projects are completed.

**Revised Capital Programme 2018 – 2022**

- 6.8 The table below sets out the revised capital programme for the 2018 – 2022 period:

**Table 7** Revised Capital Programme

Directorate	2018/19 Forecast	2019/20 Forecast	2020/21 Forecast	2021/22 Forecast	2022/23 Forecast	Total Programme
	£m	£m	£m	£m	£m	£m
Place	115.858	52.476	8.484	2.000	2.000	180.818
People	6.655	0.242	0.177	0.177	0.000	7.251
Transformation and Change	8.245	1.112	0.984	0.000	0.000	10.341
Office for the Director of Public Health	0.000	0.000	0.000	0.000	0.000	0.000
<b>TOTAL</b>	<b>130.758</b>	<b>53.830</b>	<b>9.645</b>	<b>2.177</b>	<b>2.000</b>	<b>198.410</b>

**Recommendations**

That Cabinet:-

- I. Note the Capital Report including the Capital Financing Requirement of £98.963m

## REVENUE OUTTURN VARIANCES MARCH 2018

## APPENDIX A

DEPARTMENTS	2017/18 Gross Expenditure December	2017/18 Gross Income December	Latest Approved Final	Outturn	Outturn Variation
	£'000	£'000	£'000	£'000	£'000
Chief Executives Office	3,020	(145)	2,875	2,875	0
Business Support	807	(79)	728	728	0
<b>Total Executive Office</b>	<b>3,827</b>	<b>(0,224)</b>	<b>3,603</b>	<b>3,603</b>	<b>0,000</b>
Other Corporate Items	8,335	(7,263)	(2,280)	371	2,651
<b>Total Corporate Items</b>	<b>8,335</b>	<b>(7,263)</b>	<b>(2,280)</b>	<b>371</b>	<b>2,651</b>
Finance	26,216	(5,544)	20,672	19,780	(892)
Legal	2,974	(932)	2,042	2,038	(4)
Customer Services	116,279	(111,630)	4,649	5,265	616
Human Resources & OD	2,065	(58)	2,007	1,702	(304)
Departmental Management	(263)	0	(263)	(18)	245
Transformation	3,035	(2,789)	245	411	166
ICT	6,898	(425)	6,473	6,491	18
Electoral Function	547	(2)	545	545	0
<b>Total Transformation and Change</b>	<b>157,750</b>	<b>(121,380)</b>	<b>36,370</b>	<b>36,215</b>	<b>(0.155)</b>
Children, Young People, Families	39,477	(3,439)	36,038	36,195	157
Strategic Comm Adult Soc Care	105,273	(31,220)	74,053	73,899	(154)
Education Participation Skills	104,359	(94,747)	9,612	9,578	(35)
Community Connections	4,185	(1,604)	2,581	2,567	(14)
Management and Support	214	0	214	209	(5)
<b>Total People Directorate</b>	<b>253,509</b>	<b>(131,010)</b>	<b>122,499</b>	<b>122,449</b>	<b>(0.050)</b>
Economic Development	14,621	(13,228)	1,393	731	(662)
Strategic Planning	13,544	(3,539)	10,006	9,679	(327)
Street Services	45,662	(28,875)	16,787	17,382	595
Departmental Management	518	(5,196)	469	835	366
GAME Transformation	0	0	(5,146)	(5,146)	(0)
<b>Total Place Directorate</b>	<b>74,346</b>	<b>(50,839)</b>	<b>23,509</b>	<b>23,481</b>	<b>(0.026)</b>
Public Health	16,427	(16,029)	398	398	0
Operational and Development	238	(55)	184	190	7
Trading Standards	436	(17)	419	394	(25)
Environ Health (Food & Safety)	432	(34)	398	377	(20)
Bereavement Services	1,122	(2,811)	(1,689)	(1,689)	0
Licensing	306	(408)	(102)	(76)	26
Environmental Protection	580	(165)	415	436	21
Civil Protection Unit	189	(26)	163	145	(18)
<b>Total Office of Director of Public Health (ODPH)</b>	<b>19,731</b>	<b>(19,546)</b>	<b>185</b>	<b>176</b>	<b>(0.009)</b>
<b>Total General Fund budget</b>	<b>514,145</b>	<b>(330,261)</b>	<b>183,883</b>	<b>186,294</b>	<b>2,411</b>



**PLYMOUTH CITY COUNCIL**

<b>Subject:</b>	Corporate Plan 2016-19 - Quarter 4 2017/18 update
<b>Committee:</b>	Cabinet
<b>Date:</b>	5 June 2018
<b>Cabinet Member:</b>	Councillor Lowry
<b>CMT Member:</b>	Tracey Lee, Chief Executive
<b>Author:</b>	Andrew Loton, Senior Performance Advisor
<b>Contact details:</b>	Andrew.loton@plymouth.gov.uk
<b>Key Decision:</b>	N/A
<b>Part:</b>	I

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**Purpose of the report:**

1. The performance analysis report highlights performance against the Corporate Plan performance framework for quarter four. The report also reflects the four current corporate priorities of elections, customer services, street services and CQC Review. Reporting is by exception and informed by the strategic risk register. (Please note that there are some action post CMT that are still to be incorporated).
  2. The activity report presents updates against each of the priority activities originally identified for the Corporate Plan and the four current corporate priorities of elections, customer services, street services and CQC Review.
- 

**The Corporate Plan 2016-19**

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

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**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.

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**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.

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**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.

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**Recommendations and Reasons for recommended action:**

Cabinet to note and approve the Corporate Plan Quarter four monitoring reports.

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**Alternative options considered and rejected:**

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

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**Published work / information:**

**Background papers:**

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

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**Sign off:**

Fin	djn18 19.14	Leg	MS/ 30537	Mon Off		HR		Assets		IT		Strat Proc	
Originating SMT Member: Giles Perritt													
Has the Cabinet Member(s) agreed the content of the report? Yes													

**CORPORATE PLAN ACTIVITY UPDATES**

Quarter Four – 2017/18



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# I. INTRODUCTION

## I.1. The Corporate Plan

The Corporate Plan 2016-19 sets out 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"> <li>■ Quality services focused on customers' needs</li> <li>■ Balancing the books</li> <li>■ New ways of working</li> <li>■ Best use of Council assets</li> <li>■ Working constructively with everyone</li> </ul>	<ul style="list-style-type: none"> <li>■ Quality jobs and valuable skills</li> <li>■ Broad range of homes</li> <li>■ Increased levels of investment</li> <li>■ Meeting future infrastructure needs</li> <li>■ Green and pleasant city</li> </ul>	<ul style="list-style-type: none"> <li>■ Focus on prevention and early intervention</li> <li>■ Keeping children and adults protected</li> <li>■ Inclusive communities</li> <li>■ Respecting people's wishes</li> <li>■ Reduce health inequalities</li> </ul>	<ul style="list-style-type: none"> <li>■ Council decisions driven by citizen need</li> <li>■ Plymouth as a destination</li> <li>■ Improved street scene environment</li> <li>■ Motivated, skilled and engaged workforce</li> <li>■ Setting the direction for the South West</li> </ul>
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The Corporate Plan is supported by activity that is coordinated through strategic and operational plans to deliver specific outcomes.

The purpose of this report is to provide an update on the activities in quarter four (January – March 2018). Updates are presented within the vision headings:

- Pioneering
- Growing
- Caring
- Confident.

## 2. SUMMARY

In addition to providing updates on activities this report also highlights the four organisational priorities relating to:

**Customer service** – Customer standards are being developed with service areas as part of broader work on the Customer Service Strategy, including a new set of standards for all staff in responding to enquiries from Councillors (casework). More information on this activity can be found in section 3.1.1 (PIA1)

**Care Quality Commission (CQC) review** – In December 2017, Plymouth was the subject of a review of our local health and social care system from the CQC. The review focused on issues within/across the health and care systems. Following this review a number of recommendations were made and progress against these is updated in activity update CAA4 within the Caring section (section 5.1.2)

**Elections** – we continue to work to improve our electoral services with a focus on capability, resilience and robustness. We have acted upon recommendations from the independent investigation following the June 2017 General Election and are implementing the improvement plan, which is being overseen by the new Head of Electoral Services. A group of officers are working with and supporting the core Electoral Services team, with the shared aim of restoring confidence and trust in the Council's ability to deliver a high-quality service for voters and those standing for election. Through effective identification and mitigation of issues, our confidence in delivering a successful local election in May is very high. More information on this activity can be found in section 3.1.1 (PIA2)

**Street services** – A group to understand and improve interactions between Customer Services and Street Scene and Waste Services has been focusing on improving customer experiences, including ensuring customers receive timely feedback and accurate information. This group involves Customer Services, Digital Services and Street Services and Waste teams to drive through sustainable improvements.

### 3. PIONEERING

#### 3.1. Priority Activity Highlights

PIONEERING - Priority Activity		Status
<b>Quality services focused on customers' needs</b>		<b>On Track</b>
PIA1	Deliver improved customer standards	On Track
PIA2	Deliver a consistently high-quality service for voters and those standing for election	On Track
Note	<p>Please note that there are two further activities that are particularly relevant at this time in terms of meeting customer need. These can be found in the following sections of the document:</p> <ul style="list-style-type: none"> <li>▪ CAA4 - Care Quality Commission (CQC) Review of the Health and Social Care System.</li> <li>▪ COA7 - Develop and deliver the Plan for the Modernisation of Waste and Street Services</li> </ul>	
<b>Balancing the books</b>		<b>On Track</b>
PIA3	Deliver the Medium Term Financial Strategy	On Track
PIA4	Identify sustainable, alternative and increased sources of income	On Track
<b>New ways of working</b>		<b>On Track</b>
PIA5	Enhance our capability to make evidence based decisions	On Track
PIA6	Implement Innovative Transformation Programmes	On Track
<b>Best use of Council assets</b>		<b>On Track</b>
PIA7	Deliver the Asset Management Plan and maximise the community value of our assets	On Track
<b>Working constructively with everyone</b>		<b>On Track</b>
PIA8	Deliver the Cities of Service vision promoting volunteering, individual effort and personal responsibility	On Track
PIA9	Work collaboratively with the voluntary and community sector to deliver better outcomes for citizens	On Track
PIA10	Develop a partnership governance framework to ensure that partnerships make robust decisions, are accountable and compliant with regulations	On Track

#### 3.2. Quality services focused on customers' needs

##### PIA1 – Deliver improved customer standards

The Business Planning Cycle, which included a requirement for each department to develop Service Standards by the end of March 2018, was launched in February 2018. Support was provided to the Senior Leadership Team through briefings and documented guidance on how to create service standards.

Support has also been provided by Performance Advisors to review performance targets for the new financial year and to align the three key supporting business plans:

- Key Performance Indicators Scorecards
- Operational and Strategic Risk Registers
- Customer Service Standards.

The Digital Services Team has been updating all of the associated 'Firmstep' system processes. This is to ensure that the customer knows what to expect from us when they use an online service. We have updated our automated responses to clearly communicate each Service Standard to the customer.

The testing phase for a two-stage complaints process was finalised in mid-March. Staff have been briefed and the new process went live on 1 April 2018. The two-stage complaints process ensures that when we do not meet the standards that our customers expect, a fair and transparent complaints process is initiated.

An evaluation of the new Member Casework process has been undertaken following roll out of a new approach in January 2018. The lessons learned have been used to improve the process and to support the development of an MP Enquiry process within Firmstep.

Additionally, the Customer Liaison Manager role has now been in post full time since 1 March 2018.

## **PIA2 – Deliver a consistently high-quality service for voters and those standing for election**

Continuous improvement is being made on registration and election preparation under the direction of the new Head of Electoral Services and collaboration with the project team. The Head of Service has full control over operational management with appropriate deferment to the Returning Officer and Electoral Registration Officer for decisions affecting voters, candidates and agents.

Work is ongoing to increase the capacity of the service, which includes telephony migration to Customer Services, collaboration between Street Naming and Numbering teams and Council Tax Team to maximise registration opportunities, as well as creating an enhanced support network outside of the Elections core team. Professional elections and registration training has commenced for new team members, with the aim of gaining Association of Electoral Administrators (AEA) Certificates by 2020.

Within quarter four, the Electoral Services Team has moved directorates and is now within the Chief Executive's Office, giving closer operational and management links to the Corporate Management Team, including the Chief and Assistant Chief Executive. The move also strengthens the team's existing links with their communications, performance and policy colleagues.

The following key milestones have been achieved during quarter four:

- Constitutional Review Group assurance sessions
- Recruitment of sufficient polling station and count staff
- Booking of polling stations and other election activity-related venues
- Training and scripting of Customer Services staff for registration and election enquiries
- Telephony migration to Customer Services
- Poll card data sent to the printer
- Notice of Election on Monday 26 March.

### **3.3. Balancing the books**

#### **PIA3 – Deliver the Medium Term Financial Strategy (MTFS)**

The [Medium Term Financial Strategy](#) (MTFS) was approved by Council on the 20 November 2017 and work has begun to review the MTFS for submission to Council in November 2018.

Full Council approved the 2018/19 revenue and capital budget on 26 February 2018. This included the council tax increase for residents covering council services and Police and Fire. The overall increase of 4.47% is proportioned as follows:

- An increase to the Council Tax by 1.47%
- An increase to the Council Tax Adult Social Care 'precept' by 3%.



The Medium Term Financial Strategy has been updated to reflect the final approved budget. This includes the latest resource assumptions and cost pressures across all services. These will be monitored and updated throughout the year as and when new information becomes available.

#### **PIA4 – Identify sustainable, alternative and increased sources of income**

Opportunities for new income streams are continually reviewed by all services. Additional income has been generated through the Asset Investment Fund and by generating new revenue rental streams. These have been built into the Medium Term Financial Strategy and 2018/19 Budget as a step up on the existing target.

Following the work by the Commercial Enterprise Team, Cabinet has approved the transfer of the Council's 'Fraud Service' to the Devon Audit Partnership as part of the initiative to generate income and sell services.

The Commercial Enterprise Team have been working closely with the Financial Analysis Services Team, whose primary focus is cost control and better value for money service outcomes. The collaboration and combination of skillsets from these teams ensures the best financial outcomes for the Council from both existing services and new enterprises. We are exploring how these teams can work together permanently. The first two services to be supported have entered the 'Commercial Enterprise Incubator' trial to help enable them to bring in new income and we are exploring how this links with the 'Making Service Change Happen' that the Organisational Development Team operates.

Progress continues with the transfer of Payroll, Pensions and HR Systems to Delt in May 2018, continuing the objective to work with partners and generate increased income for the Council.

### **3.4. New ways of working**

#### **PIA5 – Enhance our capability to make evidence based decisions**

To support evidence-based decisions, data is regularly being made available online. The [Data Plymouth](#) website, led by the Policy and Intelligence Team in partnership with the Open Data Project, is being continuously updated and improved upon. This quarter, the narrative and statistics have been refreshed to reflect the recently published Plymouth Report 2017 and a new key facts and figures page is currently in development. This will give instant access to a range of statistics about different aspects of the city. There has been some slippage on this activity due to design resources having to be allocated to the Joint Local Plan inspection; however work is underway to bring this back on track.

Results from the [Plymouth Report 2017](#) have now been presented to all city partnerships. A 2018 version is now being prepared and will include two 'Deep Dive' analyses focused on housing and resident insight. The Plymouth Report 2018 is also being developed to be more closely aligned with the Plymouth Plan performance framework.

Corporate options for a data management system are being discussed, with plans for exploring options in quarter one 2018/19.

#### **PIA6 – Implement Innovative Transformation Programmes**

The disaggregation of Transformation resource into the People Directorate has presented an opportunity to rationalise governance surrounding the Integrated Health and Wellbeing (IHWB) Programme. This will ensure that cross-cutting solutions are prioritised around those system challenges within the Devon Sustainability and Transformation Partnership (STP), whilst continuing to work under the system leadership of the Plymouth Health and Wellbeing Board.

The IHWB programme will continue to be guided by the four integrated commissioning strategies. Progress alongside the business remains at pace and on track to develop our place-based approach for Plymouth and the Western locality. We also continue to seek opportunities for improved integration and synergy between health and care services across the city. To further enhance partnership working, greater clarity and purpose has been embedded in the four enabling System Design Groups, which facilitate stakeholder engagement and collaboration. Working hand-in-glove with System Improvement Boards, they will be accountable to the Local Care Partnership.

The progress that the Plymouth Integrated Health and Wellbeing system has made was acknowledged in the recent CQC Local System Review, which now has a robust plan in place to ensure continued improvement.

There continues to be challenges across our systems and our focus on improvement and transformation across a range of areas is as acute as ever. The first of 12 Plymouth Wellbeing Hubs launched on 23 March and this is expected to provide a blueprint and impetus for those that follow. One of our more challenging areas is in the development of a service delivery model leading to a reduction in the number of children and young people being taken into long-term care, resulting in more sustainable outcomes. Our partnership with Torbay may provide further opportunities to innovate and transform.

Benefits of £9.981m have been delivered in 2017/18.

The disaggregation of some transformation resource into the Transformation and Change Directorate (T&C) has presented challenges in relation to balancing the budget of the team, but also an opportunity to rationalise the governance surrounding change across the Directorate. As a result the T&C Directorate has focused their efforts on three areas of change:

1. Continuation of delivery against the Shared Services Business Case, where significant progress has been made with political decisions, trade union recognition and development of service specifications and service migration plans.
2. The delivery of the Way We Work Programme for the entire organisation, where a business case has been approved, financial commitments made to deliver a full technology deployment, first cohort of device roll-out commenced, accommodation principles agreed and work commenced on options for future accommodation needs. Furthermore, progress on the Office 365 business case has been successful and a plan on Information Management has been devised and is due to be implemented in the first quarter of 2018/19.
3. Delivery of continuous improvement activities across the entire directorate to be led by a group of senior managers (operational delivery group) headed-up by the Service Director for Customer Services.

The Transformation of the Corporate Centre (TCC) Programme closes quarter four having delivered on all of its project commitments from 2017/18 and produced £2.773m of revenue savings.

The GAME2 programme is now fully embedded within the Place Directorate following the disaggregation of the Transformation team. Key activities include a reforecasting of the Plymouth Growth Dividend, which has identified a further £3.7m over the next three years. The growth is focused around a significant new housing delivery programme and the fruition of a great deal of work by teams from the Place Directorate to bring forward exciting major developments across the City. The One Public Estate programme expanded this quarter to secure an additional £3.9m capital monies from the Land Release Fund to help bring forward a range of new developments. The programme continues to work closely with Street Services as part of the modernisation plan offering capacity, resource and helping to refocus improvement activities. A new work-stream is the coordination of Plymouth's bid to the £840m [Transforming Cities Fund](#). This will initially be via an outline expression of interest which, subject to shortlisting, will be followed by a more detailed co-designed submission with the Department for Transport.

### 3.5. Best use of Council Assets

#### **PIA7 – Deliver the Asset Management Plan and maximise the community value of our assets**

Significant progress has been made in quarter four in finalising workforce requirements, identifying customer and cluster (service cluster) needs, developing and having agreement to a set of accommodation principles, and defining a group of accommodation options.

It is anticipated that the project will focus on a single accommodation option in quarter one of 2018/19, which will go through detailed feasibility studies and designs. These are anticipated to be completed by early quarter two of 2018/19.

Works are currently underway to build a new welfare block at the rear of the main garage at Prince Rock Depot; this work is scheduled to complete in June 2018. The project team are finalising procurement processes for the replacement of the garage roof and the welfare facilities at Weston Mill. Requirements are being gathered for the second phase of works to the main office block at Prince Rock to improve welfare facilities and increase the number of meeting rooms. This second phase can be delivered using existing contracts. All works are scheduled to be completed by October 2018.

### 3.6. Working constructively with everyone

#### **PIA8 – Deliver the Cities of Service vision promoting volunteering, individual effort and personal responsibility and PIA9 – Work collaboratively with the voluntary and community sector to deliver better outcomes for citizens**

The 'Our Plymouth' website was launched by the Plymouth Octopus Project, a cities voluntary and community sector (VCS) infrastructure organisation known as POP, at the 'Crest of a Wave' event on 15 March 2018. This will become public as the first phase evolves.

The 'Our Plymouth' project has received funding from donations raised by Dave Young (Project Champion and Chairman of the private sector Una group) via public and private sector partners and also via POP funding. This funding enables us to recruit a project manager and launch the first phase of the website, which aims to:

- build a collection of positive contributions that the people of Plymouth make to their city
- provide details on how people can get involved
- include a call for action for both Mayflower 400 and British Red Cross volunteers.

A communications plan has been agreed by the 'Our Plymouth' Steering Group and it is expected to be fully functioning for members of the public during volunteers' week, 1–7 June 2018.

#### **PIA9 - Welcoming City**

The [Controlling Migration Fund](#) is now fully developed. The bid is for funding to work with community representatives in the four wards that have the lowest community cohesion rating (Devonport, Budshead, Honicknowle and Stoke). We are now awaiting the next round of funding to be announced by the Government.

The Plymouth City Resident Survey was distributed to 8,000 households in partnership with Marketing Means, a local independent research company. The Survey will build a picture of residents' perceptions and feelings about the city, their community and their life and the data collected will help us to understand our progress and direction of travel around community cohesion. The work is on track with initial results available to the Council and the Office of the Police and Crime Commissioner. The final

report is due in April 2018. See **Error! Reference source not found.** for further information about the resident survey.

'Hope in the Heart' was chosen as the preferred provider for the Schools Empathy Pilot programme which commenced in late 2017. Engagement of schools was the first priority and whilst there was a mixed uptake from the targeted schools, four schools are actively engaging with the pilot. The provider is positive about the engagement of these schools and with progress so far. A number of sessions have already taken place and children in particular are engaging and receiving it well. The programme's milestones are on target.

Plymouth City Council has agreed £5,000 of funding to work with the Police Diverse Communities Team to increase the capacity of the existing 21 hate crime reporting centres to tackle Hate Crime. The funding will specifically be used for marketing/publicity for the existing centres as well as enabling the centres to be staffed for additional hours. A memorandum of understanding has been completed between Plymouth City Council and the Police Diversity Team with a view to starting partnership work in April 2018. Whilst this may not result in more reporting centres, it will ensure that the current network is supported and that we are equipped to deal with an increase in hate crime/incident reporting.

## 4. GROWING

### 4.1. Priority Activity Highlights

<b>GROWING - Priority Activity</b>		<b>Status</b>
<b>Quality jobs and valuable skills</b>		<b>On Track</b>
GRA1	Work with the Growth Board to deliver the Local Economic Strategy creating jobs and investment	On Track
GRA2	Deliver new high value jobs by delivering the Oceansgate development programme as part of our City Deal	On Track
GRA3	Deliver the Box project (formally the History Centre) to support jobs and investment	On Track
GRA4	Deliver the Vision for Education Plan	On Track
GRA5	Work with the Employment and Skills Board to deliver the Plan for Employment and Skills	On Track
<b>Broad range of homes</b>		<b>On Track</b>
GRA6	Deliver the Plan for Homes	On Track
<b>Increased levels of investment</b>		<b>On Track</b>
GRA7	Take forward and deliver major development schemes	On Track
GRA8	Continue to develop a development pipeline using Council land and property assets and a strong programme of inward investment activity	On Track
<b>Meeting future infrastructure needs</b>		<b>On Track</b>
GRA9	Progress strategic transport projects	On Track
GRA10	Maximise resources available to the city	On Track
GRA11	Transform the gateways to the city	On Track
<b>Green and pleasant city</b>		<b>On Track</b>
GRA12	Support the growth of community owned energy solutions	On Track
GRA13	Deliver the Active Neighbourhoods Project	On Track
GRA14	Deliver new community park and farm at Derriford	On Track
GRA15	Deliver enhancements to Central Park informed by the masterplan	On Track

### 4.2. Quality jobs and valuable skills

#### **GRA1 – Work with the Growth Board to deliver the Local Economic Strategy creating jobs and investment**

We continue to work with partners on existing bids, as well as identifying and developing new bids to support the delivery of the Local Economic Strategy. We are successfully delivering projects such as the European Maritime and Fisheries Fund (EMFF) funded Life Jacket project, which has now been fully allocated. A new round of Social Enterprise Investment Fund has recently closed. Two awards have been approved and we are waiting for additional information from other applications.

Construction continues across a number of locations throughout the city. The Oceansgate phase I opening ceremony took place in quarter four as well as laying the foundation stone at the Box, starting the steel frame at Drake Circus Leisure and Langage industrial units and started on site at the Range

HQ in Derriford. All these projects make a strong contribution to the City's economy through construction jobs, permanent jobs (The Range HQ will create over 570 new jobs) and business rates (See also update for GRA7).

We continue with our Business Relationship Programme to engage with our local business community and sectoral support and have supported a meeting of the creative industries. The next Marine Tech Expo will take place in June 2018 and key speakers have now been confirmed, whilst we have also commissioned a nuclear mapping report for Plymouth.

The events team continues to successfully deliver numerous events in Plymouth, such as Flavour Fest, Lord Mayor's Day and the Seafood Festival. Tickets for Plymouth's first Ocean City Sounds festival have gone on sale now and headline acts have been announced. The Visitor Guide 2018 has been produced and launched, as have three new promotional videos of the City, including a 'live, work in Plymouth' video, which has had 95,000 views. Our Tourism Information Centre has won the South West (SW) Tourism Bronze Award.

## **GRA2 – Deliver new high value jobs by delivering the Oceansgate development programme as part of our City Deal**

Work on Oceansgate phase 1 to deliver 1,140m<sup>2</sup> of office and 1,290m<sup>2</sup> of industrial space is due for completion, generating significant market interest to create up to 177 new jobs.

We have currently agreed leases with three businesses, with strong interest from another eight. A funding bid for £2.4m of European Regional Development Fund (ERDF) money to create a Marine Business Technology Centre (MBTC) at site is going through the final stages of appraisal and it is anticipated that a formal announcement will be made shortly. The MBTC will promote innovation and collaboration between high-tech marine institutions and businesses. New infrastructure construction works commenced during January 2018.

A financial tool has been developed that enables the Oceansgate team to model different investment scenarios. A preferred combination of options has been identified that will open the way for the construction of Oceansgate phase 2 and the servicing of phase 3, and at same time provide sufficient income to pay for ongoing security costs in phase 3.

We have received confirmation that an outline application for £2.6m of ERDF has been approved and we have been invited to submit a full application. The Council had previously approved a loan of £6.1m in November and, together with existing funding, this makes up the £14.3m required for phase 2.

## **GRA3 – Deliver The Box project (formally the History Centre) to support jobs and investment**

The project has continued to develop over this quarter, with the ground floor slab being completed and the columns and cores due to be finished within this period.

The Foundation Stone ceremony took place on the 9 March and there continues to be a positive reaction from both the public and the media.

[Hard Hat tours](#) remain popular with the public and members of the council alike; these will continue to run for the duration of the project and are currently booked up well in advance. In addition to this, school visits are being organised.

The team are far surpassing the social values benchmark of the construction contract. To date, the contractor has demonstrated that 81% of the sub-contractors and consultants are from a PL postcode. Furthermore, Dylan Gilbery was shortlisted as a finalist for the Building Plymouth Construction Apprentice of the Year Awards 2018.

Responsibility for the staff and collections of South West Film and Television Archive and the South West Image Bank has now been transferred into The Box.

We continue to work on the designs of the gallery spaces and are due to hold another public consultation at the end of April; details of how to get involved will be published on the [website](#) closer to the time.

### **GRA4 – Deliver the Vision for Education Plan**

The Plan for Education is based upon establishing a new partnership with our schools, colleges and providers. Widespread consultation has taken place focused upon what a partnership might look. We are now choosing the form of partnership from the options identified in collaboration with our partners.

Such an approach is innovative and has enabled us to establish a way of working for the future that meets the needs of children and young people and by doing so, supports the future economic development and success of the city. This approach has also meant we have taken a strategic view of the resources we need in the future to maximise our impact as efficiently as possible.

This means we are now at the stage of creating a new delivery vehicle to meet our key priorities and to better support the wide range of education services in the city through to 2020 and beyond.

Key developments such as the creation of the ‘Plymouth Challenge’ to raise pupils’ achievement and establishing the Plymouth Education Board designed to give strategic direction to developments in education are well on the way to becoming embedded into the education infrastructure of the city.

### **GRA5 – Work with the Employment and Skills Board (ESB) to deliver the Plan for Employment and Skills**

The National Careers Strategy was launched in December 2017 providing clear guidance on the requirements of schools. Work now is being undertaken to understand the implications of this for schools and also where the Local Authority can provide support around the ‘Gatsby’ principles which provide eight benchmarks of good Career Guidance; these were identified by Sir John Holman as part of the Gatsby review.

The Skills Show South West returns to the Plymouth Pavilions for a third year and greater footfall is anticipated partly in the light of the new National Careers Strategy. Additionally:

- Sector based events were held in the Guildhall in March 2018 with Building Plymouth and Plymouth Manufacturing Group undertaking a joint venture
- A City wide Science, Technology, Engineering and Mathematics (STEM) calendar will be published in April.
- Discussions are still ongoing with national partners as a result of the Digital Policy Alliance cyber skills pilot (the first in the country).
- The City Council website will be able to provide residents with a range of on line resources related to IAG, the local skills and employability offer that will support residents and also staff in schools.
- Building Plymouth has developed a school support programme based on the Constructing Excellence South West (CESW) initiative “Adopt a school”.

Building Plymouth will continue to develop greater links with key clients across the city to understand building programmes. Links with Economic Development colleagues within the council are already firmly established.

### 4.3. Broad range of homes

#### **GRA6 – Deliver the Plan for Homes**

We remain on track for delivering the Joint Local Plan target of 13,200 homes by 2034 (for the Plymouth City Administration Area).

Housing schemes have been completed at the former Estover Primary School site and Langley Crescent, generating an additional 68 and 14 homes, respectively. First homes have also been completed at Tamerton Vale (22 homes), Woodlands / Hillside (32 homes) and Redwood Drive (9 homes). In total, we are projecting the completion of 322 new affordable homes for 2017/18.

We are working with Homes England on the acquisition of the Coypool site, which should complete this financial year and will support the accelerated delivery of around 400 new homes. Further funding to continue work towards the Plan for Homes has been successfully secured, including £2.8m Housing Infrastructure Funding for phase 5 North Prospect, and £3.9m Land Release Funding for six PCC brownfield land projects.

We are currently awaiting a funding announcement from Homes England on the outcome of our Accelerated Construction bid.

#### **Empty Homes Financial Assistance**

We have spent £76,000 on two empty properties and we expect to spend a further £50,000 by the end of March.

To date, we have allocated six loans totalling £178,000. We have a further five applications for £379,000 that are currently undergoing due diligence, and two applications for £230,000 in the pipeline.

#### **Enforcement**

We have applied to the Secretary of State to confirm a Compulsory Purchase Order (CPO) against a property that has been empty for more than 20 years. The owner has objected to the proposed CPO.

We are also looking to progress enforcement action including CPOs, Empty Dwelling Management Orders and Enforced Sales on a number of properties in quarter one of 2018/19.

### 4.4. Increased levels of investment

#### **GRA7 – Take forward and deliver major development schemes**

The City's development programme continues apace with some incredible milestones reached in the last quarter. We currently have £250m of development projects underway with a further £300m of projects in development.

In the last quarter, we have opened phase 1 at Oceansgate, laid the foundation stone at The Box, started the steel frame at Drake Circus Leisure and Langage industrial units, and started work on site at the Range HQ in Derriford. We also continue to make good progress on Colin Campbell Court, Bath Street, the Railway Station, 1620, and Oceansgate phase 2.

In addition, there is a lot of Private Sector development activity including locations such as Millbay, the Pavilions, former Derry's site, Higher Home Park, and Marsh Mills.

All of these projects make a strong contribution to the City's economy through the creation of construction jobs, permanent jobs (The Range HQ will create over 570 new jobs), and business rates.



## **GRA8 – Continue to develop a development pipeline using Council land and property assets and a strong programme of inward investment activity**

Economic Development and Strategic Planning and Infrastructure remain focused on building a future development pipeline. The commercial development pipeline is now over £500m, architect development pipeline is £75m and our Asset Investment pipeline is £75m. Future schemes under development include Colin Campbell Court, Bath Street, Civic Centre, Melville building at the Royal William Yard, 1620, Millbay, Railway Station Regeneration Project, Range HQ building and Oceansgate phase 2. There are a large number of new opportunities in the Plymouth Local Plan which will be actively explored once the plan has been adopted.

Through our extensive partnership work with the private sector and /local national stakeholders, we anticipate that our Dept. of Int. Trade nationally counted foreign inward investments successes for the City for 17/18 will reach an unprecedented figure of around 7 Foreign Direct Investments (FDI's) (our previous average was 1-2 per year). We also provided temporary resourcing for the Heart of the Southwest Local Economic Partnership inward investment activity over the last financial year and that too will result in an all-time high of 25 FDI's successes since their records began back in 2012.

### **4.5. Meeting future infrastructure needs**

#### **GRA9 – Progress strategic transport projects**

In addition to work to transform gateways to Plymouth, there has also been significant progress in relation to improving transport in the city. Updates include:

#### **Northern Corridor Strategic Transport Schemes**

##### **Derriford Transport Scheme**

Works were substantially completed and traffic restrictions removed by the end of March, as planned. Related works to replace the signals at Sendall's Way have been postponed to summer 2018. Charlton Road right-hand turn to be closed temporarily pending the development of a traffic light solution, which is currently out to consultation – closing date 23 April.

##### **Northern Corridor Junction Improvement Schemes (2015/16 – 2020/21)**

Construction of phases 3-5 on Mannamead Road is expected to commence in summer 2018 and take approximately five months.

##### **Northern Corridor Strategic Cycle Network Improvements (2015/16 – 2019/20)**

Phase I of Tavistock Road improvements were completed as part of the Derriford Transport Scheme in March 2018.

##### **Forder Valley Link Road**

The funding agreement has been signed for the Highways England Global Heritage Fund (GHF) bid for £4.47m. Pre-construction and detailed design is in progress, whilst the Planning Application was submitted February 2018. Discussions are ongoing with Persimmon regarding the construction of their haul road.

A business case submission to the Department for Transport (DfT) will inform our planning application in July 2018. Although there is slippage in the planning approval process and consequently the submission of the business case, the construction timetable remains on track to run from October 2018 to November 2020.

### **Forder Valley Interchange**

Early feasibility and modelling have been completed. Geotechnical surveys began in March in preparation for selecting the preferred option in September 2018.

We are on track to commence construction from October 2018 to November 2020 as part of the Forder Valley Link Road scheme.

### **Morlaix Drive**

Both the feasibility design and liaison with landowners are underway. The Hospital Trust is supportive of the scheme and has offered land to support the delivery. This project is currently on track to construct between May 2019 to May 2020.

### **Manadon to Crownhill**

PCC has submitted its consultation response to DfT requesting that the A386 is included in the Major Road Network and to become eligible for funding from the Road Fund Licence from 2020. PCC are proactively preparing funding bids to bring forward delivery from 2020/21 and we have a bid in submission with Highways England for some funding from GHF.

## **Eastern Corridor Strategic Transport Schemes**

### **Eastern Corridor Junction Improvement Schemes (2015/16 – 2020/21)**

The Junction improvement programme includes the potential to improve seven junctions on Plymouth Road and three junctions in Plymstock. Consultation has been undertaken on Traffic Regulation Orders and will end on the 17 April. For phase 1 including Cot Hill, feasibility is complete, the design in outline is complete and site investigations are ongoing to enable the completion of detailed design, including the design of the retaining structures along the Tory Brook. Construction will begin in autumn 2018 with South West Highways (SWH). Feasibility designs for phase 2 of Plymouth Road and phase 3 of Plymstock are also in progress.

### **Eastern Corridor Strategic Cycle Network (2015/16 – 2020/21)**

The off-road cycle route (Ride to Broxton Drive) was completed in March 2018. The cycle route from Barbican to Laira Bridge is complete except for a small section on Commercial Road, which is due to utilities. Consultation on designs for Armada Way took place in March as part of the Better Places project.

## **GRAI0 – Maximise resources available to the city**

In support of the delivery of the objectives of the [Joint Local Plan](#), the five year programme of key infrastructure investment continues with further significant transport improvements to the Northern and Eastern Corridor being planned, as detailed above. These are benefiting from a range of external funding including the Local Economic Partnership (LEP) Growth Deal, National Productivity Investment funding, and Growth and Housing funding. The Railway Station improvement scheme has also been approved into the Capital programme, again benefitting from the LEP Growth Deal funding.

The first phase of public realm improvements in the City Centre has been approved into the Capital Programme. Bids have also been made to the Coastal Communities Fund to support the trails and event infrastructure needed for Mayflower 400.

## **GRAI1 – Transform the gateways to the city**

There has been significant activity on the Northern and Eastern gateways to the City.

For the Northern Corridor Scheme (Woolwell to the George), topographical surveys of highways and third party land have been completed, and environmental surveys are underway.

Pavement assessment surveys have been completed and we are currently awaiting the report.

The report on the options consulted on will be published shortly with the preferred option to be determined in the summer.

Construction of the Woolwell to the George scheme is planned to be complete by 2022.

We are currently on track to start construction of a one year project for the Eastern Corridor on Plymouth Road, which will be completed in 2019.

For the Charles Cross Transport Improvement Scheme, LEP Funding Agreement has been signed by PCC, and the 3D design, pavement surveys and C4s (utilities) have all been completed. There are ongoing co-ordination meetings with British Land, The Box, Viaduct, and Mayflower 400, with construction expected to take place between January 2019 and October 2019.

## 4.6. Green and pleasant city

### GRA12 – Support the growth of community owned energy solutions

During quarter four, work through the Financial Instruments for Energy Renovation Policies (FINERPOL) project

(<https://www.plymouth.gov.uk/environmentandpollution/climatechangeandenergy/howweretacklingclimatechange/finerpolproject>) has led to the submission of a consortium bid with SW authorities, which will bring in circa. £300k revenue funding to support the development of local non-domestic energy efficiency invest-to-save opportunities.

Our Energy Company Obligation partnership with EON and local installers has delivered 40 insulation measures, 22 replacement gas boilers, and 36 households with new storage heaters – saving residents £870,000 over the lifetime of those efficiency measures.

Our partnership with Plymouth Energy Community (PEC) has:

- Provided 208 homes with energy efficiency advice and improvements in the Devonport / Ham / St Budeaux areas, with an estimated total saving of £47,895 per year.
- Given one-to-one advice to 344 residents living, or supporting people with, disability and long-term illness.
- Supported 73 vulnerable households through complex case work, resulting in those households being on average £655 per annum better off.
- PEC's LED lighting refit was completed at Lipson Vale Primary School and forecasted to save them over £3,500 per annum. Laira Green Primary School lighting retrofit is pencilled in for April, which will see annual savings of £4,300pa.
- Delivered support to 1,250 vulnerable households across the Devon and Cornwall, saving £120,000pa.
- Completed a SW Affordable Warmth scheme with Western Power Distribution (WPD) and provided bespoke one-to-one advice to more than 1,200 residents across Devon and Cornwall, achieving £120,000 of energy related savings.
- Allowed its Cold Realities campaign to be displayed at Council House for four weeks and at Full Council. This resulted in £1,000 of community grants being offered by Councillors to tackle fuel poverty in Peverell.

### GRA13 – Deliver the Active Neighbourhoods Project

The Active Neighbourhoods Project is on track and continues to meet and exceed its project targets set by the Big Lottery Fund. Active Neighbourhoods is delivering physical improvements to five of our nature reserves, as well as improving the health and wellbeing of communities through targeted programmes, increasing access and engagement with nature.

During quarter four, we delivered 35 family events, volunteer activities, training and citizen science in our five project sites – Ernesettle Creek, Budshead Wood, Teats Hill, Efford Marsh and Kings Tamerton. Participants walked 2,800km, 45,000 steps and burnt 10,000 calories between them.

Despite the winter weather, we had great attendance at our February half-term events. These included partnership activities with the National Marine Aquarium, engaging 1,211 children and 630 adults in nature through arts, crafts, and volunteering.

Our committed volunteers have supported improvements to nature reserves through 4,000 hours of volunteering to improve habitats, paths, entrances, and survey wildlife. This continues to be delivered through our weekly volunteer programme.

We are also increasing our social media outreach and have increased our reach through Facebook. We now have 881 followers, 858 likes, and have reached 50,000 Plymouth residents.

As part of our annual monitoring, we have published a summary report for years one and two of Active Neighbourhoods.

#### **GRA14 – Deliver new community park and farm at Derriford**

This objective is part of the Joint Local Plan (PLY 41) to deliver a ‘Derriford Community Park (which) will become a highly valued environmental, social and educational asset, a resource for the people of Plymouth and a regional destination for environmental learning.’

During this quarter, the project team have been able to complete the winter work required for biodiversity improvements to the site as part of phase 1. This has included planting 100m of new hedgerow and carrying out management tasks to existing hedgerow, woodland and grassland. This has enabled us to continue our community engagement work and so this quarter has seen continued engagement with community groups and volunteers (256 volunteer hours, 17 community volunteering events in Q4) and building the following on Facebook to 567.

As part of phase 3 work, five public consultation events were held in local community centres throughout January to discuss the proposed new foot and cycle path routes, with the successful engagement of over 200 members of the public and 60 formal responses. Consultants are now completing and costing the final plans and incorporating them with the Forder Valley Link Road plans. Work on the first routes will begin in early summer.

#### **GRA15 – Deliver enhancements to Central Park informed by the masterplan**

There have been ongoing general improvements to the park this quarter, including tree works, access, path and boundary improvements.

Capital improvements for both the skate park extension and play area have started. We have completed a drainage study for the park and have now contracted out the next phase to develop and cost detailed designs. We have finalised the Community Sports Hub design (extension and refurb of existing Bowling Pavilion) and will be submitting a planning application next quarter. A contractor for the Sports Plateau has been procured and works will start in the summer (final date TBC). We have also delivered eight volunteering sessions within the park.

## 5. CARING

### 5.1. Priority Activity Highlights

CARING - Priority Activity		Status
<b>Focus on prevention and early intervention</b>		<b>On Track</b>
CAA1	Deliver the Integrated Commissioning strategies	On Track
CAA2	Children and young people's plan	On Track
CAA3	Deliver the Plan for Sport	On Track
<b>Keeping people protected</b>		<b>On Track</b>
CAA4	Care Quality Commission (CQC) Review of the Health and Social Care System	On Track
CAA5	Deliver the Safeguarding Improvement Plan for Adults and Children	On Track
CAA6	Deliver the Community Safety Plan	On Track
<b>Inclusive communities</b>		<b>On Track</b>
CAA7	Deliver the Welcoming City Action Plan	On Track
<b>Reduce health inequalities</b>		<b>On Track</b>
CAA8	Deliver the Child Poverty Action Plan	On Track
CAA9	Deliver Thrive Plymouth	On Track

### 5.2. Focus on prevention and early intervention

#### CAA1 – Deliver the Integrated Commissioning Strategies

The **Community** strategy has overseen the award of a contract to provide a crisis café for those with mental health problems, a café which we hope to have operational in April 2018. Through working with the provider market locally, an increased number of people have been supported to either return to or remain in Plymouth, close to local support networks, helping individuals to achieve positive outcomes. This work has also achieved approximately £1.5m savings across the system. We have been successful in applying for planning permission for a new extra care housing scheme for people aged 18-64 with a learning disability. The scheme will consist of 12 individual one bedroom flats, with communal and staff space. It is expected that the scheme will be operational in summer 2019. The new provision will enable people to live more independent lives in a supportive environment, whilst also delivering efficiencies for health and social care. A number of 'assistive technology' solutions are being developed with partners from across the system to enable people to achieve and maintain independence in the community. These include technology that informs the support that people need, and affords the opportunity to the right sized care packages and use of Skype for GP consultations.

The **Wellbeing** strategy action plan continues to deliver across a number of themes. The Prescribing delivery plan is still on course to deliver its 2017/18 savings target, although the cost of prescribing per head of population remains above the national average. Other work includes the continuation of support in embedding pharmacy resources in GP practices through our Medicines Optimisation team. A number of interventions are underway to try and ease the pressure on Primary Care. The social prescribing scheme in Plymouth continues to be implemented positively, providing link workers between primary care and the VCS, which will target those GPs with longer waiting times to relieve pressure. Other practices are developing working arrangements with a collaborative approach wherever this speeds up or supports transformation. We are exploring and developing an approach in line with

the Primary Care Home Model, which is a model that would see extended primary care teams based on disease areas and/or other cohorts of people. The new Dementia Advisor Service provided by Livewell Southwest goes live on the 1 April.

The **Children and Young People's** commissioning plan in quarter four oversaw the commencement of the residential block contract from 1 March. The contract secures 14 beds in or near to Plymouth, to enable local children in care to remain as close to the city as possible. A multi-agency group is in place to work very closely with the commissioned providers.

We are working with neighbouring authorities (Devon, Torbay and Somerset) to deliver the Peninsula fostering contract from the 1 April 2018. This will support our work to ensure that there are enough local foster carers to meet the needs of Plymouth children. Looking ahead, the commissioning intentions for 2018-20 include plans to deliver a flexible and reactive support offer for children and young people in crisis, both in care and on the edge of care. This would aim to prevent escalation into high cost placements and hospital, where a different approach would be in the best interest of the child.

The **Enhanced and Specialist** strategy has overseen the Nursing Forum implementation to support sustainability across nursing homes, including workforce development, specialist training, and revalidation, networking and improving practice. The first workshop was held on 21 February and quarterly forums have been booked going forward. We have implemented a pilot where Devon Doctors will provide clinical support for SPOT Discharge to Assess beds, which will run from January 2018 to June 2018. We are also bidding for additional funding from the Pharmacy Integration Fund to support the deployment of expert pharmacy teams to work in care homes from 2018. QAIT (Quality Assurance and Improvement Team) is leading on the Enhanced Health in Care Homes Vanguard Programme, which includes the Red Bag pilot, improved hydration and nutrition, end of life care, dementia care, and a multi-disciplinary team approach to support care homes.

## **CAA2 – Children and young people's plan**

The next quarter sees the beginning of the phase 3 approach to the development of Gateway and Hub. We are seeking to move towards a co-located model for Hub and Gateway over the next 3-6 months. This aims to ensure greater efficiency and consistency in how we provide services to children and families through managing contacts and referrals, across a more streamlined process and better dialogue with partners.

The improvement plan for the Plymouth Referral and Assessment Service (PRAS) has been successful and the service is now functioning well. Caseloads are near optimum levels. The timeliness of single assessments has improved so that the outturn for 2018 is predicted to be 74%, and timeliness in month for March so far is 93%.

The pressures in the children's social work service continue in relation to caseload but management plans are in place to deal with this proactively and we anticipate a significant shift in the next quarter. The work to review the Care Leavers Service is ongoing, with a final paper presented to the Director for Children's Services (DCS) in the next few weeks.

In relation to the Safeguarding and Quality Assurance (QA), the service is aligning itself to adopt a strengths-based approach, with some independent chairs visiting neighbouring authorities to capture learning to further inform the new model for Plymouth.

Performance-wise, the Quality Performance Review Monitoring goes from strength to strength with the full engagement of all managers across children's services, and the Quality Assurance Framework now signed off by the DCS and ready for implementation.

### CAA3 – Deliver the Plan for Sport

As part of the **Participation theme**, our Sports Development Unit (SDU), together with the Plymotion Team and Green Infrastructure Team, have promoted and delivered a range of sport and physical activity programmes for helping people to get active and stay active. This theme is also greatly contributing towards the delivery of the Activity Neighbourhood Project (Priority Activity – GRA13).

The Plymotion Team have delivered 'Led Cycle Rides' and 'Led Walks' to anyone in the city who wants to more active. This has been supporting the Mayflower 400 (M400) programme and the 'Led walks' have been trialling the M400 Heritage Walks. Adult Cycle Training and engagement with local schools through the walking and cycling programmes are being delivered, largely within the three Growth areas: Eastern Corridor, City Centre and Waterfront and Derriford and Northern corridor. The SDU continue to target deprived areas of the city and, through the 'Activate Plymouth Project', delivered a range of activities from Cheezi Fit to Badminton. The 'Fit and Fed' holiday hunger programme was also delivered in the school half term holiday to deprived neighbourhoods.

Within the **Place theme**, we have supported the improvement of football pitches at Central Park, Bond Street and Higher Efford for delivery in quarter one. We have also completed phase I of a nine month improvement programme of 32 outdoor play spaces and have secured £800k towards outdoor play improvements for 38 play areas across the city over the next two years.

As part of the **Pride theme** this quarter, the Mayflower 400 sports programme is launched a sports fund to enable sports organisations to host Mayflower 400 sports activities and events. The Plymouth Life Centre has hosted the British Diving Championships and British Elite Diving Championship, the economic impact of which was beneficial to the city. In late January we supported the Plymouth Herald's Sports Personality of the Year Award, held at Plymouth Pavilions and sponsored the community sports category in order to support and recognise success.

### 5.3. Keeping people protected

#### CAA4 – Care Quality Commission (CQC) Review of the Health and Social Care System

In December 2017, our Health and Social Care System was the subject of a review by the Care Quality Commission (CQC), following which a number of recommendations were made. A plan is in place to deliver these actions, progress against these actions are summarised below:

- Delivered our commissioning intentions with the initial consultation now complete with feedback being co-ordinated
- We are developing and remodelling the care home market with programme governance now in place and a project plan now agreed
- A Project Officer has been appointed to oversee the development and remodelling of the domiciliary care market
- We are engaging with local organisations and developing opportunities to enhance voluntary sector engagement
- We are working with the CCG and providers to deliver a sustainable and transformed Primary Care offer using existing strategy and plan
- We continue to develop our integrated care model with the appointment of a Joint Programme Director.

## **CAA5 – Deliver the Safeguarding Improvement Plan for Adults and Children**

### **Adult Safeguarding**

In order to evaluate and improve practice across our safeguarding network, we have established a multi-agency strategic safeguarding leads group, which meets regularly to discuss and find solutions to shared issues, and utilise links to regional work. The council, both collaboratively with Livewell Southwest and internally, are continuing to improve the recording and reliability of data through a series of case audits across targeted themes.

The Safeguarding Adults Board now has an established performance sub-group which allows for greater interrogation of performance than previously possible; its focus is on identifying and reporting trends and patterns, agreeing responses, and providing assurance. Early performance successes of this group include oversight of an improvement in outcomes for those who have been the subject of a safeguarding process (see CR7 in the performance report) and a significant improvement in recording at the conclusion of the process. This reflects developments in the scrutiny of cases and additional coaching across our system. The Council continues to strengthen its strategic and operational engagement with the Modern Slavery agenda, and the local Anti-Slavery Partnership is now an established delivery group of Safer Plymouth.

### **Children’s Safeguarding**

The Plymouth Safeguarding Children’s Board (PSCB) continues to engage senior leaders and ensure the safe delivery of safeguarding services during a period of transition from the current legal framework to the Children and Social Work Act 2017. The PSCB has highlighted to its Full Board the need to commence planning for change, identify key actions, and implement vision within future local safeguarding arrangements, which are no longer dependent upon the PSCB vehicle.

Current efforts include driving effective child-focused evaluation capable of identifying qualitative, rather than quantitative, outcomes. Key performance data is in pilot and better informs and measures quality across multi-agency practice.

The PSCB received a 100% response rate to both its Section 175 Education Act 2002 Audits and Section 11 Children Act 2004 Audits, and is currently evaluating the returns. These returns will inform future work through the new PSCB Scrutiny and Assurance process, which seeks assurance that our partner agencies are improving safeguarding practices and promoting the welfare of children. This process includes a young safeguarder’s panel to ensure that the voices and experiences of our children and young people are heard and acted upon.

Key activities include the PSCB Annual Conference “Working Together to Tackle Child Sexual Abuse” on 21 March, which links into the PSCB endorsed Together for Childhood Campaign – a multi-agency strength and resilience based programme to prevent child sexual abuse in Plymouth. The PSCB is working on a targeted National Working Group (NWG) Stop Child Sexual Exploitation (STOP CSE) Campaign running from 18 March, liaising with B&Bs and hotels and local fairground operators. More information about STOP CSE can be found at: <http://www.stop-cse.org/>.

Current ongoing challenges include the improvement of GP attendance at Initial Child Protection Conferences (ICPCs) and ongoing work to improve multi-agency data, which provides the PSCB with a clear context and understanding of CSE in Plymouth and of the child’s lived experience.

The PSCB continues to monitor the roll-out and impact of the Early Help Offer.



## **5.4. Inclusive communities**

### **CAA6 – Deliver the Community Safety Plan**

The Safer Plymouth Plan is made up of the individual Delivery Plans for each of the subgroups of Safer Plymouth. Each subgroup now has a completed Delivery Plan which is reported against and monitored at partnership meetings. The Chief Executive Department has been working with Commissioning and Community Connections and together they have developed a plan that will see the development of a performance and management framework for the board and delivery groups. This will allow the partnership to operate with more performance and intelligence information than they currently receive. The Healthy Relationships programme is one of the key projects led by Safer Plymouth and this continues to be piloted in schools, with two pilots commencing during quarter four. This supports the priorities and delivery plans of the Child Sexual Exploitation and Domestic Abuse and Sexual Violence subgroups.

### **CAA7 – Deliver the Welcoming City Action Plan**

See **PIA9 - Welcoming City**.

## **5.5. Reduce health inequalities**

### **CAA8 – Deliver the Child Poverty Action Plan**

The cross party group met in March 2018 and agreed the set of metrics against which progress will be measured during 2018/19. It also recommended that the four theme leads should come from other sectors, such as business and the voluntary and community sector, as well as Plymouth City Council officers to ensure wider city engagement. The chair of the group will extend invitations to those sectors to respond.

The business-led Plymouth Child in Poverty Conference was held in March 2018. There were 92 attendees and offers of support are beginning to come from the business sector, including placements for young people, offers of free courses for families and direct sponsorship of organisations such as Plymouth Foodbank.

It also requested a timetable of activities to refresh the Child Poverty Action Plan for 2019.

### **CAA9 – Deliver Thrive Plymouth**

Following its launch in October 2017 there has been a lot of work undertaken in support of the Thrive agenda. Partners are working together to agree methods for embedding the five ways to wellbeing within the pastoral and support offer to 16-24 year olds, which is being done within educational, training and community settings. A key aim is to ensure that young people are engaged. Focus groups have been held with young safeguarders on the five ways to wellbeing.

The first Wellbeing Hub in the city was officially launched on 23 March by Simon Stevens, Head of NHS England. The city also hosted a Prevention Concordat for Better Mental Health; this was attended by the Head of Public Health England Duncan Selbie, who was complimentary and gave full support to the whole system approach being taken in Plymouth.

## 6. CONFIDENT

### 6.1. Priority Activity Highlights

CONFIDENT - Priority Activity		Status
<b>Council decisions driven by citizen need</b>		<b>On Track</b>
COA1	Residents help to inform Council priorities	On Track
<b>Plymouth as a destination</b>		<b>On Track</b>
COA2	Deliver the Mayflower National Trail and International Events Programme	On Track
COA3	Support Destination Plymouth to deliver the Visitor Plan	On Track
COA4	Support the Culture Board to deliver the Vital Spark Cultural Strategy	On Track
<b>Improved street scene environment</b>		<b>On Track</b>
COA5	Ensure that the city is kept moving	On Track
COA6	Deliver the pavements Improvement Programme	On Track
COA7	Develop and deliver the Plan for the Modernisation of Waste and Street Services	On Track
COA8	Introduce an initiative to tackle littering and fly-tipping	On Track
<b>Setting the direction for the South West</b>		<b>On Track</b>
COA9	Strengthen Plymouth's role in the region through the delivery of priority actions identified in the Plymouth Plan	On Track
COA10	Continue to fight to secure better alternative rail and improved road links	On Track
COA11	Take a lead role in establishing the new governance arrangements for the Heart of the South West and producing a Productivity Plan	On Track
<b>Motivated, skilled and engaged workforce</b>		<b>On Track</b>
COA12	Deliver the People Strategy	On Track

### 6.2. Council decisions driven by citizen need

#### COA1 – Residents help to inform Council priorities

The Plymouth City Survey fieldwork took place between 5 February and 26 March 2018. Just over 8,000 randomly selected residents were sent a survey and covering letter inviting them to complete and return their survey by post or online. In total 2,296 responses had been received. Initial results will be available to the Council and the Office of the Police and Crime Commissioner in the next quarterly report.

The Plymouth City Council satisfaction survey, using a similar methodology, is still expected to be delivered in the autumn of 2018. In the meantime, an audit of existing customer satisfaction surveys carried out across the organisation has now been completed to try to identify as far as possible all of the pieces of information that are collected, or need to be collected. This will help us to understand what our current active customers think about the Council and the services it provides. It will also inform a new process that will help to collate and analyse 'on the ground'/community information on a regular basis, so that we are not dependent on the data from resident population surveys as these only provide high level information on an annual basis. The audit has also identified current corporate and service level indicators which require the views of customers/residents.

The 'Winter Works' scheme has also continued during this quarter, informed by residents' ideas for priority ground works within their wards.

### **6.3. Plymouth as a destination**

#### **COA2 – Deliver the Mayflower National Trail and International Events programme**

A Heritage Lottery Fund application was submitted in March, with a decision on the outcome of this due on 19 June. Another funding application to Great Western Railway (GWR) Communities Fund for £65k was successful and we are now awaiting a confirmation letter. The City Centre Investment Board (CCIB) approved the drawdown of a balance of £1.3 million for houses. Further cases will be submitted in July for Monument and water event infrastructure. Renovation work has commenced on Elizabethan House with initial architectural surveys, recording and remedial surveying as part of the de-construction phase.

A tender has been submitted for Heritage Trails for content planners and a design team. The first stage of commissioning for artists as part of Monument is in process.

#### **COA3 – Support Destination Plymouth to deliver the Visitor Plan**

During January to March we completed the year one activities on the Discover England Fund (DEF) and also the final year of the two year Mayflower funding programme. A full evaluation report has been produced for Mayflower, which is available.

A series of over 20 press and trade familiarisation visits has taken place. Additional funding of £88k was secured from Visit England to support Mayflower cruise activity, which enabled us to produce 10 specific Mayflower cruise itineraries and to exhibit at the world's largest cruise exhibition Sea Trade in Fort Lauderdale.

Expressions of Interest (EOIs) were submitted end of March/early April to DEF for a further two projects: Mayflower extension funding and Cruise/conference project working with Southampton.

#### **COA4 – Support the Culture Board to deliver the Vital Spark Cultural Strategy**

The Mayflower Community Fund has been launched and conversations have begun with community networks regarding potential opportunities, with deadlines for first bids in September.

A shortlist of artists was drawn up by the stakeholder panel and approved by the Council. Artist visits are now underway in Plymouth and managed by UP Projects.

Assessments of the expressions of interest for the Mayflower Cultural Fund have been completed, with decisions being communicated to all applicants. At the same time, additional sources of funding are also being sought through the Arts Council for those good proposals that are not being taken forward through the Mayflower Cultural Fund.

The Ambition for Excellence 'Horizon' programme is on target to deliver the final element in September, with an evaluation process underway and led by two external advisors.

## **COA5 – Ensure that the city is kept moving**

The preliminary design and traffic modelling of the following projects to keep the city moving have been successfully completed by March 2018:

- Preliminary design options and traffic modelling for Crownhill Road re-dualling – traffic signal upgrades and modifications to lane usage on Crownhill Road. This is to reduce congestion and improve traffic flow.
- Preliminary design options for the replacement of a traffic signal controlled junction with a mini roundabout and zebra crossings at Greenbank Road / Lipson Road. This is to reduce congestion and improve pedestrian safety.
- Design and Traffic Regulation Order schedules for double yellow line removal works in Cattedown, Millbay, St Judes and Devonport, which is in addition to a Citywide Project of the removal of unnecessary waiting restrictions. This is to support the relocation of inconsiderate and dangerous parking to safer designated areas and to improve traffic flow.

## **COA6 – Deliver the pavements Improvement Programme**

The asset management ethos of delivering the right treatment at the right time has remained constant during the delivery of the pavement improvement programme. Footways are prioritised based on condition, usage, maintenance category, and whether it forms part of the resilient network.

Almost one kilometre of footway has been reconstructed under the Living Street improvement programme throughout quarter four.

### **6.4. Improved street scene environment**

## **COA7 – Develop and deliver the Plan for the Modernisation of Waste and Street Services**

The service is seeing a reduction in calls regarding Waste Services again this quarter, with an average of 3,995 calls per month compared to an average of 4,100 calls per month during quarter three. The number of missed bin incidents in quarter four so far averages at 627 per month and is a reduction on the average of 673 per month last quarter. These figures indicate that the continued implementation of the Modernisation of Waste and Street Services over quarter four is going well. We also continue to evidence through our Key Performance Indicators that there has been an increase in recycling, reuse and composting tonnages.

## **COA8 – Introduce an initiative to tackle littering and fly-tipping**

Over the last quarter, Public Health Teams have been out with Street Cleaning and Waste Crews to obtain evidence for Fixed Penalty Notices. A new enforcement contract with 'Kingdom' commenced on the 19 March and sits within Public Protection. Kingdom Security will add extra enforcement officers to the streets of the city. These officers will be able to issue on-the-spot fixed penalty notices for littering, dog fouling, fly-posting and fly-tipping offences.

Firmstep processes are being amended to provide clearer reporting on statistics, including fly-tipping data, which will be viable for reporting from quarter one 2018/19.

## 6.5. Setting the direction for the South West

### **COA9 – Strengthen Plymouth’s role in the region through the delivery of priority actions identified in the Plymouth Plan**

The policies for strengthening the city’s strategic role (five in total) are set out in Section 4a of the Joint Local Plan (JLP) and are outlined below.

- Policy PLY1 seeks to enhance Plymouth’s role as a centre and hub for regional services, culture and the visitor economy, with a particular focus on the City Centre, Waterfront and the Derriford area.
- Policy PLY2 identifies the spatial framework of three ‘growth areas’ – the City Centre and Waterfront; Derriford and the Northern Corridor, and the Eastern Corridor – for delivering a regionally significant scale of growth in new jobs and homes.
- Policy PLY3 identifies a commitment to wide ranging partnership working at a city and regional level to strengthen higher value industries and utilise the city’s regional economic assets.
- Policy PLY4 seeks to protect and strengthen Devonport Naval Base and the Dockyard’s strategic economic and defence role, whilst also setting out key principles relating to the release of surplus defence land.
- Policy PLY5 addressed the strategic minerals role of the city, meeting both regional and national objectives.

These strategic policies set a framework for the Plymouth-specific planning policies of the JLP and also provide the strategic framework for a suite of initiatives lead by Council departments in collaboration with external partners. These initiatives are aimed at major investment in transport infrastructure, natural infrastructure and public realm led by the Strategic Planning and Infrastructure Department, and major development and regeneration projects being led by the Economic Development Department.

These policies are currently being tested through an independent public examination, the hearings for which commenced at the end of January 2018. The hearing sessions will be concluding during March, although we are anticipating the need to make some modifications to the plan before it can be formally adopted.

Once formally adopted, the JLP will carry significant weight in local decisions whilst also providing a strong voice for Plymouth in wider strategic arenas.

### **COA10 – Continue to fight to secure better alternative rail and improved road links**

#### **Better Alternative Rail**

Rail Minister Jo Johnson wrote to the Chair of the PRTF on the 28th February responding to the PRTF’s strategic blueprint “Closing the Gap”. The PRTF welcomes the confirmation that Dawlish is the Government’s number one rail priority, but expressed disappointment that there is still no commitment to fund and deliver the scheme beyond preferred option. The PRTF, in its response, has asked for the opportunity to brief both the Minister and the Secretary of State in person on the work of the Task Force and highlight what its immediate top three priorities are.

Network Rail presented its latest update to the Peninsula Rail Task Force (PRTF) in April on the Exeter to Newton Abbot resilience project at Dawlish and other flood resilience locations. Government has provided £15m to advance to Approval in Principal design of the preferred design of new sea wall at Dawlish; cliff stabilisation and rock fall shelters at the tunnel portals and develop options for reducing the steepness of the cliffs at Teignmouth. The programme is for Network Rail to go out to tender in 2019/20 with a preferred design and for installation of the first two schemes by 2023 and the last one by 2026. These priority areas will require £250m to £350m of funding and will now be subject to DfT’s new policy for developing and delivering enhancements to the rail network known as Rail Network Enhancement Pipeline process.

Network Rail are programmed to complete the Phase 1 works at Cowley Bridge Exeter by August 2018, which involves enlarging the existing culvert and constructing additional culverts to accommodate flood water from the river Culm. Currently funded up to detailed design is the removal of three weirs on the River Exe. Flood modelling will be completed in June 2018 to calculate the benefits of removing each of the weirs. These additional measures will require additional funding, again using the RNEP process.

Network Rail is also progressing the Western Rail Link to Heathrow which with a single change of train at Reading would cut the rail journey time between Plymouth and Terminal 5 by 42 minutes, achieving an overall journey time of about 3 hours. The design of this Nationally Significant Infrastructure project is reaching maturity with statutory consultation commencing this May ahead of submitting an Outline Business Case and securing a funding commitment in 2019. Main construction of the 6km long twin-bore tunnels would take place between 2022 and 2027.

Consultation on the next Great Western franchise (2020 – 2022) closed on the 21st February and feedback on the consultation responses from the DfT is now awaited. Philip Heseltine (PCC) has been appointed Chair of the Peninsula Rail Officer Group, which supports the PRTF, and in that role has been invited by DfT to participate along with representatives from Transport for Scotland, Transport for the North, Midlands Connect and West of England Combined Authority on the forthcoming Cross-Country Trains franchise renewal process.

Following some delays in receiving the sectional running time data for the new Class 802 bi-mode trains, the work to design timetable options that allows 2 trains per hour between Plymouth and London (Paddington) is now able to progress with results expected in June.

### **Improved Roads**

In December, the Department for Transport announced their consultation on the Road Investment Strategy 2 (RIS2). In response to this we provided Plymouth's five RIS2 priorities (derived from the work we have undertaken in support of our Joint Local Plan), briefed our MPs and wrote to local businesses promoting our 'Ask' and seeking their support. Our five agreed RIS2 priorities are:

- Widening the A38 between the A386 Manadon Junction and the B3413 at Forder Valley, providing additional capacity on a key link where current peak hour delays are frequent
- Widening the A38 on the approaches to Weston Mill Junction, providing additional capacity on the main access to the Naval Base
- Improvements to Deep Lane Junction including the provision of a Park and Ride site, supporting sustainable growth and new development along the city's Eastern Corridor
- Capacity and safety enhancements to the A38 Manadon Roundabout, improving Plymouth's worst performing junction with the A38 and A386 at Manadon Roundabout
- A route based study of the A38 from Exeter to Bodmin, to review existing / future performance of the route and inform investment decisions for RIS3.

Following on from the consultation we have started to work more closely with our neighbours in Cornwall who share our vision for an improved A38. A monthly 'Call for Action' working group has been convened and we have jointly (with Cornwall Council) commissioned Aecom to undertake an A38 Wider Economic Study to capture the current problems of poor connectivity and wider economic benefits forgone as a result of long and unreliable journey times on A38 between Bodmin and Exeter.

Whilst the results of the study will be finalised in June our indicative findings show an additional £900m of productivity growth and induced investment can be gained by improving connectivity along the A38. Once finalised, our study will be provided to the Secretary of State for Transport, setting out our A38 Case for Action and seeking a positive statement for investment in the A38 in Highway England's Strategic Business Plan (2019).

The study has strong political support from Sheryll Murray MP for South East Cornwall who is working together with other local MPs and Highways England through the local A38 Working Group.

## **COA11 – Take a lead role in establishing the new governance arrangements for the Heart of the South West (HotSW) and producing a Productivity Plan**

The meeting of the Joint Committee was cancelled in early March due to bad weather and was rearranged for the 23 March.

A very positive meeting was held between HotSW leaders and senior civil servants in January, followed by a workshop session with Chief Executives in February. This led to a large number of agreed actions, both for the partnership, and for civil servants in terms of raising the profile of the Heart of the South West with Government and progressing 'Asks' with Ministers.

The draft Productivity Strategy was completed on time and is ready to be endorsed. Work has commenced on developing the Delivery Plan, initially capturing existing work streams.

### **6.6. Motivated, skilled and engaged workforce**

#### **COA12 – Deliver the People Strategy**

The People Strategy was endorsed by Cabinet on 30 May 2017. This has been published on our web pages and communicated to our workforce through a range of channels.

For our Talent theme, a new strategic organisational design was agreed by Full Council in January 2018. A new Strategic Director for Children's Services was agreed and appointed at the February Chief Officers Appointments Panel. Following this appointment an Interim Service Director for Children, Young People and Families Services commenced their role in March.

Our apprenticeship target for 2018 is 2.5% and we currently stand at 1.25%. We promoted apprenticeships at the Team Plymouth event in March 2018 and continue to work with managers to identify opportunities are available for existing and new staff through the levy. We are monitoring this on a monthly basis to ensure that we meet our target.

We have delivered draft strategic workforce plans across all service areas, which are currently being reviewed and finalised. They will deliver succession plans for all business critical roles, including SLT members. Candidates for our first talent pool are being identified and will be in place by the end of June. Under the Leadership theme, 135 managers across the organisation have now attended the Management Fundamentals programme. We are developing an evaluation framework to assess the difference the programme has made to manager competence and confidence. The next cohort will be made up of aspiring managers; part of building a strong talent pipeline within the organisation as outlined in our People Strategy.

Managers are working towards completing their Manager's Driving Licence. The goal was for all managers to complete by 29 March. At this date the completion rate stood at 65%. We are continuing to report progress to CMT on a monthly basis. The Senior Leadership Team undertook a 'strengths for leadership' programme designed to create an empowering and inclusive leadership culture in line with the People Strategy 2016-2020. This will also help to address concerns raised through the staff survey about visibility of and trust in senior leaders across the organisation.

For the Culture theme, the Staff Survey was discussed at the Place and Corporate Overview Scrutiny. Overall, Members believe that the results are positive. Senior leads from service areas attended to share their action plans to ensure that there are improvements as a result of the feedback shared by staff.

We have begun a series of culture conversations across the organisation to explore how we can be at our best. The Way We Work programme is now also being rolled out; this will help us to link smarter

working with improved communications and increased engagement. This will be measured through the strategic workforce plans and the staff survey.



**CORPORATE PLAN PERFORMANCE ANALYSIS  
REPORT**

Quarter Four – 2017/18



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# I. INTRODUCTION

## I.1. The Corporate Plan

The Corporate Plan 2016-19 sets out our vision to be ‘One team serving our city’.

**OUR PLAN ONE CITY COUNCIL**

**CITYVISION 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**

<b>PIONEERING PLYMOUTH</b> We will be innovative by design, and deliver services that are more accountable, flexible and efficient.	<b>GROWING PLYMOUTH</b> We will make our city a great place to live by creating opportunities for better learning and greater investment, with more jobs and homes.	<b>CARING PLYMOUTH</b> We will work with our residents to have happy, healthy and connected communities where people lead safe and fulfilled lives.	<b>CONFIDENT PLYMOUTH</b> We will work towards creating a more confident city, being proud of what we can offer and growing our reputation nationally and internationally.
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**OUR THEMES**

<ul style="list-style-type: none"> <li>Quality services focused on customers' needs</li> <li>Balancing the books</li> <li>New ways of working</li> <li>Best use of Council assets</li> <li>Working constructively with everyone</li> </ul>	<ul style="list-style-type: none"> <li>Quality jobs and valuable skills</li> <li>Broad range of homes</li> <li>Increased levels of investment</li> <li>Meeting future infrastructure needs</li> <li>Green and pleasant city</li> </ul>	<ul style="list-style-type: none"> <li>Focus on prevention and early intervention</li> <li>Keeping children and adults protected</li> <li>Inclusive communities</li> <li>Respecting people's wishes</li> <li>Reduce health inequalities</li> </ul>	<ul style="list-style-type: none"> <li>Council decisions driven by citizen need</li> <li>Plymouth as a destination</li> <li>Improved street scene environment</li> <li>Motivated, skilled and engaged workforce</li> <li>Setting the direction for the South West</li> </ul>
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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 analysis of risk-informed performance against the indicators (where data is available) in headings:

- Pioneering
- Growing
- Caring
- Confident.

## I.2. Structure of this Report

### PERFORMANCE ANALYSIS BY EXCEPTION

Exception reporting will be made where performance shows significant change or differs from the target by a notable margin or where the level of risk indicates a potential issue. This will help to ensure consideration of performance is focused on those areas where action / intervention are most likely to be required.

### 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 two latest periods for which information is available e.g. quarter two 2017/18 compared to quarter one 2017/18, or for annual indicators 2017/18 compared to 2016/17.

- Indicators highlighted **green** show where the latest value has improved by more than 2.5% on the previous value or is on an expected trend
- 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 the latest value has declined by more than 2.5% on the previous value
- Indicators not highlighted have stayed the same, have no trend, or the most recent value is not comparable with previous values (for example, a change in methodology).

### 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.

### CHANGES TO HISTORICAL PERFORMANCE

Please be aware that often data is extracted from live systems and as such some historical data may be adjusted in quarter following additional data input and system updates. Performance in this document represents the most current and accurate figures available; however in a minority of cases it may differ from previous reports.

## 2. SUMMARY

This report provides exception-based performance analysis against the Corporate Plan indicators. Performance indicators also support improvement within our four organisational priorities relating to:

**Customer service** – Customer standards are being developed with service areas as part of broader work on the Customer Service Strategy, including a new set of standards for all staff in responding to enquiries from Councillors (casework). More information on indicators informing this area can be found in section 3.1

**Care Quality Commission review** – In December 2017, Plymouth was the subject of a review of our local health and social care system from the Care Quality Commission (CQC). The review focused on issues within/across the health and care systems. Following this review a number of recommendations were made and progress against these is updated within the corporate plan activity report. Within the Caring section of this report CR5 and CR6 provides an update on delayed transfers of care performance, an indicator linked closely to the health and care system

**Elections** – we continue to work to improve our electoral services with a focus on capability, resilience and robustness. We have acted upon recommendations from the independent investigation following the June 2017 General Election and are implementing the improvement plan, which is being overseen by the new Head of Electoral Services. A group of officers are working with and supporting the core Electoral Services team, with the shared aim of restoring confidence and trust in the Council's ability to deliver a high-quality service for voters and those standing for election. Through effective identification and mitigation of issues, our confidence in delivering a successful local election in May is very high. More information on indicators informing this area can be found in section 6.1 (CO1)

**Street services** – A group to understand and improve interactions between Customer Services and Street Scene and Waste Services has been focusing on improving customer experiences, including ensuring customers receive timely feedback and accurate information. This group involves Customer Services, Digital Services and Street Services and Waste teams to drive through sustainable improvements.

### 3. PIONEERING PLYMOUTH – QUARTER FOUR PERFORMANCE, 2017/18

PIONEERING PLYMOUTH - We will be innovative by design, and deliver services that are more accountable, flexible and efficient															
Ind.ID	Indicator	City or Corp Indicator	2015/16	2016/17	2017/18	Annual Performance Improving/ Declining?	England	Comp. Group	England Quartile Ranking	Q1 2017/18	Q2 2017/18	Q3 2017/18	Q4 2017/18	Quarterly Performance Improving/ Declining?	Target (RAG)
Quarterly Indicators - Financial Year															
PO1	Increase the uptake of digital services by our customers	Corporate		17%	34%	Improving				31%	38%	29%	39%	Improving	44%
PO2	Maintain a high percentage of customers satisfied with our digital services.	Corporate								Not comparable with previous data.		74%	63%	Declining	95%
PO3	Maintain a high percentage of complaints responded to within timeframe	Corporate	96%	99%	97%	Slight Decline				94%	98%	98%	98%	Same	95%
PO4	£ Variance to budget (forecast outturn)	Corporate	-£0.032m	£0.000m	£2.411m	Declining				£4.259m	£3.277m	£1.494m	£2.411m	Declining	£0.000m
PO5	% Variance to budget (forecast outturn)	Corporate	-0.02%	0.00%	1.31%	Declining				2.32%	1.78%	0.81%	1.31%	Declining	+/- 2%
PO6	Average borrowing rate	Corporate	3.94%	2.61%	2.41%	Improving				2.55%	2.37%	2.35%	2.38%	Slight Decline	3.5%
PO7	Average investment return	Corporate	1.33%	1.69%	1.54%	Declining				1.72%	1.47%	1.62%	1.34%	Declining	1.3%

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Performance data will also be provided on the following annual indicators when the data becomes available:

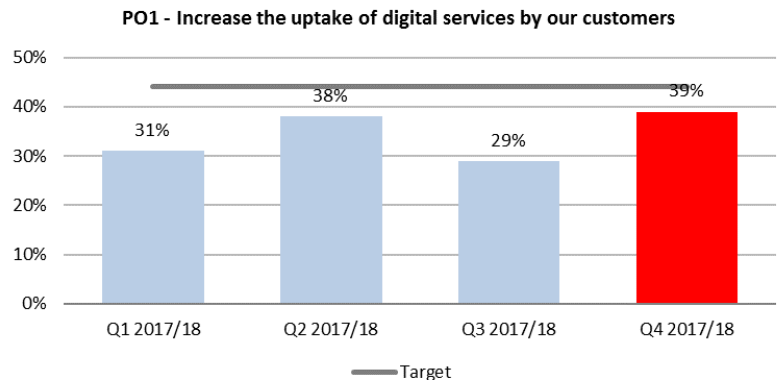
- PO8 – % Information Access complaints referred to the ICO (Information Commissioners Office) which are upheld (Indicator under review)
- PO9 – % Data Breach complaints referred to ICO which are upheld (Indicator under review)
- PO11 – Maintain a high percentage of customers satisfied with our services (next data delivery: quarter one 2018/19)
- PO12 - Increase in the (£m) value of income from commercial services (Please see exception report below)
- PO13 – Maximise ROI (net yield) on each commercial estate investment (next data delivery: quarter two 2018/19)
- PO14 – Increase the "Total Occupancy Rate" of all commercial properties owned by PCC (next data delivery: quarter two 2018/19).

### 3.1. Performance Analysis

#### PO1 - Increase the uptake of digital services by our customers

There has been an increase in digital transactions and the percentage of channel shift to self-service when compared to quarter three.

The most commonly used process via the Service channel is the ‘report waste collection issue back office process’. This process is used by the Contact Centre to log a case when a refuse collector calls in to report that they were unable to collect refuse. When there is an increase in the calls made by the refuse collectors via the Service channel (13,253 calls in quarter three), the percentage of processes raised via the Self channel is reduced. In quarter four there were fewer calls received via Service (5,832), which saw the percentage of processes via Self return to levels similar to those in quarter two.



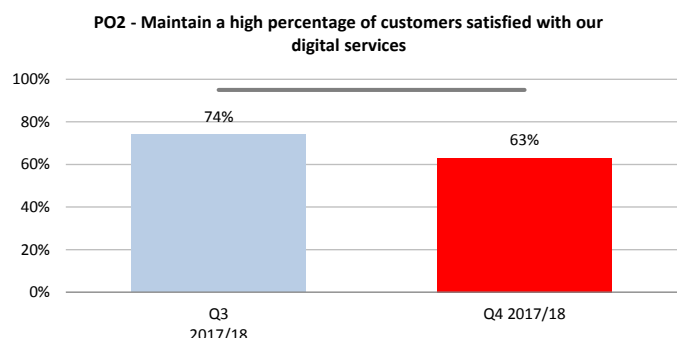
To maintain this improved performance, the Digital and System Services team are: continuing to work with Street Scene and Waste Services, Public Protection Services and Highways to digitise their processes that are not currently available digitally; working with the Customer Services department to ensure that customers are aware that they can now complete some of their requests digitally; guiding the customer to use the online forms via the Contact Centre, First Stop Shop and all Plymouth Libraries; and promoting online portals via correspondence, for example Council Tax payers and Business Rate payers.

#### PO2 - Maintain a high percentage of customers satisfied with our digital services

The Plymouth City Council website pages provide the customer with the ability to rate their digital interaction.

In October, we made changes to the way that we capture customer satisfaction, giving a more accurate view from that point forward. By making this initial change, the reported result increased from 41% to 75%.

The Council’s performance for quarter four declined to 63%. To work towards the majority of customer feedback relating to the website content instead of satisfaction with our services, the Digital Services Team are currently testing further changes to bring Plymouth City Council in line with best practices followed by other authorities. This includes changing the navigation of feedback entry so that the customer provides their feedback regarding use of the website before rating the content of the website (using the ‘smilies’).



**PO12 – Increase in the (£m) value of income from commercial services**

This key performance indicator has been confirmed as obsolete at this time. Ownership of the management of departmental budgets and income is not held centrally by the finance department. Current ownership is with the individual directorates / departments and therefore monitoring centrally is not in place.

During quarter one of 2018/19 the Head of Commercial Finance will be considering a commercial services strategy with the aim to support directorates increase their income from commercial services whilst re-introducing a level of monitoring centrally.

## 4. GROWING PLYMOUTH – QUARTER FOUR PERFORMANCE, 2017/18

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	City or Corp Indicator	2014/15	2015/16	2016/17	Annual Performance Improving/ Declining?	England	Comp. Group	England Quartile Ranking	Q1 2017/18	Q2 2017/18	Q3 2017/18	Q4 2017/18	Quarterly Performance Improving/ Declining?	Target (RAG)	
<b>Quarterly Indicators- Financial Year</b>																
GR1	Increase proportion of young people in academic years 12-14 who are in Education, Employment or Training (EET)	Corporate	Data not available due to definition change					89.7%	89.0%	1st	89.3%	89.9%	90.0%	90.0%	Same	90%
GR2	Number Employed (Previous 12 months) (Quarter in Arrears)	City		125,200	127,100	Slight Improvement				128,500	127,100	126,300	Available quarter one	Slight Decline	To Increase	
GR3	% Employment rate (16 - 64 population) (Quarter in Arrears)	City	71.1	74.6	74.8	Slight Improvement	74.4	75.3 (HOTSW)	3rd	75.6	74.8	74.6	Available quarter one	Slight Decline	To Increase	

Performance data will also be provided on the following annual indicators when the data becomes available:

- GR4 – Increase the number of jobs in Plymouth (next data delivery: quarter three 2018/19)
- GR5 – Increase the number of higher level apprenticeship starts (next data delivery: quarter two 2018/19)
- GR6 – Net Additional Homes (next data delivery: quarter one 2018/19)
- GR7 – Reduce carbon emissions (next data delivery: quarter two 2018/19)
- GR8 – Increase the value of the City's GVA (Gross value added per Hour - indices) (next data delivery: quarter three 2018/19)
- GR9 - Increase the percentage of Key Stage 4 pupils achieving a standard 9-4 pass in English and Maths (next data delivery: quarter three 2018/19)

**Please note: No exception reporting has been provided within the Growing section as all indicators are within tolerance.**



## 5. CARING PLYMOUTH – QUARTER FOUR PERFORMANCE, 2017/18

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	City or Corp Indicator	2015/16	2016/17	2017/18	Annual Performance Improving/ Declining?	England 2016/17	Comp. Group 2016/17	England Quartile Ranking 2016/17	Q1 2017/18	Q2 2017/18	Q3 2017/18	Q4 2017/18	Quarterly Performance Improving/ Declining?	Target (RAG)
<b>Quarterly Indicators - Financial Year</b>															
CR1	Improve safeguarding through increased success in achieving the "Families with a future" Outcome Framework (cumulative)	Corporate	54	271	395	Improving				287	294	303	395	Improving	383
CR2	Increase the percentage of eligible two year olds taking up free early education places	City	89.0%	92.0%	90.0%	Slight decline	68.0%	69.1%	1st	87.5%	91.0%	93.0%	86.0%	Declining	90.0%
CR3	% of young people with Special Educational Needs and Disabilities (SEND) in education, employment and training	City	87.0%	91.0%	86.2%	Declining	89.7%	89.0%	1st	86.0%	89.2%	87.3%	86.2%	Slight Decline	87.0%
CR4	Children's Safeguarding timing of Assessments.	Corporate	91.4%	94.6%	76.0%	Declining	81.5%	77.6%	2nd	81.7%	71.1%	70.6%	76.0%	Improving	88.0%
CR5	Delayed transfers of care from hospital per 100,000 population, whole system (rate based on average of delayed days per day)	City	15.7	21.5	27.6	Declining	12.9		4th	29.2	26.0	22.9	32.6	Declining	14.0
CR6	Delayed transfers of care from hospital per 100,000 population, whole attributable to ASC (rate based on average of delayed days per day)	City	9.3	9.5	9.2	Improving	4.6		4th	10.4	11.9	9.9	5.7	Improving	3.7
CR7	% of completed safeguarding enquiries where risk has been identified and reduced or removed	City	70.5%	86.4%	89.5%	Improving				88.0%	90.0%	86.6%	92.0%	Improving	75%
CR8	Average number of households in Bed & Breakfast	Corporate	25.0	41.0	53.7	Declining				57.9	53.3	57.4	46.2	Improving	33
CR9	Number of households prevented from becoming homeless	Corporate	1030	948	900	Declining				198	263	175	264	Improving	237
CR10	People helped to live in their own homes through the provision of a major adaptation (cumulative)	Corporate	286	248	297	Improving				58	105	183	297	Improving	260

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Performance data will also be provided on the following annual indicators when the data becomes available:

- CR11 – The proportion of people who use services who say that those services make them feel safe and secure (next data delivery: quarter one 2018/19)
- CR12 – Overall satisfaction of people who use services with their care and support (next data delivery: quarter one 2018/19)
- CR13 – Close the gap in life expectancy between the most and least deprived areas (next data delivery: quarter two 2018/19).

### 5.1. Performance Analysis

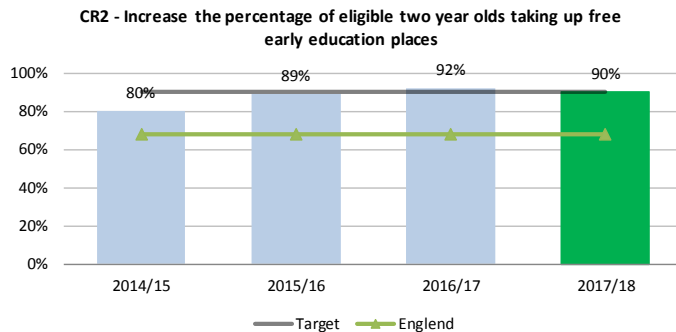
#### CR2 - Increase the percentage of eligible two year olds taking up free early education places

Based on 2016/17 benchmarking information, Plymouth is in the top quartile nationally for performance against this indicator. We remain 17 percentage points above the national average and 18 percentage points above the statistical neighbour average.

However, in a continual bid to improve, a target that promotes a 0.5% year-on-year increase had been included for 2017/18.

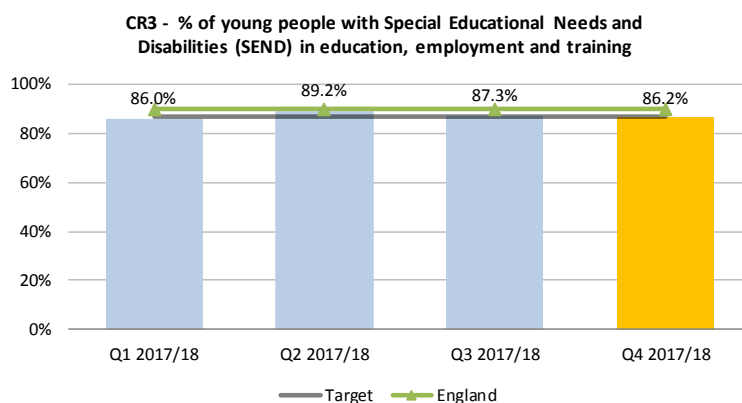
Throughout quarter two and quarter three, this target had been exceeded. In quarter four however, there has been a decrease, putting this quarter's 'take-up' four percentage points behind our target. The 7% reduction seen in quarter four is in line with trends seen at the same point in the previous year. Reasons for the decline in quarter four may be due to parents' preference to start in the summer and autumn terms, and the number of spaces that providers have available. Regardless, the service is monitoring the effects of the new 30 hour free childcare for three and four year olds and the impact of the Welfare Reform on the two year old 'take-up' to ensure that any impacts are identified early.

At year end (April 2017 – March 2018), the average 'take-up' of free early education places for two year olds is 90%. This means that we have met our target and exceeded our benchmarks by more than 20 percentage points.



#### CR3 - % of young people with Special Educational Needs and Disabilities (SEND) in education, employment and training

Young people with Special Educational Needs (SEND) in Years 12 – 14 are identified as those with an Education, Health and Care Plan (EHCP). Plymouth is in the top quartile for performance against this indicator based on 2016/17 data, which is the most recently available benchmarking information. A decrease in young people with SEND in Education, Employment and/or Training (EET) can be seen in quarter four. This is in line with trends seen in the previous year.

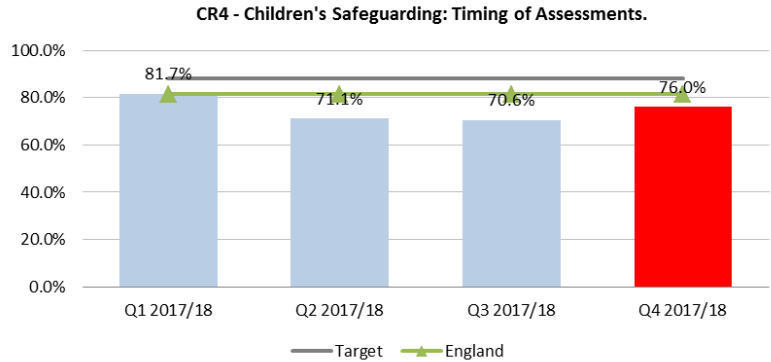


Performance sits 0.7 percentage points below target; however, in comparison to the previous year the percentage of young people with SEND in EET has increased. In quarter three of 2016 the average was 86.5% (0.9 percentage point increase in quarter three 2017/18) and in quarter four of 2017, the average was 85.7% (0.5 percentage point increase seen this quarter).

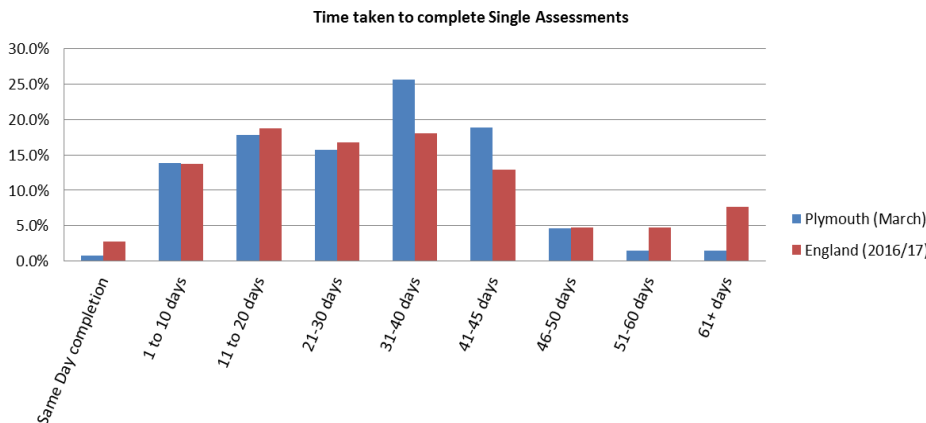
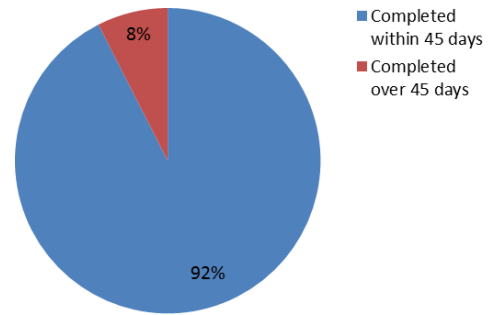
### CR4 – Children's Safeguarding timing of Assessments

Performance against timeliness for Single Assessments has proved challenging in 2017/18. Year to date timeliness has increased at the end of quarter four, and stands at 76% against a target of 88%. This improvement brings Plymouth closer to both the comparator (78%) and national (82%) averages.

Lower performance in quarters two and three was influenced by a number of factors, including the implementation of new practice standards focusing on quality of assessment, and a change in Head of Service and Service Manager Personnel. In quarter four, timeliness for new assessments was reported at circa 90%, which has helped to lift the year to date performance (see chart opposite for March 2018). This most recent performance also benchmarks well against national averages, which is an indication that performance is much improved. The chart below compares Plymouth's March performance to national averages and shows that we are completing a higher percentage within 45 days.



Single Assessments Completed within 45 working days in March.

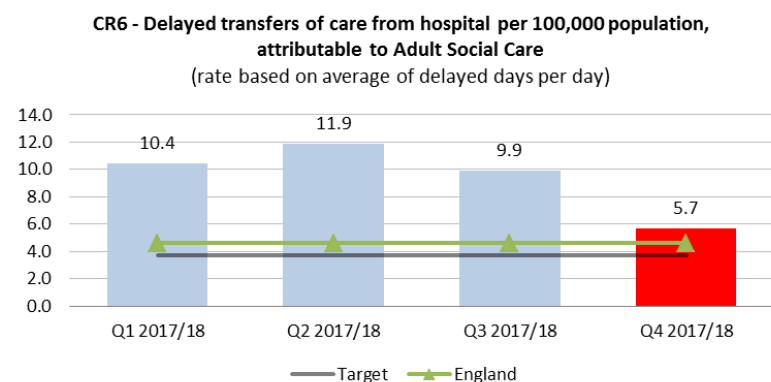
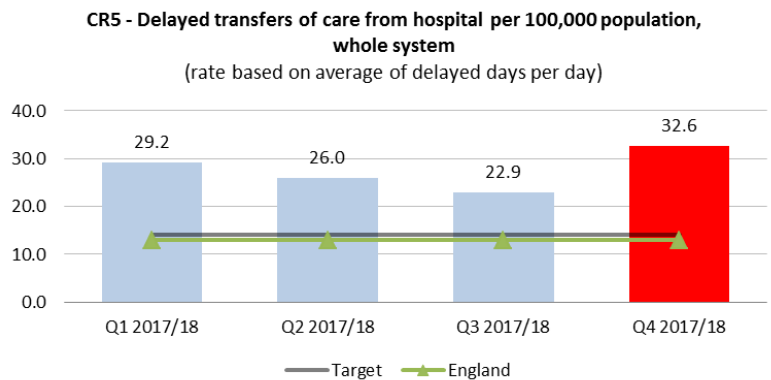


The service is now well placed to deliver improved timeliness going forward. The situation is being closely monitored and improvement in performance is expected to continue. A proposed target of 90% for 2018/19 reflects this.

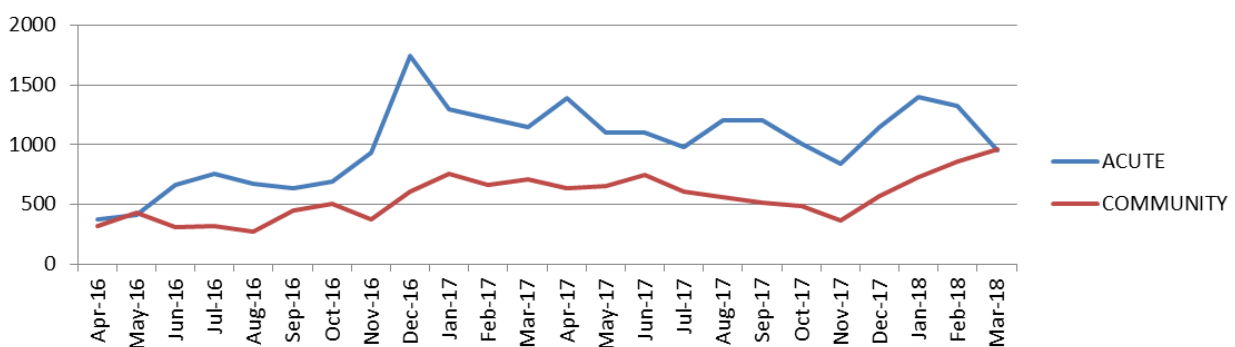
### CR5 and CR6 – Delayed Transfers of Care (Health and Social Care System performance)

During quarter four the average number of delayed days per month was 2,073, which compares to 1,485 in quarter three. Our system remains challenged with an increase in quarter four in the number and proportion of patients with complex needs. This increase in demand was impacted by winter pressures. During March 2018 there has been an improvement in performance and we would hope that this will continue into 2018/19. Despite this improvement, the number of delays across the whole system remains high and is not achieving target. In quarter four there has been a decrease in the number of delays that are attributable to Adult Social Care (see chart CR6).

Waiting for an assessment, awaiting further NHS care and awaiting a residential home placement continue to be the most common reasons for a delay. We track the distribution of delays from an acute setting (Derriford Hospital) and a non-acute setting (Mount Gould). The chart below illustrates this split and highlights that the higher numbers of delays come from an acute setting; this is also the case on a national level. Over the winter period, however, there has been a pressure on community delays and resources will be focused to ensure reductions across both settings. Through weekly submissions to the Local Government Association we are able to track that the number of delays at both Derriford and Mount Gould are reducing during April.



Delayed Days by Acute or Community Setting

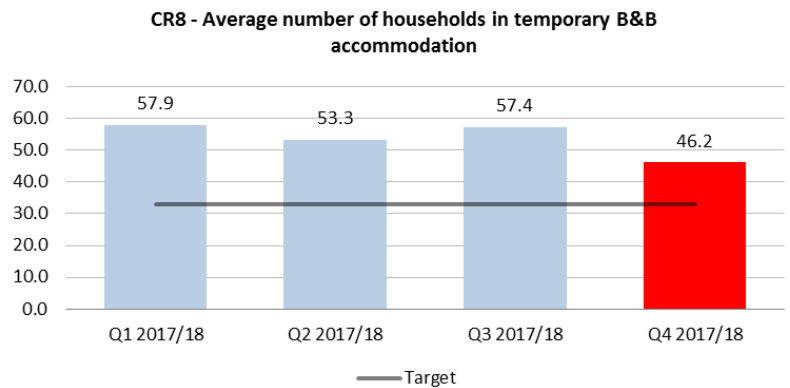


Through the System Improvement Board, all system partners remain committed to focusing on improving performance. An improvement plan is in place, which includes the appointment of the Interim Director of Integrated Urgent Care, the development of the Acute Assessment Unit to assist in preventing unnecessary admissions to hospital, and the rolling out of a home first approach. Other interventions include the procurement of new domiciliary care capacity with a

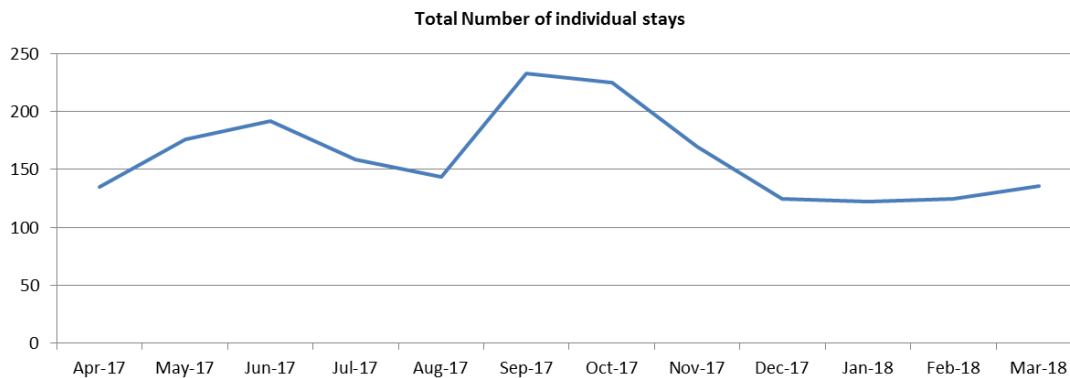
focus on seven day working, the recruitment of additional dedicated social workers, and the implementation of a bed bureau to secure better access to care home beds.

### CR8 – Average numbers of households in Bed and Breakfast (B&B)

Quarter four performance saw the average number of B&B stays for the quarter reduce to 46. This is a positive reflection on the hard work that the Community Connections team has put in to manage demand, increase provision and support move on. We are continuing to look for alternative options for emergency accommodation and are working with providers to increase provision. Houselet continues to provide accommodation for families but we are still working with the provider to access more properties, give better turnaround and flexibility to help us to accommodate more families.



Supported temporary accommodation provision has increased over the last nine months from 42 to 53. We are now expecting provision to increase to 58 by July 2018. This will reduce our need for bed and breakfast accommodation for single people. The chart below illustrates that since the period of highest pressure in autumn 2017 we are on a reducing trajectory to lower the number of individual stays within B&B.

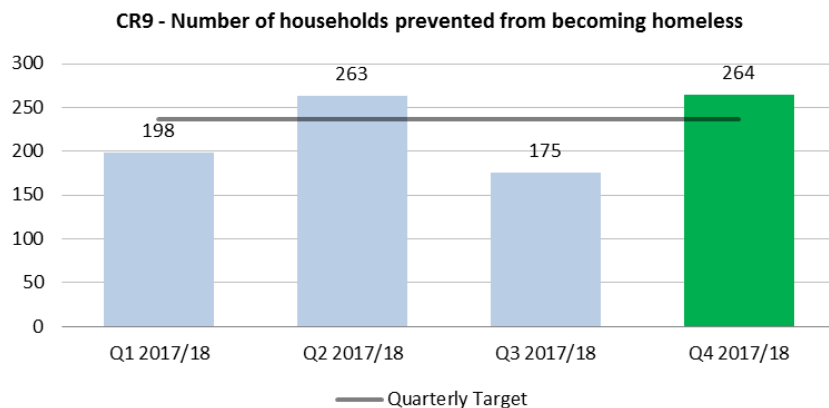


Other interventions to continue this reduction include:

- We are working with Partners to reduce the number of households in B&B and to see how they can support reductions through efficiencies and prevention
- We have refocused some Community Connections staff to proactively and robustly move those in B&B into more appropriate accommodation
- We have set up a Multi-Disciplinary Team with partners to troubleshoot and provide move on from B&B
- We are working with partners to look at training and an evictions policy across the homelessness pathway to ensure that partners are supporting us with B&B avoidance
- Use of a Creative Solution Forum, multi-agency approach to problem solving to look at some cases and find solutions.

### CR9 – Number of households prevented from becoming homeless

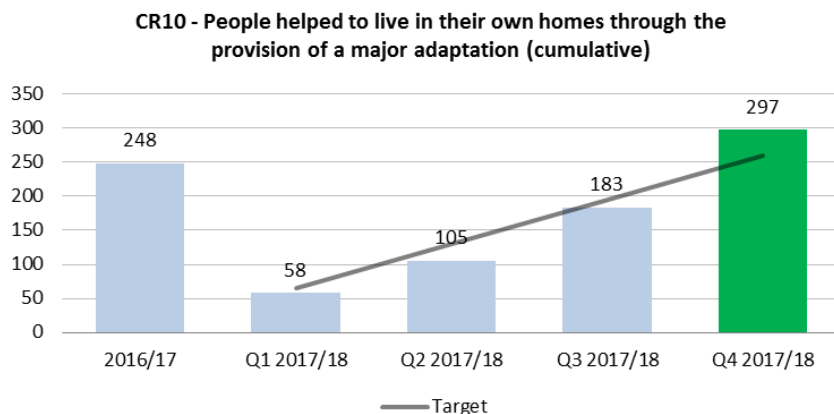
Prevention of homelessness increased in quarter four with 264 households prevented from becoming homeless; up from 175 in quarter three. This means that we achieved the quarterly target of 237, for the whole of 2017/18 prevention activity has decreased. Work has been undertaken with the Housing Access team to ensure that we are maximising prevention and working with people to, where possible, keep them in their current homes whilst helping them to solve their impending homelessness. The success of this indicator impacts on the average number of households in B&B that has been previously reported on in this section.



The increasing demand in people presenting to the local authority as being at risk of homelessness is reflected by one of the Council’s strategic risks (amber risk SCEOI) with regards to a risk of increased poverty and hardship as a result of the impact of Welfare Reform and reduced funding for discretionary welfare funds. Activities underway to try to mitigate this risk include the Welfare Reform Framework having been adopted, and the implementation of plans and strategies to create jobs. Support also continues to Credit Unions and other financial inclusion initiatives.

### CR10 – People helped to live at home through provision of a major adaptation

By providing major adaptations through a DFG (Disabled Facilities Grant) we are helping people with disabilities to live at home. Interventions including a pilot to install stair lifts at the request of Occupational Therapists have helped to increase the number of home adaptations during quarter four, thus increasing the number of people helped to live at home. During the year the gap between activity and target had been closing and sustained performance improvement in quarter four means that by year end the 2017/18 target has been exceeded. Additional funding via the autumn budget helped to contribute to this performance and we are working to embed practices that maintain this performance in 2018/19.



## 6. CONFIDENT PLYMOUTH – QUARTER FOUR PERFORMANCE, 2017/18

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	2014/15	2015/16	2016/17	Annual Performance Improving/ Declining?	England	Comp. Group	England Quartile Ranking	Q1 2017/18	Q2 2017/18	Q3 2017/18	Q4 2017/18	Quarterly Performance Improving/ Declining?	Target (RAG)
<b>Quarterly Indicators - Financial Year</b>														
CO1	Increase the volume of residents registered to vote	177,442	180,325	184,624	Improving				196,019	194,541	189,308	192,798	On Trend	On Trend
CO2	Staff sickness in days (average number of days sickness per FTE in a rolling 12 months)	8.56	6.87	7.65	Declining	10.4	9.7		6.73	7.05	7.15	7.72	Declining	7.40
Ind. ID	Indicator	2015/16	2016/17	2017/18	Annual Performance Improving/ Declining?	England	Comp. Group	England Quartile Ranking	Target (RAG)					
<b>Annual Indicators - Financial Year</b>														
CO4	Increase the value of local community projects benefitting from non Council funding	£2,711,542	£3,921,462		Improving				£2,800,000					
Ind. ID	Indicator	2015	2016	2017	Annual Performance Improving/ Declining?	England	Comp. Group	England Quartile Ranking	Target (RAG)					
<b>Annual Indicators - Calendar Year</b>														
CO11	An increase in Visitor Numbers	4,965,000	5,116,000	Available 2019	Improving				4,638,733					
CO12	An increase in Visitor Spend	£316,553m	£321,767m	Available 2019	Slight Improvement				£319.353m					
CO13	Residents satisfaction with reduction in City congestion levels.	43.0%	43.1%	40%	Declining	53%			44%					
CO14	Residents are satisfied with the condition of roads and pavements in the city	50%*	52%*	52%	Same	55%			59%					

Performance data will also be provided on the following annual indicators when the data becomes available:

- CO3 – Improved recycling rate (next data delivery: quarter one 2018/19)
- CO5 – Percentage of residents who are satisfied with Plymouth as a place to live (next data delivery: quarter one 2018/19)
- CO6 – Percentage of people who feel they can influence decisions (in their locality) (next data delivery: quarter one 2018/19)
- CO7 – Reduce the percentage of waste going to landfill (next data delivery: quarter one 2018/19)
- CO8 – Reduce the incidents of fly-tipping (next data delivery: quarter three 2018/19 )
- CO9 – Reduced rail journey times between Plymouth/London (minutes) (quarter four 2018/19)
- CO10 – An increase in the city's population (next data delivery: quarter one 2018/19)
- CO11 – An increase in visitor numbers (next data delivery: quarter four 2018/19)
- CO12 – An increase in visitor spend (next data delivery: quarter four 2018/19)
- CO13 – Residents' satisfaction with reduction in City congestion levels (next data delivery: quarter three 2018/19)
- CO14 – Residents are satisfied with the condition of roads and pavements in the city (next data delivery: quarter three 2018/19).



## 6.1. Performance Analysis

### CO1 - Increase the number of residents registered to vote

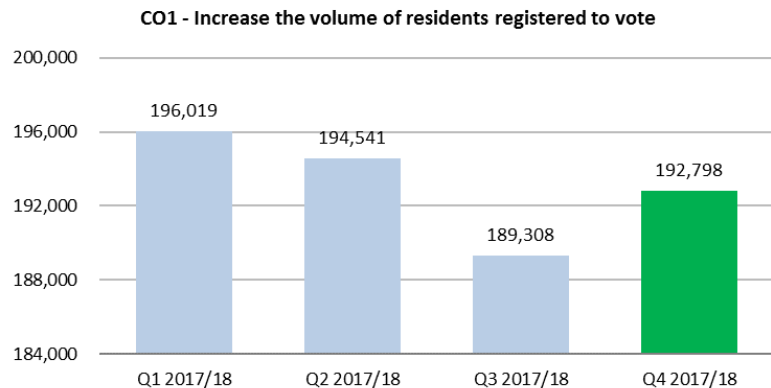
The Council has a current strategic risk regarding electoral services which is rated amber (Strategic Risk SCE02). This references potential failure to deliver effective electoral services functions due to inadequate resourcing and processes and lack of appropriately qualified staff. A key element of delivery is a duty to maintain an accurate register of the electorate.

Since the 2017 canvass in December, the focus has been on preparation activities for the local elections on 3 May 2018. This includes the following actions to ensure that the electoral register is as up to date as possible:

- Media campaigns to encourage residents to register but also to provide guidance around opting in to or out of postal and proxy voting (including official deadlines)
- Processing late ‘post-canvass’ changes – for example new home owners/tenants returning the Household Enquiry Forms after publication of the December register
- General maintenance – for example:
  - People moving into or out of the city
  - Removing residents who have passed away
  - Removing ‘pending’ deletions following final notifications.

The overall register which covers the entire Plymouth electorate contained 192,798 electors; this is an increase of 3,490 on the quarter three position. A total of 36,358 electors (18.8%) were recorded as postal voters.

From a local election perspective, the electorate stood at 187,156 – this number excludes Plympton St Erle (as there is no local election in 2018 for this ward) and those who reside overseas. 34,519 or 18.6% opted for postal voting.

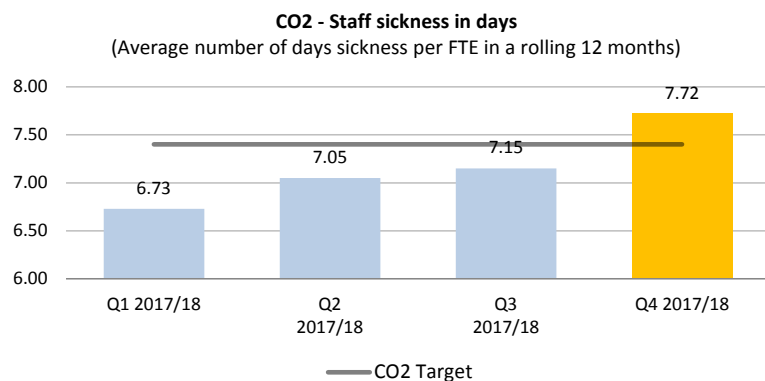


### CO2 - Staff sickness in days

The Council-wide target for sickness was set at 7.40 days per full time equivalent (FTE) for 2017/18. The corporate sickness outturn for 2017/18 is 7.72 days per FTE, which is higher than the corporate target by 0.32 days.

There was an increase of 0.36 days in the average number of days lost to sickness between December 2017 (7.15 days) and January 2018 (7.51 days), which has continued to increase throughout quarter four.

The main reasons for short term absence are musculoskeletal and cold/flu, with long term absence a result of stress / depression / psychological and musculoskeletal related sickness. Long term sickness data could reflect the same member of staff having more than one period of absence during the rolling year.



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