



**Oversight and Governance**

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## **Performance, Finance and Customer Focus Overview and Scrutiny Committee**

Wednesday 12 December 2018

3pm

Warspite - Council House

**Members:**

Councillor Ball, Chair

Councillor Winter, Vice Chair

Councillors Darcy, Derrick, Kelly, Singh, Rebecca Smith, Kate Taylor and Vincent.

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

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**Tracey Lee**

Chief Executive

# **Performance, Finance and Customer Focus Overview and Scrutiny Committee**

## **1. Apologies**

To receive apologies for non-attendance submitted by Councillors.

## **2. Declarations of Interest**

Councillors will be asked to make any declarations of interest in respect of items on the agenda.

## **3. Minutes (Pages 1 - 12)**

To confirm the minutes of the meetings held on 10 October 2018 and 31 October 2018.

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

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

## **5. Customer Experience Peer Challenge (Pages 13 - 38)**

## **6. Parking Update (Pages 39 - 60)**

## **7. Capital and Revenue Monitoring Report 2018/19 - Quarter Two (Pages 61 - 82)**

## **8. Corporate Plan 2018-22 - Quarter Two 2018/19 Update (Pages 83 - 144)**

## **9. Work Programme (Pages 145 - 148)**

## **10. Tracking Decisions (Pages 149 - 152)**

## **Performance, Finance and Customer Focus Overview and Scrutiny Committee**

**Wednesday 10 October 2018**

### **PRESENT:**

Councillor Ball, in the Chair.

Councillor Winter, Vice Chair.

Councillors Darcy, Derrick, Kelly, Singh, R Smith, Kate Taylor and Vincent.

Also in attendance: Councillor Dann (Cabinet Member for Environment and Street Scene), Lou Hayward (Service Director for Street Services), Andrew Loton (Senior Performance Advisor), Councillor Lowry (Cabinet Member for Finance) and Helen Prendergast (Democratic Advisor).

The meeting started at 3.00 pm and finished at 4.50 pm.

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

### 15. **Declarations of Interest**

In accordance with the code of conduct, Councillor Kate Taylor declared a personal interest (minute 20 refers) as she was an employee of Livewell South West.

### 16. **Minutes**

The Committee agreed that the minutes of the meeting held on 8 August 2018 are confirmed as a correct record.

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

There were no items of Chair's urgent business.

### 18. **Street Services Key Performance Indicators including an Update on Pledges 90, 93 and 94 and Tree Maintenance including an Update on Pledge 98**

Councillor Dann (Cabinet Member for Environment and Street Scene) and Lou Hayward (Service Director for Street Services) presented the Street Services key performance indicators, tree maintenance and an update on Pledges 90, 93, 94 and 98 report.

The following key areas of the report were highlighted –

- (a) the Plan for Trees public engagement event had run from 20 August 2018 to 16 September 2018; during this period a total of 1105 individual responses had been received;
- (b) the results of the engagement exercise would help to shape the City's Plan for Trees and the delivery plan which would set out how the tree maintenance backlog would be tackled, as well as, establishing a new cyclical maintenance programme;
- (c) in the City there were an estimated 40,000 street trees, 200ha of woodlands as well as trees within parks and greenspaces; over 380 trees required immediate attention and over 1000 trees had been identified as having an issue; a full audit of the City's tree stock would need to be undertaken;
- (d) the introduction of the Street Services Information Management System (SSIMS) which through a combination of technology, handheld devices and better data management would assist in transforming how frontline services worked.

The key areas of questioning from Members related to –

- (e) the process that would be adopted for trees that required maintenance work within conservation areas;
- (f) whether consideration would be given to the appropriate type of tree would be planted in certain areas, in order to avoid the current situation of pavements lifting due to tree roots;
- (g) the cost and the impact on the Council's insurance premium regarding tree damage to buildings;
- (h) whether a target had been set for the number of responses received regarding the tree engagement exercise and whether the feedback had been meaningful due to the small percentage of responses that had been received;
- (i) whether there was currently a budget for tree maintenance;
- (j) what measures had been put in place to address the increase in missed bin collections in May, June, July and August 2018;
- (k) the breakdown of calls received regarding Waste Services (ie, complaints, enquiries, etc);
- (l) what enforcement measures were in place to prevent persistent offenders from fly tipping;

- (m) whether there were plans to roll out communal bins in similar areas as in the Drake ward;
- (n) whether there were plans to undertake further meetings across the City at which residents could raise their concerns;
- (o) whilst the audit of trees was being undertaken (which could take a considerable number of months) would the programme of tree maintenance works continue;
- (p) whether the number of calls received included self-service information;
- (q) how benchmarking for street cleanliness was undertaken and what target had been set for Plymouth;
- (r) what measures were being put in place to increase recycling rates within the City.

The Committee noted the report.

The Committee agreed that –

- (1) the pilot scheme for the Street Services Information Management System is scheduled for a future meeting of the Committee (the Cabinet Member for Environment and Street Scene to provide the timeline for this item);
- (2) data is sought from the Service Director for Customer Services regarding the breakdown of calls received for Waste Services (ie complaints, enquiries, other).

19. **Corporate Plan 2018-22 - Quarter One 2018/19 Update**

Councillor Lowry (Cabinet Member for Finance) and Andrew Loton (Senior Performance Advisor) presented the Corporate Plan 2018-22 – quarter one 2018/19. The report provided analysis of quarter one (May to July) performance against the Council's key performance indicators. The report was in a new format for the Corporate Plan to help improve transparency and clarity.

The KPIs had been reviewed with a view to embedding an outcome-focussed performance and learning culture which placed customers at the heart of all that the Council did. Over half the KPIs in the Corporate Plan were new with a specific focus on the Council's contribution to the City and its impact on residents and businesses.

All service level business plans were in the process of being updated to reflect the new Corporate Plan and a refresh of service level balance scorecards would take place to support this.

The key areas of questioning from Members related to whether –

- (a) the new burdens funding (approximately £371,876) would take some pressure off the Council's homelessness budget, considering the high level of homelessness within the City;
- (b) further information could be provided relating to the Plymouth City Survey such as, how many surveys were circulated, how was this achieved and the upkeep of the responses;
- (c) an additional performance indicator for rough sleepers could be included within the report to help clearly identify the number of rough sleepers as currently this was not clear within the report.

The Committee welcomed and supported the new format and the aim of the report. Whilst this was not a reflection on the report, Councillors considered that they were unable to question the appropriate Cabinet Members on areas of concern both within their respective remit and also providing an opportunity for the other scrutiny committees to be able to do the same.

Concerns were raised regarding the following issues –

- (d) 'statutory complaints completed within timescales' - 77% of children and young people complaints received had not been closed within the expected timescales;
- (e) 'percentage of council tax collected' – a gap in the council tax collected and the target of 28.85% had been identified, what was the monetary value of the gap and what was the impact on the overall budget;
- (f) 'average number of households in bed and breakfast accommodation' – the use of bed and breakfast had shown an increase rather than a reduction;
- (g) 'proportion of residents who feel safe' – 47% of 16-24 year olds felt unsafe after dark in the City.

The Committee noted the report.

The Committee agreed to -

- (1) request that a separate performance indicator is included within the report to clearly identify the number of rough sleepers in the City in relation to 'number of households prevented from becoming homeless';
- (2) provide an opportunity for the other scrutiny committees to scrutinise areas of concern within their remit;

- (3) circulate the Corporate Plan in a timely manner, in order to provide Members of the Committee sufficient time to identify areas of concern (within its remit) and request that the relevant Cabinet Members and officers attend the meeting , in order to be better able to undertake efficient scrutiny.

20. **Finance Monthly Report - Month 4**

The Chair advised that neither the Cabinet Member or officers would be present for the monthly finance reports, however they would be available for the quarterly reports. The report had been circulated to the Committee via email in advance of the meeting.

Councillor Darcy registered his disappointment at not having the opportunity to scrutinise the monthly report with the Cabinet Members and officers present.

Councillor Derrick considered that it would be helpful if the report could indicate the changes from month to month.

The Committee agreed to request officers to provide additional information within the report indicating the changes from month to month.

21. **Work Programme**

The Chair advised that a potential date had been identified for the select committee review to consider the Gypsy Roma and Travellers unauthorised encampments. Further information would be provided once a date had been confirmed.

Councillor Kate Taylor requested that the joint select committee review for homelessness be progressed.

The Committee noted its work programme for 2018/19 and agreed to schedule the joint select committee review (with the Health and Adult Social Care Overview and Scrutiny Committee) on homelessness in March 2019.

22. **Tracking Decisions**

The Committee noted the progress of its decisions.

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## **Performance, Finance and Customer Focus Overview and Scrutiny Committee – Call In**

**Wednesday 31 October 2018**

### **PRESENT:**

Councillor Winter, Vice Chair, in the Chair.

Councillor Fletcher (Substitute for Councillor Kelly), Vice Chair.

Councillors Corvid (Substitute for Councillor Vincent), Derrick, Dr Mahony (Substitute Councillor Ball), Morris (Substitute for Councillor Kate Taylor), Singh and Rebecca Smith.

Apologies for absence: Councillors Ball, Kelly, Kate Taylor and Vincent.

Also in attendance: Councillor Ball (Member Calling in Decision), Robin Bevan (Transport Planning Officer), Councillor Coker (Cabinet Member for Strategic Planning and Infrastructure), Councillor Dann (Cabinet Member for Environment and Street Scene), Sally Farley (Strategic Transport Manager), Ross Jago (Senior Governance Advisor), Councillor Johnson (Member Calling in Decision), Darren Stoneman (Civil Enforcement Manager) and Helen Prendergast (Democratic Advisor).

The meeting started at 3.30 pm and finished at 5.05 pm.

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

23. **Declarations of Interest**

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

24. **Chair's Urgent Business**

There were no items of Chair's urgent business.

25. **Appointment of Vice Chair**

The Committee agreed to appoint Councillor Fletcher as Vice Chair for this particular meeting.

26. **Call-In: Decision Reference ES05 18/19 (The City of Plymouth (Traffic Regulation Orders) (Amendment No. 2018.2137185 - Connaught Avenue, College Avenue, Mannamead Road, Mutley Plain and Torr Lane) Order, a decision which is in support of the B3350 Mannamead Road Junctions Improvement Scheme (Decision Ref: SDPI 01 18/19), part of the Northern Corridor Transport Scheme (Decisions Ref: L14 15/16)**

The Performance, Finance and Customer Focus Overview and Scrutiny Committee considered the call-in of the executive decision - Decision Reference ES05 18/19 (The City of Plymouth (Traffic Regulation Orders) (Amendment No. 2018.2137185 - Connaught Avenue, College Avenue, Mannamead Road, Mutley Plain and Torr Lane) Order, a decision which is in support of the B3350 Mannamead Road Junctions Improvement Scheme (Decision Ref: SDPI 01 18/19), part of the Northern Corridor Transport Scheme (Decisions Ref: L14 15/16).

The Committee heard that –

(a) Councillors Ball, Johnson and Kelly had called in the decision for the following reasons -

- the traffic flow into Mutley Plain from the north was high in the early morning and diminished through the day negating the proposal's reasons for a complete removal of the parking spaces;
- congestion which restricted traffic flow on Mutley Plain would not be changed by removal of these parking spaces, they were the result of other physical restrictions which were articulated by objectors during the consultation;
- enforcement of the parking spaces could be improved by the installation of metering.

(b) Councillors Ball and Johnson considered that -

- the 13 car parking spaces were crucial for the viability of the businesses located on Mannamead Road and should this decision be implemented this would further exacerbate the economic decline of Mutley Plain;
- the removal of the car parking spaces would not make a significant difference to the traffic flow, as there were a number of physical restrictions along Mutley Plain which included the right hand turn into Ford Park Road;
- a change in the time restrictions for these parking spaces would negate the need to remove them;
- no due attention had been given when considering this scheme, as to the impact that it would have on businesses (the service sector businesses in this area had informed

Councillor Ball that leases would not be renewed in light of this decision which would further effect other sector related businesses);

- whether the improvement in the journey times would be worth the loss of 10 or more business;
- (c) Councillor Dann (Cabinet Member for Environment and Street Scene), Councillor Coker (Cabinet Member for Strategic Planning and Infrastructure), Sally Farley (Strategic Transport Manager), Robin Bevan (Transport Planning Officer) and Darren Stoneman (Civil Enforcement Manager) responded that –
- the Mannamead Road Junction Improvements Scheme was the second scheme within the Northern Corridor Junction Improvements Programme; the project would upgrade signals, improve pedestrian and cycle facilities and provide a shared lane for pedestrian/cycle link between the Torr Lane and Manadon junctions;
  - the presence of the on-street parking bays reduced capacity to a single lane at the point where it entered the dualled section at Mutley Plain, resulting in frequent congestion on the approach to Mutley Plain with queues often extending back past Elm Road; south bound traffic flow on Mannamead Road was high throughout the day (750 vehicles per hour at 8am reducing to 600 vehicles per hour during the day and rising again to over 700 vehicles per hour from around 4pm);
  - the traffic modelling demonstrated that there would be significant benefit in both the morning and evening peak periods, mainly as a result of the removal of parking (a 44 second journey time saving per vehicle south bound in the morning peak and 30 seconds saving in the evening peak);
  - the scheme would not improve the delays that occurred on Mutley Plain, as the congestion was due to a variety of downstream factors (which were outside of the scope of the Mannamead Road scheme); however the detailed traffic flow modelling had demonstrated that there were significant benefits in removing the car parking spaces;

- the installation of parking meters would not prevent illegal parking during the restricted times of the day; in order to prevent this from occurring the civil enforcement team would need to make multiple visits throughout the longer restricted periods thus placing a significant additional burden on the enforcement team;
  - mitigating measures had been included as part of the scheme to address any potential impact of the loss of parking spaces, as follows –
    - ▶ the provision of additional space for approximately eight cars to park on College Avenue and Connaught Avenue (for one hour) which would result in the net loss of approximately five spaces;
    - ▶ the relaxation of the restrictions in the parking bay on Mutley Plain near Tesco Express which would allow vehicles to park for one hour from 8am until 8pm instead of 9.15am and 3.45pm;
    - ▶ the Mutley Barracks public car park has been made free to use for one hour during the day and from 8pm until 8am; as part of the scheme new signage would be installed directing people to this car park which was very close to the existing parking spaces on Mannamead Road;
- (d) the main points arising from the Committee debating the call-in included -
- following the mitigating measures included as part of the scheme to address the loss of the 13 car park spaces, why was it considered that the eight additional spaces being provided in College Avenue and Connaught Avenue would not be adequate and why was it more important to retain the spaces rather than deliver a strategic project;
  - why the service lane (Mutley Plain Lane) was not adequate to serve the loading needs of the businesses potentially affected by the loss of the car parking spaces and the change to the loading bay on Connaught Avenue;

- how confident were officers that the traffic flow model used for this scheme was right for this location;
- as the Heart of the South West Local Enterprise Partnership had part funded the scheme, would the Council's reputation be damaged or its ability to gain further funding be impacted should this part of the scheme not be progressed;
- whether pedestrian access had been considered as part of the scheme;
- the rationale behind wishing to improve journey times by 44 seconds rather than protecting the economic viability of Mutley Plain;
- whether consideration had been given to narrowing the pavement, in order to create car parking spaces adjacent to the highway (Mannamead Road);
- reassurance that the additional car parking spaces in College Avenue and Connaught Avenue would be effectively enforced;
- the possibility of increasing the free car parking in the Mutley Barracks public car park from one hour to three which would be in line with other community car parks such as Crownhill;
- whether there was a breakdown of where the consultation letters had been sent ie residential, businesses or other;
- how confident were officers that the traffic flow modelling for the scheme would deliver the 44 seconds journey time saving per vehicle (south bound).

The Committee agreed to confirm that the decision should be implemented with immediate effect.

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**PLYMOUTH CITY COUNCIL**

<b>Subject:</b>	Local Government Association Customer Experience Peer Challenge
<b>Committee:</b>	Cabinet
<b>Date:</b>	13 November 2018
<b>Cabinet Member:</b>	Cllr Tudor Evans OBE
<b>CMT Member:</b>	Tracey Lee, Chief Executive
<b>Author:</b>	Giles Perritt, Assistant Chief Executive
<b>Contact details:</b>	Tel: 01752 304464 email: giles.perritt@plymouth.gov.uk
<b>Ref:</b>	
<b>Key Decision:</b>	No
<b>Part:</b>	I

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**Purpose of the report:**

The Council commissioned the Local Government Association to carry out a Customer Experience Peer Challenge in Plymouth in July 2018. The Peer Challenge approach is set out in the feedback report attached at appendix I, and can be summarised as an improvement focused review carried out by a team of experienced elected Member, officer and partner peers.

In Plymouth, the team pioneered a new approach, which focused on reviewing the Council's approach and performance from the perspective of our customers. The team considered a number of key areas considered critical to all councils, including the Council's approach to leadership, priority setting, learning, capacity to deliver and the experience of the users of our services. As well as giving feedback on their findings, the peer team suggested some practical actions that the Council could take in the short term, and made a series of recommendations for consideration. These are summarised, along with the Council's responses at appendices II and III to this report.

The Peer Challenge report reconfirms the findings of the LGA's 2015 review, that Plymouth has a well-led and managed council. The team found that the Council has a real determination to place customers at the heart of all that it does and that staff and leadership alike are passionate, proud and committed to improving customer experience. They found that engagement with partners across the statutory, voluntary and business sectors was equally positive and committed to the city and its citizens, and the core message from all stakeholders, including most importantly customers, is that 'Plymouth is on the up' – an expression of pride about the city and its ambitions.

The Council's purpose in commissioning the peer challenge was to gain independent external insights into the ways in which it can further improve its leadership and management practice, service design, organisational learning and the outcomes it delivers for customers. The report contains a number of observations that inform the recommendations that are made, including the need for consistency across services, more proactive communications, better use of customer data and IT systems and a 'wider, deeper, cross Plymouth approach to the customer'.

The report and its recommendations will form an important element of the Council's ongoing improvement arrangements, managed by a Customer Experience Programme Board with Cabinet sponsorship and cross-party Member support. The Council's new Strategic Director of Customer

and Corporate Resources will play a key role alongside the political and managerial leadership of the Council in ensuring that the Council's ambitions in delivering for its customers are delivered.

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**Corporate Plan:**

The Corporate Plan, adopted by the new administration in June 2018 clearly puts the customer at the heart of everything we do, and the Council's mission, to be a fairer city where everyone does their bit will underpin the work of the Customer Experience Programme Board. A number of Corporate Plan performance targets and indicators relating to customer experience now form part of the Council's quarterly performance management arrangements.

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

Although there are no implications arising directly from this report, the Council's Customer Experience Programme will inform the development of the Medium Term Financial Plan, and decisions relating to human resources and IT. However, to deliver the programme will incur some element of cost but this will be contained within existing budgets.

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

None relating directly to the recommendations in this report

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**Equality and Diversity:**

No specific policy recommendations are made in this report that require an equality impact assessment, though it is likely that decisions made in the future relating to work undertaken in delivering the Customer Experience programme will require analysis under equalities legislation, which will be reported and published.

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**Recommendations and Reasons for recommended action:**

That Cabinet:

1. Extends its thanks on behalf of the Council to the Peer Challenge team for their work
  2. Notes the content and recommendations of the LGA Customer Experience Peer Challenge Report of July 2018 at Appendix I
  3. Endorses the Council's response to the 'quick wins and practical actions', and the recommendations of the report at Appendices II and III
  4. Asks the Performance, Finance and Customer Focus Overview and Scrutiny Committee to consider the report and the Council's response and to propose how it might contribute to the development and delivery of the Council's Customer Experience Programme.
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**Alternative options considered and rejected:**

The Peer Challenge is a voluntary process, and the Council is under no obligation to make commitments with respect to recommendations made in the report. The process does however represent best practice in the local government sector, and the recommendations represent the considered view of experienced and senior local government peer Members and officers.



**Published work / information:**

- Appendix 1 Customer Experience Peer Challenge: Feedback Report
- Appendix 2 Customer Experience Peer Challenge: Response to 'quick wins' and practical actions
- Appendix 3 Customer Experience Peer Challenge: Response to recommendations

**Background papers:**

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

**Sign off:**

Fin	akh. 18.1 9.12 6	Leg	ALT/ 3050 8	Mon Off		HR		Assets		IT		Strat Proc	
Originating SMT Member													
Has the Cabinet Member(s) agreed the content of the report? Yes / No													

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# Customer Experience Peer Challenge **Plymouth City Council**

*9 – 11 July 2018*

Feedback Report

## 1. Executive Summary

Plymouth City Council (PCC) is rightly proud of its achievements and is a well led and managed council. The last LGA Corporate Peer Challenge report of PCC in 2015 acknowledged the council's 'massive strides in leading the regeneration of the city' which 'have helped achieve significant outcomes for citizens in terms of improvements to the economy, wellbeing of local people and place shaping. Furthermore, the CPC report also made reference to the council's 'dramatically improved focus, purpose and impact as a public services organisation'. Such strengths have and will enable PCC to improve further and it is within this context that the council requested this Customer Experience Peer Challenge to offer an external perspective of its strengths and areas for improvement.

As part of its continuing improvement journey, PCC is determined to place customers at the heart of all that it does and is intent on making the necessary changes to make that real. The team found that the determination and intent is real and in some instances the customer experience of PCC can be exceptional. However, neither the council nor its services are universally delivered through the lens of the customer. Therefore the experience of customers can vary greatly and this needs to change if PCC's ambitions are to be realised.

Many of the ambitions underpinning the council's intent are reflected within its existing Customer Service Strategy: improve the way we understand our customers, better serve our customers, listen and respond better to our customers. However, we found that for the present this strategy was not yet sufficiently owned, understood, nor enacted across PCC, meaning its implementation at the point of engagement with the customer is inevitably diluted. Likewise, we felt that several of the enabling strategies that would help deliver such transformation are similarly at this stage under developed or under-utilised, notably the council's intent in relation to digital enablement. As such the strategic intent of the council to appoint a Strategic Director to oversee the development of these areas is significant and to be welcomed.

The new post holder will find willing allies. Nearly all PCC colleagues we met with were passionate, proud and committed to the notion of re-orientating the council further and deeper around customers. Yet they also related a continued frustration at not being able to make the progress they want. Issues inhibiting this were: a 'departmental' culture – where primacy of service area or process was evident, or lack of capacity and effective enablement of IT means that there is not a comprehensive focus on the needs and demands of customers across the piece. Furthermore, we heard and saw for ourselves a lack of pace and depth of change - so that whilst the commitment to the focus on customers was stated, the actions didn't always follow. As a consequence we saw that the PCC workforce often had their heads 'down and in' not 'up and out' and as one stakeholder told us changing this 'treadmill mind-set', will be the real challenge. The new Strategic Director must have a clear brief and mandate from the Leader and Chief Executive to drive through change at pace and depth across PCC as a whole. In doing so, they will need to secure the 'buy in' of the whole council, at operational and strategic levels to make that happen.

If PCC's leaders politically and managerially set clear expectations, enable the conditions to ensure that the shift in emphasis on customer happens and then create capacity and align this to deliver against priorities then things will change. To help this we believe consistency, connection and coherence is needed. For example, we heard time and again stakeholders across PCC variously describe customers, citizens, consumers, residents, patients, users etc. in different ways and we found a range of systems and use of technology that reinforced that difference. Furthermore, although the council has many rich data sets, it doesn't always use these to its best advantage and there is a lack of profiling of customers and their needs and wants. As a consequence there is not yet a common mission, language nor uniform approach to engaging with customers - this is a gap that needs to be addressed. This is so much more than nomenclature; it is about the way in which PCC wishes to position itself in a challenging financial, economic and political environment. The leadership is clearly energised and passionate about Plymouth as a place and how PCC can best improve the economic, health and wellbeing conditions for its citizens. But it is insufficiently clear about what the emerging relationship should be between itself as a relatively large city council and its residents and businesses who pay council tax and business rates. PCC must seek to establish that core psychological contract between itself, its customers, its staff and partners-effectively what are the precise 'offers and asks' for customers and how they are best delivered.

We met with many staff, stakeholders and importantly customers - a core message from them is all was that Plymouth is on the up – an expression of pride about the city and its ambitions. Ironically, we found that views about the council didn't always match this and indeed from our brief experience we found many stakeholders perceived PCC quite neutrally. Related to this we heard about a vocal minority in respect of media that was perhaps distorting or diluting the impact of the many positive customer experience stories we were told about. It struck us that PCC needs to get on the front foot with its messaging and communications and be less reactive. The council should draw more closely to, and harness the power of its communities, their assets and advocates therein to ensure it talks about and builds upon the many good things PCC and its partners are doing for and with customers. To that end a more detailed review of the way PCC utilises its communications, media and engagement with communities would be worthwhile.

We found a positive partnership story across Plymouth. The achievement of the 'Plymouth Plan' and the focus on the change, growth and prosperity of Plymouth provided the narrative underpinning this. We found partners are very willing and indeed able to work with PCC to support, enable and importantly contribute to the notion of improved customer experience, once more on a citywide basis. The peer team felt that this would require greater coherence in terms of joint arrangements and potentially new governance to oversee such a wider, deeper, cross Plymouth approach around the customer.

As part of the above a key challenge for PCC will be its own narrative and most importantly, its own narrative in relation to the City. For example, we saw several different approaches to the way the council branded itself or what it was delivering or supporting in respect of the city of Plymouth. Our reflection was those messages were confusing and amplified to us why we found a neutral response from stakeholders to the

impact of PCC – PCC needs to decide whether this ‘passive’ role is the one that will best deliver improved customer services and whether it is serving well the reputation of the council.

We met some inspiring staff at PCC working tirelessly with customers to make a real difference. Many of these are residents, volunteers, ambassadors and advocates for Plymouth and therefore ultimately the council. Harnessing the added value of these staff, telling their stories of success, whether that is the excellent customer experience we saw embodied in some enforcement services, or First Stop Shop, or Public Protection or many more besides is so important. It struck us that as a council, PCC needs to spend more time capturing such experiences, reflecting on what it does well, learning from this and what it could do better, experiencing more, celebrating more and building into its organisational psyche a true learning culture – to date that does not sufficiently exist and again should become a core pillar of the changes the council is embarking upon.

Our final reflection was from all we heard and saw, the changes PCC is intent on and the recommendations we outline in this report are achievable. As said this is a well led and managed council and so in terms of ‘warts and all’ feedback, it is now for PCC and its partners to engage with their customers to make this meaningful, resilient and truly happen.

## 2. Key recommendations

There are a range of suggestions and observations within the main section of the report that will inform some ‘quick wins’ and practical actions. Additionally, the peer team has highlighted some of our suggestions in respect of these at Appendix 1. The peer team’s key recommendations to the council are listed below:

1. Undertake a workforce capacity and capability review based upon customer experience and as part of this:
  - Appoint the new Strategic Director and focus on strategic leadership capacity
  - Ensure that departments and service areas refocus on placing customers at the heart of a linear, consistent and coherent cross council approach.
  - Harness PCCs workforce to act as volunteers, ambassadors and advocates for both the council and customers
  - Capture staff ideas and potentially disruptive innovative solutions for improved customer experience
2. Introduce a PCC definition of customer and commence a consistent narrative around customer experience
3. Establish organisation-wide customer profiles, based on the wealth of data already held, and use these profiles to inform service re-design from the customer perspective
4. Consider the value, timing and effectiveness of undertaking a ‘health check’ for the council’s communications function and overall approach to ensure that it enables the effective delivery of the council’s overall strategic intentions in respect of customers

5. Review both the structural/functional alignment of core services e.g. housing delivery, homelessness and demand and integrate key services to move the 'first stop shop' into a true 'one stop shop'
6. Implement a council and city-wide digital strategy with high level strategic sponsorship
7. Develop a corporate consultation and engagement strategy which is appropriately resourced
8. Undertake a comprehensive brand audit and review brand hierarchy
9. Define and communicate the psychological contract between PCC and its customers/businesses/residents- what are the exact asks and offers?

### **3. Summary of the Peer Challenge approach**

#### **The peer team**

Peer challenges are delivered by experienced elected member and officer peers. The make-up of the peer team reflected your requirements and the focus of the peer challenge. Peers were selected on the basis of their relevant experience and expertise and agreed with you. The peers who delivered the peer challenge at Plymouth City Council were:

- Cllr Simon Blackburn, Leader - Blackpool Council
- Martin Reeves, Chief Executive - Coventry City Council
- Alison McKenzie-Folan, Deputy Chief Executive – Wigan Council
- Polly Cziok, Director of Communications, Culture, and Engagement - LB Hackney
- Fiona Worrall, Director of Neighbourhoods – Manchester City Council
- Richard Stevens, Managing Director – Plymouth Citybus
- Bren McInerney, Community Volunteer from Gloucestershire
- Emily McGuinness, Advisor – LGA
- Paul Clarke – LGA Peer Challenge Manager

#### **Scope and focus**

PCC chose to undertake a peer challenge with a focus on 'Customer Experience', which is a key feature of its Corporate Plan and core values. The intention of the challenge was to explore what PCC is doing to date (baselining) and how this might be further developed/changed to enhance 'customer experience' into the future. Importantly, the peer team was commissioned so PCC could record its strengths in this area but for the team to highlight what they might do better.

The challenge was designed through the lens of how PCC currently and in the future know and ensure that positive customer experience builds trust, improves its reputation and in turn; helps them to better engage and work in partnership with customers and

better manage demand as well as to learn and fine tune services to improve effectiveness and value for money.

The challenge and this report addresses the above through five core areas:

1. Leadership: Does the Council demonstrate leadership and a clear vision for customer experience? (How important is it to PCC? business planning, service standards, performance management, accountability, engagement by and with political leaders, officers, partners)
2. Priority setting: How much does PCC use its understanding of customer experience to drive Council priorities? (What do they know about their customers and who they are? Diversity/segmentation, channels, democratic engagement, sources of data/information, how is this intelligence collated and interpreted into policy and advocacy? How is this communicated? How are resources allocated in response to customer need?)
3. Learning: What is the readiness/inclination of the Council to respond and change based on its understanding of its customers? (Do they know what customers think of them? Do they proactively and thoughtfully seek customer feedback and who from? What do they do with it? Do they have a learning culture to be able to respond confidently and effectively to customer feedback? To what extent are they driven by customer need? Do they change their behaviour as a result and demonstrate that back to customers?)
4. Capacity to deliver: Is PCC's organisational capacity aligned with its aspirations for customer experience? (Are they set up as a customer experience organisation? How do they communicate with residents and let them know what is happening through all their channels? How successful are they at marketing its organisation and services? Engagement mechanisms to inform and drive intelligence, performance measures, business planning, skills, communication, ICT systems / processes)
5. User Experience: What are PCC's key stakeholders' experiences of the council? (How are they doing? How do customers experience PCC's services - as consultees, as service recipients, community/sector representatives etc.?)

### **The peer challenge process**

It is important to stress that this was not an inspection. Peer challenges are improvement focussed and tailored to meet individual councils' needs. They are designed to complement and add value to a council's own performance and improvement. The process is not designed to provide an in-depth or technical assessment of plans and proposals. The peer team used their experience and knowledge of local government to reflect on the information presented to them by people they met, things they saw and material that they read.



The peer team prepared for the peer challenge by reviewing a range of documents and information in order to ensure they were familiar with the council and the challenges it is facing. The team then spent three days onsite at Plymouth City Council, during which they:

- spoke to more than 220 people including a range of council staff together with councillors and external partners and stakeholders
- gathered information and views from more than 37 meetings, visits to key sites in the area and additional research and reading
- collectively spent more than 270 hours to determine their findings – the equivalent of one person spending more than 8 weeks in Plymouth.

This report provides a summary of the peer team's findings. It builds on the feedback presentation provided by the peer team at the end of their on-site visit (9-11 July 2018). In presenting feedback to you, they have done so as fellow local government officers and members, not professional consultants or inspectors. By its nature, the peer challenge is a snapshot in time. We appreciate that some of the feedback may be about things you are already addressing and progressing.

## 4. Feedback

### 4.1 Leadership

PCC's leadership team are self-aware. They have many strengths in terms of the leadership of change, focus on improving the city and council and placing customers increasingly front and centre within this. The Leader (and indeed the previous administration's Leader) and Chief Executive are real champions for a 'customer first' approach but they know there are significant gaps and issues to be tackled. A key challenge is to establish a consistent and coherent customer experience, irrespective of where people engage the council and to what end. This doesn't mean one size fits all, but it does mean one approach reinforced time and again. This in part is why they commissioned the peer challenge – they have begun a positive conversation with stakeholders about change, they welcome external challenge and are intent on embedding tangible improvements.

There is a good base from which to build and improve and we found several examples of strong leadership in a number of areas which are reflective of a council refocussing on customers. The work being done on the council's ground breaking integration of health and social care services, with and through partners, communities and customers in establishing a range of first class services is evidence of this – the latest being the development of wellbeing hubs. The hubs are a great example of a cross agency, cross city, community and customer focussed programme. However, whilst such programmes are ahead of the curve and new and developing, we found that across the spectrum of customer experience, despite the examples of good practice, there is inconsistent messaging around intent, application and understanding of direction within the council and across some of its partnerships in respect of the customer.

The new Corporate Plan and 100+ pledge commitments offer a real opportunity to promote and embed customer ambitions further and deeper and realign these to the Plymouth Plan. The Plan is new so understandably the intentions behind these are not yet well understood across all services and partners. Therefore, now is an ideal time to develop and promote this new strategic framework for the council through the eyes of the customer. We suggest that a common mission, language and uniformed approach to engaging with customers is embedded within that planning framework and that the council becomes clear about what we deemed as the 'core psychological contract' between itself, its customers, its staff and partners. Effectively we mean being clear about what are the precise 'offers and asks' for customers, partners and staff and addressing the key questions about how are they best delivered and how best does PCC organise itself, its operations and its partnerships full square behind this?

Addressing, answering and delivering against the questions posed above will involve a new and refreshed impetus from PCC to espouse the values and culture of the organisation and ensure they are embedded in and through its workforce. We found several examples where a 'customer first' approach was very evident in the way services were designed, delivered and reviewed, for

example in parking services we found frontline staff who identified that customers with dementia and their friends and family would benefit from specially designed bays and parking meters – their work is now recognised nationally. Likewise, we heard about an officer who met a young adult with autism who was fascinated by the processes and procedures used in Parking Enforcement. The officer had some safeguarding concerns, but rather than using this as a reason to prevent further engagement, together the team worked with a local charity and arranged for the young resident to be sent copies of the regulations and regular meetings with enforcement officers – the young man now intends to work for the council. This was not part of any formal strategy, just a team who intrinsically put the customer first and managers who have created an empowering work place. The Multiagency Safeguarding Hub is another excellent example of the benefits of colocation and cross-departmental working which puts vulnerable people first.

However, in contrast of the inspiring stories above, we also came across ‘departmentalism’ and associated approaches and behaviours that reinforce ‘silo working’, which means that the customer’s end to end relationship and journey with PCC is inhibited as frequently people default to: ‘my customer’, ‘my service’, ‘my department’. A good example of this was perhaps the missed opportunity of reinforcing a ‘one council’ message in engaging with new people moving to new estates in Plymouth; it struck us that it would be useful for PCC to reflect on what it offers as a whole to such people and contrasts about what it does as separate interactions with them. It will then be important to organise its operating model and workforce accordingly – so that the customer is centre stage.

We heard mixed messages about staff engagement with the council’s leadership. In some areas it was remarked upon very positively, in others the absence of engagement with the council’s leaders was relayed to us. This is worthy of reflection as it reinforces the consistency message referred to. Some front line services dealing with customers on a daily basis told us that over the past 12 months they have not seen a senior member or officer. In contrast, others commented positively upon the Chief VLOG messages being well received and when she personally sponsors an area of work (e.g. the innovative open source data project) then colleagues feel empowered. However, we also heard that this is then not routinely followed through at senior management or department level and so the impact is that it fades away and is effectively de-prioritised. This is very de-motivating for colleagues and can be characterised as ‘passive dissent’. This does not engender a ‘one council’ approach and as the change and transformation process rolls out the visibility of leadership permeating through and across the workforce will be important. As that happens it will be important for leaders to hear at first-hand what works well and what requires attention, for example how the council could build further, faster and deeper with the ‘Firmstep’ platform, or how its excellent First Stop staff could be better enabled and supported to help PCC deliver a more cohesive ‘one stop’, end to end approach to dealing with customers.

## 4.2 Priority setting

PCC has two key overlapping and intrinsically linked priorities: A Growing City, A Caring Council and significant effort and resource are rightly dedicated to the achievement of these. PCC has been very successful in delivering its priorities and the integration of health and adult social care services and the redesign of pathways associated to transform the customer experience have reaped national acclaim. However, whilst PCC delivers successfully on more complex customer journeys, our overriding impression was that it was less successful routinely for the plethora of customers who are on different journeys with the council, as this is mostly captured and acted upon in a service focused way. Our advice to PCC is to place the customer at the heart of these overlapping priorities and make them the clear and overarching priority – as yet they are not.

One of the most prominent examples of this - and one which was explicitly referred to by everybody on the '21 Bus' and all other key stakeholders who we talked to whilst on site – is the council's approach to the supply of bespoke student accommodation in the City. Through the Plymouth Plan and economic development and growth strategies we saw a consistent prioritisation of skills, employability, the knowledge economy and intrinsic growth potential of the University. At the same time, we saw a clarity and consistency of approach to the strategic enabler of physical regeneration, symbolised by cranes on the sky-line and diggers on the ground, predominantly but not exclusively within the city centre. What was also clear was the frustration of senior leaders at PCC that residents, other stakeholders and media did not understand that much of the supply of student accommodation is not linked in structural terms with the City Council, who simply discharge their responsibilities as a planning and licensing authority. But with respect, this is missing the point. PCC must use the recently commissioned and published economic impact report from the University; push the University as a key partner to engage more in this city-wide debate and to get out with clear messages as to the benefits of bespoke student accommodation in the city centre, not least in respect of releasing significant numbers of houses of multiple occupancy in other areas for Plymouth families to move into. This can be overcome with a strong, evidence-based narrative. (See other University Cities that have ambitious growth plans – Coventry, Leeds, Sheffield and Manchester). Ultimately this is about the 'psychological contract' with the customer, with many Plymouth tax payers still seeing this as somebody else's growth and success – so it must be engaged with through hearts and minds.

We came across a range of impressive data sets within departments across the council. However, our impression was that several of these were managed and acted upon at service level, for example many departments have their own shadow systems to Firmstep and in some instances their own 'mini' telephone call centres. This means that PCC is limiting the potential for such rich data to be utilized effectively for the benefit of customers across the breadth of its services. For example, there is some great work taking place at the street services depot, where data from across the council area is being mapped and technology used to provide real time data to crews and customers alike – e.g. missed bins will be logged immediately and fly tipping hot spots mapped. This will allow a much more responsive refuse / street cleaning service, but is not linked to other services such as ASB reporting or Housing services. We also felt that around its

priority areas that by better using data, more useful customer profiles could be built, which would further inform the way the council responds e.g. the already referred to new customer at a new estate in Plymouth.

PCC needs to also include digital exclusion in its data strategy; currently the first stop shop is turning people away who need help filling in forms and meanwhile the Citizens Advice Bureau have a steadily increasing number of people being referred from the first stop shop for assistance with forms. One social worker advised us that they now have to accompany some of their people with more complex needs to the shop to assist with form filling, which doesn't always get them to the point they need to and isn't a great use of the social worker's time.

In respect of priorities we were told often enough by PCC's partners and external stakeholders to warrant a comment within this report, of an impression that the council is always in 'election mode'. The point here relates to an external view that as a consequence PCC often takes a short term focus on delivering around specific key projects at the expense of longer term fixes for customers, which is potentially limiting the effective use of resources to respond to customer need across the range of service delivery. Our main advice is to ensure synergy between the ambitions that are laid out in the new corporate plan and the list of pledges the council is now promising on and ensure the customer is at the heart of these.

We heard frequently about a perception, from several customers, external partners and PCC members and staff, that priorities are sometimes perceived to be driven by media (and social media) headlines. As a consequence we were told PCC is at times more of a reactive council rather than holding firm to an agreed strategic position. We did not have sufficient time to consider this fully but it will be an important reflection for the council as effective engagement and communications needs to be planned and managed strategically. This should be on both CMT's and Cabinet agenda.

We came across a range of 'good policies', the Customer Services Strategy is an example, as it sets out clearly: the way the council serves customers, how they can interact with the council, what the customer experience is or should be and how staff can gain satisfaction from serving customers well. However, we found variable knowledge, application and compliance with such policies when we spoke with people and this will be an important issue for PCC to address in whatever approach to placing customers at its heart is established – it must have a policy and it must be adhered to.

### **4.3 Learning**

It is clear that PCC is intent on gearing its focus around customer - everyone we spoke with is bought into this but there are issues to address so it becomes real. Specifically, the council will need to re-orientate its workforce, systems and engagement with customers. The key to unlocking this is to understand what the 'customer' is. For example, when we spoke with stakeholders there was a vast range of views expressed about how a customer is defined: who a customer is,

what needs to be done to better respond to them and who should lead or take responsibility for this i.e. what is within the gift of an individual, a service, a department, the council, the various partnerships etc.? Therefore whilst there is a readiness to respond and change there is no clarity about why and how and this, needs to be addressed. In line with our earlier comments it will be important for the council to spend time with stakeholders to establish the 'contract' between its customers, its staff and partners, which has a sound foundation, is socialized and understood, is acted upon and becomes a dynamic, changing and ever responsive approach to the way PCC goes about its business.

There is much to build upon and in terms of 'best in class', we came across or heard about many outstanding services, staff and innovations at PCC, for example the work with taxi drivers around supporting them in being city ambassadors or promoting safeguarding, the 'Playing with Open Data' approach, some fantastic individuals in the First Stop Shop using their skills, experience and expertise within that team to help customers reach good outcomes, the remarkable staff at the crematoria and in taxi licensing. The Trading Standards staff and their 'Buy with Confidence' scheme was remarked upon and we heard about some brilliant work in environmental health with food outlets. We heard about Library staff who demonstrated an excellent understanding of demand and how best to meet this (they even opened on voluntarily on Christmas day to ensure the needs of residents were met.). At the depot a skills audit was undertaken and several team members were reassigned from refuse collection duties to data mapping/system design/customer liaison based on their existing, but previously unquantified skills and experiences. The work with PCC and statutory partners, and children and families with special education needs in order to build and furnish a new and specialist resource was both genuine and authentic. The breadth of good practice was truly amazing and the range of data and intelligence available is equally breath-taking.

Yet the practices and approaches referred to above do not appear to be routinely analysed, codified and used to inform, shape and develop new, different and innovative ways to improve customer experience at scale. A further important point is that within many of these front facing areas there appear to be commercial opportunities that could fund additional resource and improve capacity to deliver services, yet these weren't being exploited to their full potential. As such PCC needs to further nurture a learning culture ( and possibly a more commercial outlook), where this becomes part of the core DNA of the council – a clear example of this is that the council and its health partners have shared national stages promoting, quite rightly their ground-breaking integration – yet that same approach is not practiced routinely in the city and even less so within the council.

We have remarked upon the skills, experience and customer focus shown by staff in the First Stop Shop – they are an amazing team, well led, who take a pride in what they do, work collectively as a team to share learning, for example from the complaints they receive we heard how they acted upon them to improve services to customers. They are a credit to PCC and yet they are at times let down, sometimes by system failure and down time, sometimes by people

elsewhere in the system not fulfilling their responsibilities for updating information, sometimes by a lack of integration across the system .As an example, colleagues from Community Connections are co-located in the First Stop shop, but are 'in another department'. From a customer perspective, this means that they could have to explain their service request several times. There were comments that front line staff 'are not allowed' to give advice on certain matters because that service insists calls are transferred to them rather than addressed via a customer advisor. Customer experience within services works well but workflows across the organisation are not sufficiently mapped (nor customers adequately profiled) to allow effective self-serve or for a 'one and done' approach to be successfully implemented.

In the same way that success is not systematically logged and learning identified, PCC would benefit from a more proactive and systematic approach to complaints handling, which will hopefully be resolved by the recent appointment of a Customer Liaison Manager. Currently, contact centre staff are often the gatekeepers of complaints and they are effective in addressing and resolving complaints which relate directly to services provided by the contact centre. However, they can only pass on complaints relating to other services and we found no evidence of a feedback loop that a) allows a single point to monitor the effectiveness of responding to complaints b) allows the customer to be kept updated and c) allows the organisation the opportunity to spot trends and use data to inform continuous service improvements. A good example, which perhaps reflects some of the above is, we were told if a call is made and a complaint raised about the need for grass cutting, that if that customer wishes to combine this with a hedge cutting complaint the system is not configured to log the hedge cutting element as it will not allow the combined complaint.

#### **4.4 Capacity to deliver**

PCC is intent on prioritising the customer experience but it is not currently set up to do this effectively – it will need to build focus, capacity and modify its culture if this ambition is to be realised. For the present we came across a 'too busy' culture, where departments and services were completely focused on delivering, but there was little time for reflection or strategic thinking. Some of the impact of service redesign and restructure we were told, is a residual legacy that job descriptions and role accountabilities have not been updated, resulting in some people's sense of personal failure; one supervisor told us "I am responsible for customer service, but I am so focused on delivery I never get to it" their line manager said "we don't expect you to" but it's still in her job description. So whilst there is a willingness to engage with change but there is a frustration by many at the lack of strategic clarity around customer agenda. If such clarity is created, if capacity is built into the change process and if it is seen through resolutely, it was clear to us that given the 'sign up' we came across to change that this is as feedback 'very doable for Plymouth City Council' but it will require a recalibration of the council's workforce capacity and capability based upon customer experience.

Other things will need to change if PCC is to realise its ambitions for customers. For example, the council adopted 'Firmstep' as a means of delivering an effective technological customer service platform. The system has the capability and capacity to help enable PCC to achieve many (but not all) of its ambitions to accelerate channel shift, implement end to end customer solutions and do so in a timely efficient way. The system is 'hard wired' in several areas of the council but not in others and the capability it offers is not, we were told being fully utilised. The peer team found that such under-utilisation was characterised by: a lack of understanding around its benefits, insufficient investment in system design, services which had chosen not to be sufficiently engaged, or others with a 'license' to operate other systems. Our advice is that PCC should proactively identify Firmstep as a corporate solution and positively sell its benefits and embed its usage.

PCC has a proliferation of ICT systems, data capture tools and locally-designed and owned bespoke toolkits. These are sub-optimal, unproductive, not least as most require manual input but above all aim to solve discrete, locally identified problems in the main and not the overall determination to gain better insight into the end user and tailor services and interventions accordingly. So this is crying out for a coherent council-wide digital strategy, which links to the customer services strategy. But PCC must not stop there, as it must seek to link this with the city-wide utilisation of the Internet of Things, open data sharing, systems integration across partners and key city-wide digital infrastructure, linked to future proof ultra-fast broadband and 5 G connectivity.

We believe that there is the capability within the council's communications team to help PCC focus on and reach out to customers more effectively. However, we found a service that was reflective of the 'too busy' culture, with insufficient time and space for strategic planning, for being proactive in terms of engaging customers and one which appeared reactive and driven frequently by the local, at times political demand and one with a risk averse culture and lack of license to operate. For example, the lack of proactivity around the council's social media outputs was very telling. In turn the linking to, and influence of communications, over other aspects of customer engagement was not as strong as it should be, a good example of this was social media pages directing customers to telephone lines rather than online services.

We came across many examples of services that PCC either delivers, commissions, works in partnership with or supports. We found that for its own services that marketing is hampered by a fragmented approach to branding – we came across several different styles and formats, which did not enable us and therefore certainly not the customer to know 'who does what'. As a consequence the current approach inhibits the council's opportunity to capitalise on good news, in a number of cases such as Livewell and PCH for example, customers perception of their brands and service levels was more positive than the councils, despite delivering services on behalf of or in partnership with the council. Furthermore, we found a lack of clear brand architecture between the council and the city. A good example of this is the high profile of the Ocean City brand, which positively perceived by customers and stakeholders, but not necessarily



associated with Plymouth City Council. Where ambitious projects are undertaken, new brands are created – for example Community Connections, and the Plymouth City brand therefore becomes synonymous with more ‘traditional’ council services and misses opportunities for positive association.

### 4.5 User experience

We met with many key frontline services who clearly have an excellent working relationships with customers and came across several examples of staff who are clearly going ‘the extra mile’ They are wonderful public servants who PCC we know will be proud of and we would encourage their stories to be told. We heard about parking enforcement services staff making connections in respect of dementia and autism, about children's services where there is compelling evidence of the voice of the child being heard, about extra care housing staff engaging with customers in such a warm and supportive way, of waste crews looking out for residents to keep them safe, of street scene staff working hard to put the customer at the heart of everything they do. These and many more besides demonstrate the impact that PCC and its staff can make.

The peer team clearly met many stakeholders and importantly customers. As one might expect they gave us mixed feedback, which no doubt reflected their experience with the city and council. So we heard about how good Plymouth’s parks, open spaces, and children's services were. We were told Plymouth is a great city to visit and work in, with lots going on – ‘Plymouth is on the up’. In contrast people we spoke with had concerns around refuse collection, benefits advice and opportunities for young people. Importantly when people spoke about the city they were generally uplifted but when they spoke about the council, they were neutral or passive. Yet many of the features that people spoke positively about were a direct result of the council’s wonderful efforts and achievements-PCC needs to work better at promoting to customers how it is helping to improve Plymouth.

We came across inconsistencies in terms of the user experience. The ‘First stop Shop’ is resourced by dedicated and skilled staff but they are clearly not well enough equipped to deal with the full customer journey. We came across ‘down time’ of systems in the First Stop Shop, elements of ‘mini call centres’ in some Departments and some areas where there was resistance to transferring services to the council’s main hub, an example of this is school admissions, where we felt there was confusion over responsibility and accountability. As already reported the user experience is therefore impaired in many respects by the way that PCC currently orientates its services, structures and processes and as such this needs to be addressed

As already referenced there is a lack of integration between community connections service, the First Stop Shop and the contact centre. Conducting a flow analysis and constructing customer profiles (using existing data including Mosaic) could be a quick win for PCC if service boundaries are transcended to ensure a seamless customer journey. For example, why not start with housing

and homelessness customer journey as it was clear to us that the lines of responsibility between Plymouth Community Homes and the council are not understood.

## 5. Next steps

### Immediate next steps

We appreciate the senior managerial and political leadership will want to reflect on these findings and suggestions in order to determine how the organisation wishes to take things forward.

As part of the peer challenge process, there is an offer of further activity to support this. The LGA is well placed to provide additional support, advice and guidance on a number of the areas for development and improvement and we would be happy to discuss this. Andy Bates, Principal Adviser is the main contact between your authority and the Local Government Association (LGA). Andy's contact details are: [andy.bates@local.gov.uk](mailto:andy.bates@local.gov.uk)

In the meantime we are keen to continue the relationship we have formed with the council throughout the peer challenge. We will endeavour to provide signposting to examples of practice and further information and guidance about the issues we have raised in this report to help inform ongoing consideration.

Appendix 1

**Quick wins**

- Endorse 'Playing with Open Data' approach and stick with it
- Arrange sessions for colleagues across the Council to hear about your innovative approach to multiple, complex needs through the ALLIANCE
- Conduct a flow analysis e.g. why not start with housing and homelessness customer journey
- Undertake a diagnosis of systems downtime in the One Stop Shop and Customer Contact Centre
- Leader/Chief Executive roadshows on importance of learning from the best practice in PCC and partners on approaches to customer experience.
- Communicate as a council about rationale for student accommodation, growth as part of city plan

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# CUSTOMER EXPERIENCE PEER CHALLENGE

Response to 'quick wins' and practical actions



## Appendix 2

	Peer Challenge suggestion	Council response
1	Endorse the Council's 'Playing with Open Data' approach and stick with it	We are sticking with it! 'DATA Play 9: Libraries and city challenges' took place on 26 October 2018 with support from the Council's libraries service, City College, Libraries Hacked, You Curate, the Minecraft in Schools project and many others. We will explore ways in which Open Data becomes a key strand in the Council's developing digital strategy.
2	Arrange sessions for colleagues across the Council to hear about your innovative approach to multiple, complex needs through the Complex Needs System Optimisation Group.	We will build on the progress made in the development of co-production processes that enable better outcomes for people with complex needs, including substance misuse, mental health, homelessness, offending and domestic abuse. A number of Council services are already involved, including Integrated Commissioning, Public Health and Community Connections. A series of skills sharing sessions is planned for the new year based on the leadership work already undertaken.
3	Conduct a flow analysis – we suggest starting with the housing and homelessness customer journey	Work is already underway in analysing the customer journey in a number of services with a view to better integrating our existing resources and technology. The housing needs and homelessness service is among these, and the results of this work will be managed and monitored through the Customer Experience Programme Board.
4	Undertake a diagnosis of systems downtime in the One Stop Shop and Customer Contact Centre	This diagnosis was undertaken as soon as we received the draft peer challenge report, and identified a number of 'out of date' IT applications that were affecting our overall performance. These are being urgently updated. Systems downtime in the One Stop Shop and Customer Contact Centre is being more closely monitored for improvement.

	<b>Peer Challenge suggestion</b>	<b>Council response</b>
5	Consider Leader/Chief Executive roadshows on the importance of learning from best practice in the Council and from partners on approaches to customer experience	We are identifying ways in which we can extend the existing 'Tea with Tracey' Chief Executive sessions and the monthly Vlogs to further share good practice across the Council. This will form part of our revised approach to workforce development and internal communications.
6	Communicate as a council about the rationale for student accommodation, as part of the growth plans set out in the Plymouth Plan	As the Plymouth Plan approaches adoption, a detailed communication plan is being developed to ensure that our award-winning approach to the city's spatial planning, is understood and contributed to by all stakeholders.

# CUSTOMER EXPERIENCE PEER CHALLENGE

Response to recommendations



## Appendix 3

	Peer Challenge recommendation	Council response
1	<p>Undertake a workforce capacity and capability review based upon customer experience and as part of this:</p> <ul style="list-style-type: none"> <li>• Appoint the new Strategic Director and focus on strategic leadership capacity</li> <li>• Ensure that departments and service areas refocus on placing customers at the heart of a linear, consistent and coherent cross-council approach</li> <li>• Harness the Council's workforce to act as volunteers ambassadors and advocates for both the council and its customers</li> <li>• Capture staff ideas and potentially disruptive innovative solutions for improved customer experience</li> </ul>	<p>The Council's Customer Experience programme is bringing together a number of existing pieces of work around workforce capability and capacity, including:</p> <ul style="list-style-type: none"> <li>• Welcoming the Council's new Strategic Director of Customer and Corporate Resources on 19 November 2018</li> <li>• Updating the Council's Customer Services Strategy and developing a revised cross-council service delivery model with customers at its heart</li> <li>• Reviewing our People and internal communications strategies to ensure that they deliver against our ambitions for customer experience</li> <li>• Revising our approach to capturing, co-developing and acting on staff feedback and ideas</li> </ul>
2	<p>Introduce a Plymouth City Council Definition of 'customer' and commence a consistent narrative around customer experience</p>	<p>Work is already underway with Members, managers and staff to develop a revised and consistent narrative around our customers, which will inform our overall Customer Experience Programme.</p>
3	<p>Establish organisation-wide customer profiles, based on the wealth of data already held, and use these profiles to inform service re-design from the customer perspective</p>	<p>A major project within the Customer Experience programme will focus on a 'single view of the customer', with appropriate IT applications and data management to avoid duplication and a fragmented approach to managing customer and property data</p>
4	<p>Implement a Council and city-wide digital strategy with high level strategic sponsorship</p>	<p>The Council recognises the importance of a Council and citywide digital strategy, and is currently bringing together the resources to ensure that we will respond appropriately to this major piece of work.</p>

	<b>Peer Challenge recommendation</b>	<b>Council response</b>
5	Consider the value, timing and effectiveness of undertaking a 'health check' for the Council's communications function and overall approach to ensure that it enables the effective delivery of the council's overall strategic intentions in respect of customers	We are liaising with colleagues across the local government communication sector to specify and carry out a health check which will inform the development of our communications function, and the way the entire organisation responds to communications interactions with its stakeholders and customers
6	Review both the structural and functional alignment of core services, for example housing delivery, homelessness and demand, and integrate key services to move the 'first stop shop' towards a true 'one stop shop'	A number of 'end to end' service reviews are either underway or are being planned which will be managed through the Customer Experience Programme Board and which are specifically aimed at changing the way that we work to further integrate our customer services offer.
7	Develop a corporate consultation and engagement strategy which is appropriately resourced	The Council has a number of approaches to consultation and engagement, and these will be brought together and refined to deliver against this recommendation.
8	Undertake a comprehensive brand audit and review your brand hierarchy	The Council is proud both of its own branding and also of its contribution to the now nationally recognised Britain's Ocean City brand, but we recognise that this is a good time to review our approach and hierarchy. We will undertake this work with partners and adjust our approach in line with what we learn.
9	Define and communicate the psychological contract between the Council and its customers, businesses and residents – what are the exact asks and offers?	We have already started work on developing our theme of 'Plymouth, a fairer city where everyone does their bit' so that it becomes widely understood and informs our policies and strategies. We will learn from best practice elsewhere, including the ground breaking work being undertaken in Wigan.



**PLYMOUTH CITY COUNCIL**

**Subject:** Parking Update

**Committee:** Performance, Finance and Customer Focus Overview and Scrutiny Committee

**Date:** 12 December 2013

**Cabinet Member:** Councillor Dann, Cabinet Member for Environment and Street Scene

**CMT Member:** Anthony Payne (Strategic Director for Place)

**Author:** Mike Artherton (Group Manager – Parking, Marine and Garage Services)

**Contact details** Tel: 01752 305582  
email: mike.artherton@plymouth.gov.uk

**Ref:** Parking/Update/301118

**Key Decision:** No

**Part:** I

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**Purpose of the report:**

This report is to provide Scrutiny with an update on both Controlled Parking Zones (CPZ) and disabled driver parking spaces (DDPS).

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**Corporate Plan**

The provision of disabled driver parking spaces and delivery of controlled parking zones support the Council in achieving our vision to be 'One of Europe's most vibrant waterfront cities, where an outstanding quality of life can be enjoyed by everyone'. These services support the Council's priorities as a **Growing City** and a **Caring Council** through maintaining an efficient transport network, supporting economic growth that benefits as many people as possible and ensuring Plymouth is a welcoming city.

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

There are no financial implications, this report is to update Scrutiny on controlled parking zones and disabled driver parking spaces.

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

There are no other implications, this report is to update Scrutiny on controlled parking zones and disabled driver parking spaces.

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**Equality and Diversity**

Has an Equality Impact Assessment been undertaken?

No (An EIA is attached in respect to the recent changes implemented to the Controlled Parking Policy)

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**Recommendations and Reasons for recommended action:**

No recommendations. This report is to provide an update on controlled parking zones and disabled driver parking spaces.

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**Alternative options considered and rejected:**

Not applicable

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**Published work / information:**

No published work or information

**Background papers:**

Title	Part I	Part II	Exemption Paragraph Number							
			1	2	3	4	5	6	7	
Controlled Parking Zone Policy	I									
Controlled Parking Zone EIA	I									
Disabled Driver Parking Space Policy	I									

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**Sign off:**

Fin		Leg		Mon Off		HR		Assets		IT		Strat Proc	
Originating SMT Member													
Has the Cabinet Member(s) agreed the contents of the report? Yes													

## **I. INTRODUCTION**

1.1. This briefing report is to provide Scrutiny with an update on Controlled Parking Zones (CPZ's) and Disabled Driver Parking Spaces (DDPS).

## **2. BACKGROUND**

### ***Controlled Parking Zone (CPZ)***

2.1. A CPZ is a parking scheme where, during the operational hours of the scheme, only permitted vehicles can park within the boundary of the scheme. A CPZ is intended to support residents by preventing non-residents parking, such as commuters, however it does not guarantee residents a parking space.

2.2. The CPZ policy (*see background paper – CPZ policy*) sets out the criteria and process for considering and delivering a CPZ.

### ***Disabled Driver Parking Space (DDPS)***

2.3. A DDPS is a marked disabled space which is placed on the highway close to the disabled driver's residence. There is no statutory requirement for the Council to provide these bays. The bays are to provide support to persons with mobility impairments, under defined qualifying criteria, and aim to improve quality of life.

2.4. Demand for parking is high across many areas of the City, therefore there is a qualifying criteria which is aimed at ensuring DDPS are provided to those persons with the greatest support needs.

2.5. To apply for a DDPS the applicant must (*see background paper - DDPS policy*): -

- Have a valid Blue Badge
- Be the driver of the vehicle that will use the parking bay
- Have no alternative off-street parking spaces (*garage, driveway or hard standing*)
- Have regular difficulty parking near their home (*defined as inability to walk 20 meters, or less, in line with the enhanced rate for Personal Independence Payment (PIP) Mobility Component*)

2.6. In exceptional circumstances, demonstrating our values as a Caring Council, consideration will be given to persons other than the driver of the vehicle where there is evidence the applicant requires constant care and supervision, that as a consequence would place them at risk if left unattended for any length of time. Such applications are taken in consultation with the Portfolio Holder with responsibility for Parking.

## **3. CURRENT POSITION - UPDATE**

### ***Controlled Parking Zone - CPZ***

3.1. There are currently 57 CPZ schemes in operational in Plymouth. There are a number of additional schemes being considered/developed, in accordance with the CPZ policy, these include proposed schemes in Devonport, Millbay, Cattedown, St Judes and Stoke.

3.2. Cabinet approved changes to the CPZ policy on 13<sup>th</sup> November. The changes ensured that the CPZ policy was aligned to the Council's values, particularly a 'Cooperative Council', where the community are at the heart of the process. The following changes were made to the policy: -

3.2.1. Introduced a new community engagement session at the start of the CPZ process for the Council to provide information about permit schemes and capture detailed understanding of local parking concerns

3.2.2. Introduced a new community engagement session to share the proposed scheme, providing the opportunity to feedback on a scheme proposal, in advance of balloting the community on support for the scheme.

3.2.3. Amended the required response/turnout to a CPZ ballot from 51% to 50%.

### ***Disabled Driver Parking Spaces - DDPS***

3.3. There is a charge of £40 to apply for a DDPS, this charge covers the administration and sites visits, and this charge applies whether the application is successful or declined.

3.4. The cost to mark a disabled bay is £120. There is no charge applied to the applicant to install, or remark, a disabled bay.

3.5. During the period April 18 to November 18 the Council has received 47 applications for DDPS bays, 17 of these applications were approved and 30 applications declined.

3.6. Disabled bays are courtesy bays, they are not covered by legal traffic orders, which, due to the cost of statutory Road Traffic Act consultation, would see costs increase to nearer £2k. Whilst disabled bays are not covered by traffic orders, abuse of the bays is low where, generally, people respect that these bays have been installed to support persons with specific support needs.

3.7. Where DDPS bays that were marked on the Highway many years ago there are occasionally difficulties in establishing whether the bay/s are required and who they were provided for. In such a situation we have to write to neighbouring properties to seek to obtain such information and establish if a bay is required or should be removed.

3.8. Since 2014, where the issuing of blue badges transferred to Highways, all bays are linked to an applicant's badge. This ensures that, should someone with a marked DDPS bay no longer qualify for a blue badge, or move address, we are able to update our records and arrange for bays to be removed.

3.9. Residents can also contact the Council to request that a bay is remarked, where a bay may have faded over time. Highways will initially check that the applicant qualifies for the bay and, subject to confirmation of this, arrangements will then be made to remark the bay. The Council do not charge for this.

# DISABLED DRIVERS PARKING SPACE POLICY

Parking, Marine and Highways Policy Service



## 1. INTRODUCTION

- 1.1. Plymouth City Council provides a service for the provision of disabled parking spaces to support persons with severe mobility impairment to access their residential home. This policy sets out the eligibility criteria for a Disabled Drivers Parking Space.
- 1.2. The provision of these bays is not a mandatory or a statutory service, but is a courtesy service which Plymouth City Council provides to persons with severe mobility impairments to improve the quality of life.
- 1.3. This service is aligned to the Councils values of a Fair and Responsible Council and the Councils vision of a Caring Council.

## 2. ELIGIBILITY

- 2.1. The following criteria must apply for any applicant to be considered for a Disabled Driver Parking Space:
  - Have a valid Blue Badge;
  - Be the driver of the vehicle;
  - There are no alternative off-street parking facilities - don't have a garage, driveway or hard-standing;
  - Experiences frequent difficulty in parking close to their home, defined as an inability to walk 20M or less (in line with the enhanced rate for Personal Independence Payment (PIP) Mobility Component formerly Disability Living Allowance Higher Rate Mobility Component).
- 2.2. If any of the above criteria does not apply an application will be declined.
- 2.3. A Disabled Driver Parking Space is linked to the applicants blue badge. A Disabled Driver Parking Space is only valid up and to the expiry of the blue badge. Upon expiry of a blue badge the applicant must re-apply to keep the bay for a further 3 years (in accordance with the validity of the blue badge).
- 2.4. Each application is considered fairly and consistently.

## 3. LOCATION

- 3.1. In addition to the eligibility criteria Plymouth City Council may not be able to provide a Disabled Driver Parking Space if:
  - There are no parking problems in the street (a survey may be carried out);
  - There are parking restrictions near the applicant's home (single or double yellow lines);
  - The applicant lives near a junction (within 10 metres);
  - The proposed bay is close to, or within, the turning head of a cul-de-sac;
  - The width of street is less than 3.6 metres;
  - Safety of a road user (bay required on brow of hill) - see Highway Code;

- Any other related road safety concern arising from the potential placement of a Disabled Driver Parking Space

#### **4. COST**

- 4.1. There is an administration fee of £40 for all applications. Application fees are non-refundable, even if an application is declined, and applies to all future applications from the same applicant.
- 4.2. There is no fee associated with the placement of the bay on the Highway. The Council will meet the costs associated with the placement of a courtesy bay on the Highway and the future maintenance of that bay providing the named driver remains entitled to the bay.

#### **5. SIZINGS**

- 5.1. The disabled drivers parking bay will be laid in accordance with the Traffic Signs Regulations and General Directions 2002.
- 5.2. There is no guarantee that the Disabled Driver Parking Space be located directly outside the applicant's property. The exact location will be determined on site and will be examined within highway engineer criteria and the local conditions.

#### **6. ENFORCEMENT**

- 6.1. Disabled Driver Parking Spaces are advisory and not covered by a Traffic Regulation Order; therefore Disabled Driver Parking Spaces cannot be enforced by Plymouth City Council or the Police.
- 6.2. Whilst a Disabled Driver Parking Spaces is intended for the use of the applicant, they are not legally reserved for the exclusive use of an individual.

#### **7. TERMS OF USE**

- 7.1. Disabled Driver Parking Spaces remain the property of Plymouth City Council.
- 7.2. The provision of the Disabled Driver Parking Space will be reviewed in line with the expiry date of the blue badge. Should an applicant be declined a blue badge in future, the bay would be removed.
- 7.3. Applicants must immediately notify Plymouth City Council if they no longer meet the required criteria.

#### **8. APPEAL**

- 8.1. Should an application be unsuccessful, Plymouth City Council will write to the applicant providing details of the reasons for refusal. An applicant may appeal under the following circumstances: -
  - They believe an application has been assessed incorrectly and setting out why (in accordance with the eligibility criteria);
  - Their circumstances have changed since the application and wish for the application to be re-considered submitting details of the change in circumstances.
- 8.2. Appeals will not be considered because the applicant is unhappy with the outcome.

8.3. Appeals will be considered by a Service Manager.

8.4. An appeal decision is final.

8.5. Plymouth City Council may use discretion when assessing individual applications and under exceptional circumstances, such as terminal illness, in the case where someone may not meet the defined criteria. In such cases applications will be considered in consultation with the Cabinet Member for Transport.

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# CONTROLLED PARKING ZONE (CPZ) POLICY

Plymouth Highways



## 1. INTRODUCTION

1.1. This policy sets out the process and criteria for CPZ's in Plymouth. The policy considers the needs of all road users, including residents, businesses and visitors to Plymouth

## 2. CORPORATE VALUES AND PRIORITIES

- 2.1. This policy supports the Council in achieving our vision to be 'One of Europe's most vibrant waterfront cities, where an outstanding quality of life can be enjoyed by everyone' and supports the Council's priorities as a **Growing City** and a **Caring Council** through maintaining an efficient transport network, supporting economic growth that benefits as many people as possible and ensuring Plymouth is a welcoming city.
- 2.2. This policy supports the Council's values as a **Democratic** Council, ensuring meaningful engagement with citizens, businesses and all road users on CPZ proposals.
- 2.3. This policy supports the Council's values as a **Responsible** Council, ensuring the impact of a CPZ upon all road users and access to services is considered, and awareness of any CPZ proposals is communicated to citizens and businesses in Plymouth.
- 2.4. This policy supports the Council's values as a **Cooperative** Council, adopting an inclusive approach to engagement, considering the wider needs of, and impact on, all who use and access the Highway network.

## 3. CPZ - CRITERIA

3.1. The following criteria must be met for a CPZ to be considered: -

- 3.1.1. Not less than 85% of the kerb space regularly occupied between 8am and 6pm on 5, or more, days of the week;
- 3.1.2. Not more than 50% of the car owning residents have, or could have parking available within the curtilage of their own property, or within 200 metres walking distance by way of garages or other private off-street space, such as a driveway;
  - 3.1.2.1. A garage being defined as a building designed to accommodate a parked motor vehicle, with the minimum dimension being 5.0 metres long by 2.5 metres wide. Any garage that measures smaller than the minimum dimensions will not be classed as an off-road parking space.
  - 3.1.2.2. A driveway being defined as an area of land designed to accommodate a parked motor vehicle, with the minimum dimension being 5.0 metres long by 2.5 metres wide. Any driveway that measures smaller than the minimum dimensions will not be classed as an off-road parking space.

- 3.1.3. The peak or normal working day demand for residents' spaces should not 125% of the zones parking capacity (*i.e. If a zone which has provision for 100 residents parking spaces, the peak or normal working day demand for residents parking cannot exceed 125*).

#### 4. CPZ - PROCESS

- 4.1. The process to consider a CPZ as set out below highlights that a CPZ can take up to 11 months from initial request through to delivery on the ground, set out as follows: -

##### **Stage 1 - Scheme Request**

- 4.2. Ward Members make requests for a new, amendment to or a review of a CPZ to Plymouth Highways. All Ward Members should be in agreement to such a request. Multiple requests will be prioritised in consultation with the Cabinet Member responsible for Parking.

##### **Stage 2 - 'Fact find' – 8 weeks**

- 4.3. Plymouth Highways will undertake an assessment to establish the following: -

- Available On Street kerb space;
- Available Off Street parking (*PCC and Private car parks*);
- Whether residents have access to driveways (see 4.6) and/or garages (see 4.5);
- Whether business have private parking or land to accommodate parking;
- How much of the available parking is accessible to residents, businesses and visitors;
- Opportunities to create additional parking i.e. through removal of restrictions;
- Engagement with the Councils Sustainable Transport and Public Transport teams in respect to the availability and accessibility of alternative transport i.e. Public Transport Services;
- Occupancy of the available parking (over 7 days a week)

- 4.4. Plymouth Highways will engage the local community, via community drop in sessions and through online submissions, to capture detailed understanding of local parking concerns and provide information around what a CPZ is, how it works, permits, costs and exclusions; to ensure communities are fully informed. These engagement sessions will also help the Council consider solutions, which include considering solution which address concerns without the requirement for a CPZ.

- 4.5. A garage being defined as a building designed to accommodate a parked motor vehicle, with the minimum dimension being 5.0 metres long by 2.5 metres wide. Any garage that measures smaller than the minimum dimensions will not be classed as an off-road parking space.

- 4.6. A driveway being defined as an area of land designed to accommodate a parked motor vehicle, with the minimum dimension being 5.0 metres long by 2.5 metres wide. Any driveway that measures smaller than the minimum dimensions will not be classed as an off-road parking space.

- 4.7. This outcome of the fact find is to be presented back to the Cabinet Member responsible for Parking. Process can be stopped at this point if evidence shows sufficient parking available or criteria not met.

##### **Stage 3 - Highways Impact Assessment (HIA) - 8 weeks**

4.8. Plymouth Highways will proceed to undertake a 'Highways Impact Assessment' (HIA). The HIA explores the impact of a CPZ on the following areas: -

- Road Safety
- Access to places of worship
- Access to services (i.e. hospitals and medical/health centres)
- Access to schools and education facilities
- Sports and leisure facilities
- Dispersal and displacement of parking

4.9. Plymouth Highways will engage the local community, via community drop in sessions and through online submissions, on outline proposals in response to the parking challenges, information obtained through the 'fact find' and in consideration to the 'Highways impact assessment'. These sessions enable feedback to outline proposals and for proposals to be amended to provide the best solution, ahead of any balloting with the community.

#### **Stage 4 - Scheme Design - 4 weeks**

4.10. The scheme is designed, by Plymouth Highways, using data established from the 'fact find', 'Highways Impact Assessment' and community engagement. The Cabinet Member responsible for parking is to be briefed on scheme proposals.

#### **Stage 5 - Informal Consultation - 6 weeks**

4.11. The proposed scheme will be subject to non-statutory consultation (herein referred to as 'informal consultation'). Details of the proposal must be shared with: -

- Ward Members
- Residents
- Businesses
- Visitor/Tourism sector/representatives (i.e. Hospitality Association)
- Education (i.e. schools, nurseries, colleges)
- Health and medical centres (i.e. hospitals, surgeries, dentists)
- Religious institutions (i.e. church's and places of worship)
- Emergency Services

4.12. Each residential property (defined as each individual property reference on Council Tax) within the boundary of a proposed scheme will be balloted and be entitled to one vote on whether they support, or do not support, the CPZ proposals.

4.13. A minimum of 50% turnout is required and a minimum of 51% of responses received to be in support of the proposal. The outcome of the consultation is presented to the Cabinet Member responsible for parking to seek authority to proceed to formal Road Traffic Act consultation.

#### **Stage 6 - Formal Consultation (Road Traffic Act) - 10 weeks**

4.14. Commence statutory (Road Traffic Act) consultation. Ward Members, residents, emergency services and businesses will be advised of the consultation and of the opportunity to make representations.

**Stage 7 - Scheme Approval or Rejection**

- 4.15. Approval required from the Cabinet Member with responsibility for parking to implement, or not implement, giving consideration to the representations received during the formal Road Traffic Act consultation.

**Stage 8 – Implementation - 6 weeks**

- 4.16. The scheme can now be implemented.

# EQUALITY IMPACT ASSESSMENT

CPZ Review



STAGE 1: What is being assessed and by whom?	
What is being assessed - including a brief description of aims and objectives?	Controlled Parking Zone review
Responsible Officer	Mike Artherton
Department and Service	Place, Street Services
Date of Assessment	25/09/2018

STAGE 2: Evidence and Impact				
Protected Characteristics (Equality Act)	Evidence and information (e.g. data and feedback)	Any adverse impact?	Actions	Timescale and who is responsible?
Age	<ul style="list-style-type: none"> <li>The average age in Plymouth (39.0 years) is about the same as the rest of England (39.3)</li> </ul>	It is envisaged that the proposals will have a positive impact on all age groups who are potentially affected by	Proposals are subject to a consultation process under the Road Traffic Act where information	The Council will consult for a period of 21 days and invite people to submit representations to the proposals.

**STAGE 2: Evidence and Impact**

Protected Characteristics (Equality Act)	Evidence and information (e.g. data and feedback)	Any adverse impact?	Actions	Timescale and who is responsible?
	<p>years), but less than the South West (41.6yrs).</p> <ul style="list-style-type: none"> <li>• Of the 16 SW authorities we have the third lowest percentage of older people (75), and the fifth highest percentage of children and young people (under 18).</li> <li>• Children and young people (CYP) under 18 account for 19.8 per cent of our population, within this 88.8 per cent are under 16.</li> <li>• Car Ownership rates in Plymouth are approximately 450 per 1000 residents</li> <li>• 72.2% of households own at least one car</li> </ul>	<p>this change in policy. The proposed policy will ensure that fair and adequate consultation in line with the requirements of the Traffic Management Act will be undertaken along with significant periods of additional informal consultation, this will be undertaken in a manner that will ensure all age ranges can access the consultation information and have appropriate opportunity to feedback. These will include but not be limited to the following media</p> <ul style="list-style-type: none"> <li>• Web</li> <li>• Local Press</li> <li>• 1<sup>st</sup> Stop</li> </ul> <p>The change of policy may have an adverse impact on those residents who are</p>	<p>on all the proposals will be made available.</p>	

**STAGE 2: Evidence and Impact**

Protected Characteristics (Equality Act)	Evidence and information (e.g. data and feedback)	Any adverse impact?	Actions	Timescale and who is responsible?
		<p>experiencing difficulty parking close to their homes, who may previously have qualified for a Controlled Parking Zone, with the proposed measures this will be a fact and evidence based decision that the previous process.</p>		
Disability	<p>A total of 31,164 people (from 28.5% of households) declared themselves as having a long-term health problem or disability (national figure 25.7% of households).</p> <p>10% of our population have their day-to-day activities limited significantly by a long-term health problem or disability.</p> <p>Self-assessment of health yields percentages of fair,</p>	<p>The proposals do not adversely impact on disability.</p> <p>The proposals do not impact on the current provision and accessibility of disabled parking.</p> <p>The proposed Controlled Parking Policy changes do not include a change to the existing Disabled Parking arrangements</p>		

<b>STAGE 2: Evidence and Impact</b>				
<b>Protected Characteristics (Equality Act)</b>	<b>Evidence and information (e.g. data and feedback)</b>	<b>Any adverse impact?</b>	<b>Actions</b>	<b>Timescale and who is responsible?</b>
	<p>bad, and very bad health of 13.9%, 5.1% and 1.4% respectively.</p> <p>1,224 adults registered with a GP in Plymouth have some form of learning disability (2010/11).</p> <p>17.5 per 1,000 children in Plymouth have a learning difficulty reported by schools.</p> <p>The National Poverty Institute published a study that highlighted that 23% of disabled people live in poverty, this is slightly higher than the headline rate of 21% as a proportion of the UK population</p>	<p>These include</p> <ul style="list-style-type: none"> <li>• Blue Badge Holders exempt from scheme where permit times are 3 hours or less</li> <li>• Blue Badge Holders are exempt for 3 hours in any scheme over 3 hours (Badge &amp; Clock displayed)</li> <li>• Blue Badge Holders not exempt for parking over three hours in schemes with restrictions in excess of 3 hours</li> </ul> <p>The proposed policy will ensure that fair and</p>		



**STAGE 2: Evidence and Impact**

Protected Characteristics (Equality Act)	Evidence and information (e.g. data and feedback)	Any adverse impact?	Actions	Timescale and who is responsible?
		<p>adequate consultation in line with the requirements of the Traffic Management Act will be undertaken along with significant periods of additional informal consultation, this will be undertaken in a manner that will ensure all age ranges can access the consultation information and have appropriate opportunity to feedback. These will include but not be limited to the following media</p> <ul style="list-style-type: none"> <li>• Web</li> <li>• Local Press</li> <li>• 1<sup>st</sup> Stop</li> </ul> <p>This will be available in large print should the need arise.</p> <p>An additional level of consultation at the informal stages of the</p>		

**STAGE 2: Evidence and Impact**

Protected Characteristics (Equality Act)	Evidence and information (e.g. data and feedback)	Any adverse impact?	Actions	Timescale and who is responsible?
		<p>process will be undertaken with Plymouth and District Access Network (PADAN) to ensure that at the earliest stage possible any special requirements or risks can be highlighted.</p>		
Faith, Religion or Belief	<ul style="list-style-type: none"> <li>• 84,326 (32.9 per cent) of the Plymouth population stated they had no religion.</li> <li>• Those with a Hindu, Buddhist, Jewish or Sikh religion combined totalled less than 1 per cent.</li> <li>• Christianity: 148,917 people (58.1 per cent), decreased from 73.6 per cent since 2001.</li> <li>• Islam: 2,078 people (0.8 per cent), doubled from 0.4 per cent since 2001.</li> <li>• Buddhism: 881 people (0.3 per cent),</li> </ul>	<p>The proposed policy will include a requirement to consider the impact on places of worship during any design or request stage.</p> <p>The consultation will ensure that a formal Highway Impact Assessment is made to take into account any recognised place of worship in an area impacted by the consideration for a Controlled Parking Zone</p>	None	None

<b>STAGE 2: Evidence and Impact</b>				
<b>Protected Characteristics (Equality Act)</b>	<b>Evidence and information (e.g. data and feedback)</b>	<b>Any adverse impact?</b>	<b>Actions</b>	<b>Timescale and who is responsible?</b>
	<p>increased from 0.2 per cent since 2001.</p> <ul style="list-style-type: none"> <li>• Hinduism: 567 people (0.2 per cent) described their religion as Hindu, increased from 0.1 per cent since 2001.</li> <li>• Judaism: 168 people (0.1 per cent), decreased from 181 people since 2001.</li> <li>• Sikhism: 89 people (less than 0.1 per cent), increased from 56 people since 2001.</li> <li>• 0.5 per cent of the population had a current religion that was not Christianity, Islam, Buddhism, Hinduism, Judaism or Sikh, such as Paganism or Spiritualism.</li> </ul>			
Gender - including marriage, pregnancy and maternity	There is no discernible impact based on gender,	None	None	None
Gender Reassignment	None	None	None	None

<b>STAGE 2: Evidence and Impact</b>				
<b>Protected Characteristics (Equality Act)</b>	<b>Evidence and information (e.g. data and feedback)</b>	<b>Any adverse impact?</b>	<b>Actions</b>	<b>Timescale and who is responsible?</b>
Race	None	None	None	None
Sexual Orientation -including Civil Partnership	None	None	None	None

<b>STAGE 3: Are there any implications for the following? If so, please record 'Actions' to be taken</b>		
<b>Local Priorities</b>	<b>Implications</b>	<b>Timescale and who is responsible?</b>
Reduce the inequality gap, particularly in health between communities.	No Implications	None
Good relations between different communities (community cohesion).	There are positive implication in the proposed changes to the Controlled Parking Policy, the inclusion of formal processes for assessing the needs and impact of all of the community will ensure that a fair and balanced view will be taken at all stages of then informal and formal consultation	None
Human Rights	No implications	None

<b>STAGE 4: Publication</b>			
Director, Assistant Director/Head of Service approving EIA.		Date	25 September 2018

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**PLYMOUTH CITY COUNCIL**

**Subject:** Capital & Revenue Monitoring Report 2018/19: Quarter 2  
**Committee:** Cabinet  
**Date:** 13 November 2018  
**Cabinet Member:** Councillor Lowry  
**CMT Member:** Andrew Hardingham – Interim Strategic Director for Transformation and Change  
**Author:** Paul Looby – Head of Financial Planning and Reporting  
Hannah West - Finance Business Partner  
**Contact details** Tel: 01752 307271  
email: [paul.looby@plymouth.gov.uk](mailto:paul.looby@plymouth.gov.uk)  
Tel: 01752 305171  
email: [hannah.west@plymouth.gov.uk](mailto:hannah.west@plymouth.gov.uk)  
**Ref:**  
**Key Decision:** No  
**Part:** I

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**Purpose of the report:**

This report outlines the finance monitoring position of the Council as at the end of September 2018.

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

As shown in Table 1 below, the estimated revenue overspend is £5.192m. The overall forecast net spend equates to £190.747m against a budget of £185.555m, which is a variance of 2.8%. This needs to be read within the context of needing to deliver in excess of £11m of savings in 2018/19 on the back of balancing the 2017/18 revenue budget where £18m of net revenue reductions were successfully delivered.

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

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**Table 1: End of year revenue forecast**

	Budget £m	Forecast Outturn £m	Variance £m
<b>Total General Fund Budget</b>	<b>185.555</b>	<b>190.747</b>	<b>5.192</b>

The latest capital budget was approved at Full Council on 26<sup>th</sup> February 2018 was £674.7m. Following the monitoring cycle this was reduced by £9m. This was reported to Cabinet in the Outturn report. Quarter 1 monitoring has shown the budget has reduced again to £581.1m, as detailed below.

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### **The Corporate Plan 2016/17 – 2018/19:**

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

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

Robust and accurate financial monitoring underpins the Council's Medium Term Financial Strategy (MTFS). The Council's Medium Term Financial Forecast is updated regularly based on on-going monitoring information, both on a local and national context. Any adverse variations from the annual budget will place pressure on the MTFS going forward and require additional savings to be generated in future years. All one-off savings achieved within 2018/19 to balance the budget will roll forward into 2019/20 creating a further pressure on next year's budget.

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

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

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### **Equality and Diversity**

This report monitors our performance against our approved budget 2018/19. As part of the budget setting process, EIA were undertaken for all areas.

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**Recommendations and Reasons for recommended action:**

1. Note the current revenue monitoring position and action plans in place to reduce/mitigate shortfalls;
2. It is recommended that Cabinet approve the non-delegated virements which have occurred since 1<sup>st</sup> July 2018;
3. Cabinet are asked to recommend to Council that the Capital Budget 2018 -2023 is revised to £581.1m (as shown in Table 6).

**Alternative options considered and rejected:**

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

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**Published work / information:**

2018/19 Annual Budget: [2018 Annual Report](#)

**Background papers:**

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

**Sign off:**

Fin	Akh.18.19. 125	Leg	It/31525 /0511	Mon Off		HR		Assets		IT		Strat Proc	
Originating SMT Member: Andrew Hardingham, SD Finance													
Has the Cabinet Member(s) agreed the contents of the report? Yes													

## Commentary

The overall financial position for the Council has seen the forecasted outturn for the year end 31<sup>st</sup> March 2019 move from the Quarter 1 Report position of an over spend of £2.882m to this Quarter 2 position of an over spend of £5.192m.

There have been favourable changes to the forecast overspends projected for Corporate Items and within the Transformation and Change Directorate, with a £1 million contribution which reflects a review of the council's balance sheet resulting in a fund switch from revenue to capital.

The Executive Office has reduced to a £0.030m adverse position with plans in place to mitigate.

The Place Directorate is reporting an under spend of £0.712m following a full review of all reserves and additional income opportunities. This represents a net improvement of approximately £1m from previous forecasts.

The volatility within a number of demand led services cannot be underestimated. The current position within Children's, Adults and Community Connections highlights this with further challenges ahead within the services.

Adult Social Care is reporting a forecasted over spend of £0.481m at the year-end. There are still major pressures in 2018/19 mainly focused around increases in high cost packages and increases in client numbers, especially in the following areas:

Service	Variation £m	Budgeted Client Nos	Actual Client Nos Mth. 6
Domiciliary Care	0.379	1,192	1,234
Supported Living	0.429	551	589
Short Stays	0.205	60	65
Residential & Nursing	1.502	983	1,071
Additional Income - Care Packages	(0.818)		

The department will continue to undertake reviews of all expenditure to bring the spend back to a balanced budget position, and are confident this will be achievable.

Community Connections is reporting an over spend of £0.168m due to the continuing pressure of cost and placement numbers within Bed and Breakfast accommodation. Cost pressure for further reducing average placements by 10 from the current 57 to 47 per night is £0.168m, which the service is targeting to reduce with use of alternative properties provided through existing contracts as well as use of additional contracted staff to target single occupancy stays. The service is dedicating more resource to encourage clients to complete Universal Credit claims to increase the Housing Benefit received.

The Children Young People and Families Service month 6 position of £5.7m over spend represents an increase of £4.782m from month 5 and £5.120m within the quarter. There has been a significant increase in young people's placement cost accounting for £4.1m. We are experiencing a big rise in the number of vulnerable children needing care, the cost of the care is particularly high due to the level of support needed to keep young people safe, such as specialist residential care placements with high levels of staffing. A number of very costly care

packages are the result of Court of Protection orders that place a duty on the Council to provide specialist care.

This increasing financial demand on Children's Services is not just a local issue, but is seen nationally and is a culmination of rising demand, complexity of care, rising costs and the availability of suitable placements. Robust plans are in place to deliver £4.655m savings this year, delivering over £3m to date, although the Service has identified a savings plan £1.647m that will not be achieved this year.

When we compare Plymouth with its statistical neighbours, the number of LAC (Looked After Children) per 10,000 child population does not show our numbers as being higher, rather that our number is lower although rising in line with the South West region and national trends. Children coming into care in the past few months requiring wrap-around packages of care are adding a predicted cost commitment of over £0.800m to the forecast.

The budget pressure can be attributed to the significant increase in cost, due to the complexity of care, as well as the volume of young people's placements since the budget was set during autumn 2017. There are now a number of complex individual packages of care at considerably higher cost; during August and September for example, a number of young people were discharged from hospital to avoid bed blocking, all of whom have severe complex needs.

The department budget for 2018/19 is £35.1m with a forecast spend this year of £40.8m:

Budget Area	Budget £m	Forecast £m	Variance £m
Placements	20.973	25.026	4.053
Employee Related	18.528	18.515	(0.013)
Delivery Plans (Savings)	(4.665)	(3.018)	1.647
Other	0.267	0.280	0.013
<b>Total</b>	<b>35.103</b>	<b>40.803</b>	<b>5.700</b>

With the delivery plan pressure of £1.647m, spend on three placement categories accounts for almost all of the remaining over spend of £4.053m.

Budget Area	Budget £m	Forecast £m	Variance £m
Residential Placements	7.068	8.196	1.128
Independent Foster Placements	5.279	6.015	0.736
Supported Living Placements	0.980	3.079	2.099
Other Placements	7.646	7.736	0.090
<b>Total</b>	<b>20.973</b>	<b>25.026</b>	<b>4.053</b>

For Residential Placements we set the budget based on 36 placements at an average weekly cost of £3,765; this is an annual cost of £195,780. We now have 38 placements but we have seen our current average weekly cost increase to £4,109; an annual cost of £213,668, an increase of 9%. giving a total pressure of £1.128m.

For Supported Living Placements we set the budget based on an average of 15 placements for the full year; we now have 23 with an average weekly cost of £2,606 against the budget average of £1,253, giving a total pressure of £2.099m.

The Director of Children's Services is working with the senior managers within the department to work up a detailed recovery plan and currently has proposed plans being considered which forecast savings for 2018/19 of circa £1m. All areas are being reviewed, but

Although the main drivers contributing to the council's total £5.2m over spend are the demand-led services, urgent work is under way to find £5.2 million savings across the Council to close the funding gap for 2018/19. Led by the Strategic Directors and Cabinet, all staff are working hard to deal with the projected overspend and this is being dealt with as a whole council problem.

It is anticipated that the projected over spend will reduce with each future monitoring review.

## SEPTEMBER 2018 FINANCE MONITORING

### Table 2: Revenue Monitoring Position

Directorate	Gross Expenditure	Gross Income	2018/19 Latest Approved Budget	Forecast Outturn	Forecast Year End Variation
	£m	£m	£m	£m	£m
Executive Office	4.546	(0.167)	4.379	4.409	0.030
Corporate Items	7.136	(12.269)	(5.133)	(5.913)	(0.780)
Transformation and Change	131.728	(95.649)	36.079	36.384	0.305
People Directorate	255.617	(130.992)	124.625	130.974	6.349
Office of the Director of Public Health	19.456	(19.141)	0.315	0.315	0.000
Place Directorate	79.769	(54.479)	25.290	24.578	(0.712)
<b>TOTAL</b>	<b>498.252</b>	<b>(312.697)</b>	<b>185.555</b>	<b>190.747</b>	<b>5.192</b>

### Table 3: Plymouth Integrated Fund

Plymouth Integrated Fund	2018/19 Budget	2018/19 Forecast	Year End Overspend / (Underspend)
	£m	£m	£m
New Devon CCG – Plymouth locality	482.615	482.615	0.000
Plymouth City Council *	251.664	252.878	1.214
<b>TOTAL</b>	<b>734.279</b>	<b>735.493</b>	<b>1.214</b>

The financial position above for the Plymouth Integrated Fund is for the 2018/19 month 3 position, and before any risk share.

\*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).

**Table 4: Key Issues and Corrective Actions**

<b>Issue</b>	<b>Variation £M</b>	<b>Management Corrective Action</b>
<p><b>EXECUTIVE OFFICE</b></p> <p>The department recognises the budget pressure for 2018/19 and also notes strong predicted income generation over target. Given strength in predicted income generation, focussed areas of new business development will also be pursued (e.g. school exclusions administration and at least one additional governance contract).</p>	0.030	<p>Forensic examination of all budgets has already been undertaken. The next step is to instigate an ‘end-to-end’ review process to inform likely service review with a view to reducing establishment. Additional posts are being held vacant to help address the pressure. Alongside this further reviews are continuing in order to try and return a balanced position in line with year-end.</p>
<p><b>CORPORATE ITEMS</b></p> <p>This is due to the deficit in the Pension fund.</p> <p>The Council is also currently managing a number of public liability insurance claims. If all claims are fully paid there are insufficient funds in the reserve to meet all liabilities. At this stage if nothing else changes and based on past trends a deficit of approximately £0.2m will have to be covered.</p>	(0.780)	<p>Efforts are continuing to be made to reduce the deficit in the Pension fund, this includes working with colleagues at Devon County Council, the pension fund administrators.</p> <p>With regard to the insurance liability claims, Officers continue to work to mitigate these claims; to ensure that losses are minimised.</p> <p>There is a £1 million contribution which reflects a review of the council’s balance sheet resulting in fund switch from revenue to capital.</p>
<p><b>TRANSFORMATION and CHANGE – Finance</b></p> <p>There are pressures totalling £0.285m in Facilities Management; due to the pay award in line with Living Wage. The provision created to meet these costs has left an unfunded element due to the staff profile.</p>	0.000	<p>A review is now underway to deliver the savings required to offset this pressure and a balanced position is assumed in line with year-end.</p>

<p>There is also a pressure from an income target against Schools cleaning which is unlikely to be met due to schools withdrawing as they move to Academies. A revised FM structure is being drawn up to enable the pressure to be eliminated.</p> <p>The Council is continuing to monitor the action taken by 14 local authorities' legal action against Barclays Bank in connection with their LIBOR 'rigging' and its links to the rate setting for LOBO loans, to see if it brings refinancing opportunities. The Council is also monitoring bank rates. The market is predicting a gradual increase in the base rate over the next 2 years. The Council has profited from very low interest rates on its short term loans but any increase will result in cost increases.</p>		
<p><b>TRANSFORMATION and CHANGE – Legal</b></p>	<p>0.000</p>	<p>There is currently a small pressure of £0.050m due to missed vacancy savings target. Income opportunities are being sought to try and offset this and as a result a balanced position is assumed.</p>
<p><b>TRANSFORMATION and CHANGE – Customer Services</b></p>	<p>0.305</p>	<p>There is a pressure of £0.305m because of a shortfall in Housing Benefit Subsidy. This is being closely monitored and detailed review sessions are taking place to assist with addressing the pressure, despite this the area remains highly volatile.</p>

<p><b>TRANSFORMATION and CHANGE – Service Centre</b></p> <p>As outlined in the MTFs, there is a savings target against the Service Centre that remains a challenge of £0.484m.</p>	0.000	The project team are seeking solutions to address this with the focus being on addressing the pressure in full before the end of the financial year.
<p><b>TRANSFORMATION and CHANGE – Human Resources &amp; OD</b></p>	0.000	There is currently a nil variance to report.
<p><b>TRANSFORMATION and CHANGE – Departmental</b></p>	0.000	There is currently a nil variance to report.
<p><b>TRANSFORMATION and CHANGE – ICT Commissioned Service</b></p>	0.000	There is currently a nil variance to report.
<p><b>PEOPLE - Children Young People and Families (CYPF)</b></p> <p>The Children Young People and Families Service are reporting a budget pressure of £5.700m at month 6.</p> <p>The national and local context for children’s placements is extremely challenging, with increasing difficulties in securing appropriate, good quality placements.</p> <p>As part of the budget for 2018/19, CYP&amp;F is expected to make savings of £4.655m. One delivery plan remains undelivered at £1.6m</p>	5.700	<p>There are a number of management actions in place to address the current position, including the introduction of an action-plan review group consisting of senior officers, meeting once per week to track progress.</p> <p>Actions include:</p> <ul style="list-style-type: none"> <li>▪ Tightening of the front door for Looked after Children (LAC); only HoS Children’s Social work and Permanence can give consent for anyone to be accommodated and in her absence Service Director will cover.</li> <li>▪ Fortnightly placement review to ensure step down of high cost placements</li> <li>▪ Review of staying put arrangements and financial remuneration</li> <li>▪ Maximize contribution from partners - Health and Education Service</li> </ul>



		<p>Director persistently raising matter of budgetary pressures at all staff meetings to ensure only essential expenditure and actions taken in a timely manner.</p> <ul style="list-style-type: none"> <li>▪ Maximise local residential placements to avoid higher out of area associated costs.</li> <li>▪ Director &amp; Finance Review all Financial Assumptions</li> </ul>
<p><b>PEOPLE - Strategic Cooperative Commissioning</b></p> <p>The Strategic Commissioning service is forecasting an over spend of £0.481m at year- end. There are still major pressures in 2018/19, around increases in high cost packages and increases in client numbers.</p> <p>The department has met all its in-year delivery plans for the financial year £4.794m and are continuing with a saving plan now in place to address this demand-driven cost pressure, with continuous management review in place.</p>	0.481	<p>There are management actions currently being put in place to try to reduce the variation in year, with a number of “deep dives” taking place into the areas currently overheating, for example:</p> <ul style="list-style-type: none"> <li>▪ Residential &amp; Nursing – review of very high cost clients and transitions, review of admissions and discharges,</li> <li>▪ Supported Living – focus on Trusted Provider scheme, review of single handed project,</li> <li>▪ Dom Care – review of single handed project, review of reablement contract,</li> <li>▪ Short Stays – review of any short stay clients that have been in placements for over 1 month.</li> </ul>
<p><b>PEOPLE – Education Participation and Skills</b></p> <p>Education, Participation and Skills budget is forecast to balance to budget at year end.</p> <p>As part of the MTFs for 2018/19, Education Participation and Skills is expected to make savings of over £0.699m as well as £0.687m of savings brought forward from 2017/18 that were realised from one off savings.</p>	0.000	<p>A plan is being developed to scope all of the education related services within Education, Participation and Skills and recommend an approach and plan for transforming in order to realise savings.</p> <p>In addition the Adult Community Meals pressure of £0.130m has been cleared.</p>

<p><b>PEOPLE – Community Connections</b></p> <p>The average B &amp; B numbers for April to September have been 57 placements per night against a budget for 42.</p>	0.168	Action is ongoing to limit the overall cost pressure through lower placements and prevention work.
<p><b>People Management &amp; Support</b></p> <p>The People Management &amp; Support budget is forecast to balance to budget at year end, as per the reporting in previous months.</p>	0.000	
<p><b>Office of the Director of Public Health</b></p> <p>The budget for the Office of the Director of Public Health (ODPH) is expected to come in on budget for 2018/19. The budget is made up of the grant funded Public Health, Public Protection Service and Bereavement Services, of which the grant funded section of Public Health forms part of the Integrated Fund.</p> <p>There has been a reduction in the Public Health grant received in 2018/19 of £0.405m from 2017/18, which will be contained by a variety of management actions, mainly around the contracts that are held within the department.</p> <p>The Public Protection service, funded from RSG and other income streams, are showing a break even position at this point in the year.</p>	0.000	

<p>The Bereavement Service, is showing an increase in the numbers of cremations budgeted for at this point in the year, although any surpluses from this service are ring-fenced and cannot be counted towards any favourable variations for the Directorate.</p>		
<p><b>PLACE - Strategic Planning and Infrastructure</b></p> <p>The Service Management Team continue to actively monitor the overall departmental budget proactively as well as the agreed 2018/2019 Budget Review actions.</p> <p>Favourable variations have been achieved from improvement in income forecasts relating to planning applications, the Development Enquiry Service and Building Control; savings resulting from a later implementation of the restructure, and; the transfer of three posts to the new Joint Local Plan team which will be jointly funded with South Hams and West Devon councils.</p>	<p>(0.400)</p>	<p>Efforts will continue to be taken to maximise income and contain costs.</p> <p>An action for all services to review their current reserve status where possible to assist with the current financial pressures. SP&amp;I have therefore reviewed their current reserves position and utilised a one off sum of £0.150m to offset existing Place pressures. SP&amp;I have also identified income opportunities of £0.063m from the PHDP and £0.096m from reserves.</p>
<p><b>PLACE - Management Support</b></p> <p>Savings across a number of cross cutting legacy actions totalling £0.415m have been delivered. The remainder includes the need to absorb GAME staffing target and the balance of the additional savings target.</p>	<p>0.352</p>	<p>Costs will be contained to support budget reduction.</p>

<p><b>PLACE - Economic Development</b> Income generation from Asset Investment Fund acquisitions have enabled a series of spend pressures within Economic Development to be met, including the cost of the events programme.</p>	(0.514)	<p>ED have undertaken a thorough review of all budgets in 18/19 and have identified further savings due to the accelerated purchase of a future acquisition, further capitalisation of salaries, and a reduction in bad debt provision and reserves.</p> <p>Efforts will continue to mitigate this cost pressure, through income maximisation and reasonably containing costs.</p>
<p><b>PLACE – GAME</b> The New Homes Bonus target has already been achieved for 18/19.</p>	0.000	
<p><b>PLACE - Street Services</b></p> <p><b>Street Scene &amp; Waste services:</b> Street Scene &amp; Waste are currently reporting an adverse position of £0.228m – this is due to a reduction in new income, awaiting a new deal for the Refuse Transfer Station of £0.220m.</p> <p><b>Fleet and Garage:</b> Fleet &amp; Garage are reporting a small surplus due to salary vacancies.</p> <p><b>Highways and Car Parking:</b> Highways and parking are reporting a £350k underspend due to current salary vacancies and a review of service requirements in 18/19 and additional parking income.</p>	<p>0.228</p> <p>(0.028)</p> <p>(0.350)</p>	<p>As part of the Street Services Improvement plan; we will examine and bring forward options to maximise income and reasonably contain costs whilst recognising the need to deliver high quality services.</p>
<p><b>TOTAL</b></p>	<b>5.192</b>	

**Recommendation**

It is recommended that Cabinet note the current monitoring position and endorse the recovery action plans that are now in place and continue to work with Directors to achieve a balanced budget by the end of the year.

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**Virements**

There are no virements that need approval.

## **Capital Budget - 2018-2023**

The latest capital budget was approved by Council on 17 September 2018 is £581.1m.

The capital budget has been adjusted to take into account some of the changes to the capital programme and adjustments to the priority list assumptions and income assumptions.

The five year capital budget 2018-2023 is currently forecasted at £581.3m. This is set out in Table 6 below.

### **Movement in Capital Budget**

Table 5:

Description	£m
Latest Approved Budget 2018-23	581.1
Reduction of Corporate Borrowing from the Priority List	(20.8)
Other changes	21.0
<b>Total Revised Capital Budget for Approval (2018-2023)</b>	<b>581.3</b>

### **Current Capital Resources**

Table 6: The Capital budget consists of the following elements:

Description	£m
Capital Programme	284.5
Priority List (outstanding allocations)	89.6
Income Assumptions *	207.2
<b>Total Revised Capital Budget for Approval (2018-2023)</b>	<b>581.3</b>

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

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

#### **Priority List**

The priority list budget has been reduced to take account of projects that have been approved and transferred to the capital programme for delivery. The priority list corporate borrowing budget has been reduced by £21m in order to meet the revenue budget set aside to repay the future corporate borrowing (MRP) and this is in line with the MTFs 2019-22.

Tables 7 and 8 below shows the revised capital programme for the period 2018-2023, as at the end of September 2018. Appendix I shows a detailed breakdown of the Capital Programme.

## Revised Capital Programme

Table 7: Capital Programme by Delivery Outcome

Primary Outcome of Projects	£m
Securing Growth in the City Centre/Waterfront	21.685
Securing Growth in Derriford and the Northern Corridor	27.945
Securing Growth in the Eastern Corridor	6.987
Delivering More/Better Housing	5.243
Ensuring Essential City Infrastructure	22.959
Improving Neighbourhoods and Community Infrastructure	10.065
Ensuring Good Quality School Places	4.008
Growing the Economy	2.590
Delivering Oceansgate	18.264
Connecting the City	27.550
Celebrating Mayflower	5.277
Delivering The Box	22.385
Transforming Services	109.508
<b>Total</b>	<b>284.467</b>

Table 8: Capital Programme by Directorate

Directorate	2018/19	2019/20	2020/21	2021/22	2022/23	Total
	£m	£m	£m	£m	£m	£m
Transformation & change	8.041	1.832	0.983	-	-	10.856
People	8.061	1.385	0.162	0.162	0.162	9.932
Place	143.096	79.226	25.445	2.122	2.000	251.889
Public Health	3.553	0.313	7.547	0.377	-	11.790
<b>Total</b>	<b>162.751</b>	<b>82.756</b>	<b>34.137</b>	<b>2.661</b>	<b>2.162</b>	<b>284.467</b>

## Recommendation

Council approve that the Capital Budget 2018-2023 is revised to £581.3m (as shown in Table 2)

## Appendix I: Detailed Breakdown of the Capital Programme

Approved Capital Programme	2017/18	2018/19	2019/20	2020/21	2021/22	Total
	£000	£000	£000	£000	£000	£000
<b>Celebrating Mayflower</b>						
Mayflower 400 - Public Realm Improvements	804	281	-	-	-	1,085
Mayflower 400 – Public Realm Enabling	1,000	1,916	-	-	-	2,916
Mayflower 400 - Elizabethan House	177	992	48	-	-	1,217
Mayflower 400 - Monument	50	-	-	-	-	50
Mayflower 400 - Waterfront Event Infrastructure	10	-	-	-	-	10
<b>Total Celebrating Mayflower</b>	<b>2,041</b>	<b>3,189</b>	<b>48</b>	<b>0</b>	<b>0</b>	<b>5,278</b>
<b>Connecting the City</b>						
Mayflower Coach Station	20	-	-	-	-	20
Cot Hill Bridge	435	320	25	-	-	780
Plymouth Rail Station Regeneration	1,000	14,746	10,982	22	-	26,750
<b>Total Connecting the City</b>	<b>1,455</b>	<b>15,066</b>	<b>11,007</b>	<b>22</b>	<b>-</b>	<b>27,550</b>
<b>Delivering More/Better Housing</b>						
Self Build Housing Sites	74	115	-	-	-	189
Former Whitleigh Community Centre	154	-	-	-	-	154
North Prospect Phase 5	500	450	-	-	-	950
Bath Street	297	1,762	-	-	-	2,059
Plan for Homes	599	134	-	-	-	733
Demolitions for Housing	472	-	-	-	-	472
Extra Care Housing Support Millbay	-	450	-	-	-	450
How Street Specialist Housing Programme	-	238	-	-	-	238
<b>Total Delivering More/Better Housing</b>	<b>2,196</b>	<b>3,149</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>5,245</b>
<b>Delivering Oceansgate</b>						
Oceansgate Remediation/separation works	2,037	-	-	-	-	2,037
Oceansgate Phase 1 Direct Development	502	141	-	-	-	643
Oceansgate Phase 2 Direct Development	663	6,504	4,795	-	-	11,962
Oceansgate Phase 2 Infrastructure	1,239	-	-	-	-	1,239
<b>Total Delivering Oceansgate</b>	<b>4,782</b>	<b>8,688</b>	<b>4,795</b>	<b>-</b>	<b>-</b>	<b>18,265</b>
<b>Delivering The Box</b>						
The Box	13,347	7,930	1,107	-	-	22,384
<b>Total Delivering The Box</b>	<b>13,347</b>	<b>7,930</b>	<b>1,107</b>	<b>-</b>	<b>-</b>	<b>22,384</b>
<b>Ensuring Essential City Infrastructure</b>						
King George V Pedestrian and Walking Cycle Route	290	-	-	-	-	290



Mount Wise – Charge Point & Ticket Machine	16	-	-	-	-	16
Bus Punctuality improvement plan (BPIP)	14	-	-	-	-	14
S106 Transport Projects	971	-	-	-	-	971
Derriford Community Park	92	81	-	-	-	173
European Marine Sites - Recreational Behaviour Changing Measures	50	55	-	-	-	105
Glenside GP Surgery	83	-	-	-	-	83
Home Energy	166	80	80	60	-	386
Warm Homes	250	388	-	-	-	638
Millbay Boulevard	435	2,324	-	-	-	2,759
Development Funding	50	450	-	-	-	500
Capitalised Maintenance Schemes	6,950	4,785	2,000	2,000	2,000	17,735
Flood defence Works	293	-	-	-	-	293
West Hoe Pier	83	-	-	-	-	83
Mount Edgcumbe Projects	805	522	-	-	-	1,327
<b>Total Ensuring Essential City Infrastructure</b>	<b>10,513</b>	<b>9,494</b>	<b>2,080</b>	<b>2,000</b>	<b>2,000</b>	<b>26,147</b>
<b>Ensuring Good Quality School Places</b>						
Pennycross Basic Need	42	-	-	-	-	42
Pomphlett Basic Need	1,957	400	-	-	-	2,357
Oreston Academy Basic Need	10	-	-	-	-	10
Yealmpstone Farm Primary School Basic Need	1,550	-	-	-	-	1,550
Woodford Primary School - Decking	49	-	-	-	-	49
<b>Total Ensuring Good Quality School Places</b>	<b>3,608</b>	<b>400</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>4,008</b>
<b>Growing the Economy</b>						
Social Enterprise Fund	528	49	-	-	-	577
Langage Development Phase 2	1,983	-	-	-	-	1,983
39 Tavistock Place	-	-	30	-	-	30
<b>Total Growing the Economy</b>	<b>2,511</b>	<b>49</b>	<b>30</b>	<b>-</b>	<b>-</b>	<b>2,590</b>
<b>Improving neighbourhoods and delivering community infrastructure / facilities</b>						
Barne Barton general amenity improvements	164	-	-	-	-	164
Active Neighbourhoods	63	25	-	-	-	88
Infrastructure Works at Honicknowle	26	-	-	-	-	26
Derriford Community Park	577	15	-	-	-	592
Bond Street Playing fields (Southway Community Football Facility)	270	240	-	-	-	510
Staddiscombe Sports Improvements	58	-	-	-	-	58
Higher Efford Play Pitch Enhancements	265	215	-	-	-	480
Central Park Sports Plateau	399	11	-	-	-	410
Central Park Improvements	4,159	689	-	-	-	4,848
Improving Outdoor Play	671	400	-	-	-	1,071
Dunstone Woods	13	-	-	-	-	13

Blockhouse Park Playground Refurbishment	2	-	-	-	-	2
Manadon Play Pitches	1,555	-	-	-	-	1,555
Children Centres	250	-	-	-	-	250
<b>Total Improving neighbourhoods and delivering community infrastructure / facilities</b>	<b>8,414</b>	<b>1,653</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>10,067</b>
<b>Securing Growth in Derriford and Northern Corridor</b>						
Forder Valley Link Road- Development Costs	4,520	796	-	-	-	5,316
Forder Valley Interchange	1,290	4,869	2,648	-	-	8,807
Derriford Transport scheme - Derriford Roundabout / William Prance Road	1,777	-	-	-	-	1,777
Sendalls Way Junction Improvements	300	-	-	-	-	300
Charlton Road	793	-	-	-	-	793
Northern Corridor Junction Improvements	1,580	-	-	-	-	1,580
Purchase of 444 Tavistock Road	-	-	-	20	-	20
Purchase of 422 Tavistock Road	-	-	-	20	-	20
Purchase of Properties in the North of Plymouth	1,848	127	-	-	-	1,975
Morlaix Drive Access Improvements	824	3,901	-	-	-	4,725
Northern Corridor Strategic Cycle Network	333	2,047	-	-	-	2,380
Woolwell to the George	218	32	-	-	-	250
<b>Total Securing Growth in Derriford and Northern Corridor</b>	<b>14,280</b>	<b>11,772</b>	<b>2,648-</b>	<b>40</b>	<b>-</b>	<b>28,740</b>
<b>Securing Growth in the City Centre and Waterfront</b>						
Devonport Market High Tech 'Play Market'	1,975	-	-	-	-	1,975
Charles Cross	427	-	-	-	-	427
City Centre Public Realm	2,109	9,015	-	-	-	11,124
Market Way Public Realm	186	-	-	-	-	186
Demolitions and Pedestrian Crossings	1,057	131	-	-	-	1,188
Western Approach Car Park	298	-	-	-	-	298
Pavilions	1,316	-	-	-	-	1,316
Sutton Harbour Public Realm Improvements	118	-	-	-	-	118
Cobourg House	248	-	-	-	-	248
Quality Hotel	318	-	-	-	-	318
Colin Campbell Court Phase 1	-	739	-	-	-	739
Colin Campbell Court Phase 2	228	-	-	-	-	228
Plymouth City Market Major Refurbishment	32	-	-	-	-	32
City Centre Shop Fronts Grant Scheme	241	-	-	-	-	241
West End Public Realm	74	-	-	-	-	74
<b>Total Securing Growth in the City Centre and Waterfront</b>	<b>6,527</b>	<b>11,985</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>18,512</b>
<b>Securing Growth in the Eastern Corridor</b>						
Eastern Corridor Junction Improvements	3,259	-	-	-	-	3,259

Eastern Corridor Strategic Cycle Network	1,024	760	1,434	-	-	3,218
A379 Pomphlett to The Ride	150	240	120	-	-	510
<b>Total Securing Growth in the Eastern Corridor</b>	<b>4,433</b>	<b>1,000</b>	<b>1,554</b>	<b>-</b>	<b>-</b>	<b>6,987</b>
<b>Transforming Services</b>						
Street lighting bulb replacement	86	-	-	-	-	86
Street Services Information Management System	405	-	-	-	-	405
Fleet Replacement Programme	757	-	-	-	-	757
Chelson Meadow Closure & Leachate Plant Upgrade	260	-	-	-	-	260
Asset Investment Fund	72,980	5,939	2,175	-	-	81,094
Highway Works at the Former Seaton Barrack site	661	-	-	-	-	661
Barbican Footbridge	169	-	-	-	-	169
Disabled Facilities (incl Care & Repair works)	2,299	-	-	-	-	2,299
Schools Condition Works	20	-	-	-	-	20
Bayview Electrical Works	44	-	-	-	-	44
SEN Access and Safeguarding	12	-	-	-	-	12
Schools Devolved Formula & Projects	284	298	162	162	-	1,068
St Budeaux Library	240	306	-	-	-	546
ICT	4,602	984	984	-	-	6,570
Corporate Heritage Maintenance	516	228	-	-	-	744
Other Corporate Property	1,926	314	-	-	-	2,240
Transformation Accommodation	614	-	-	-	-	614
Boiler Replacement Programme for Council Properties	145	-	-	-	-	145
Bereavement Infrastructure	3,353	313	7,547	377	-	11,790
<b>Total Transforming Services</b>	<b>89,573</b>	<b>8,382</b>	<b>10,868</b>	<b>539</b>	<b>162</b>	<b>109,524</b>
<b>TOTAL CAPITAL PROGRAMME</b>						
<b>TOTAL CAPITAL PROGRAMME</b>	<b>162,783</b>	<b>82,757</b>	<b>34,137</b>	<b>2,661</b>	<b>2,162</b>	<b>284,500</b>
Forecast future income streams	46,152	44,653	55,945	40,213	20,267	207,230
Priority List	6,741	21,326	25,751	27,790	7,990	89,598
<b>GRAND TOTAL</b>	<b>215,676</b>	<b>148,736</b>	<b>115,833</b>	<b>70,664</b>	<b>30,419</b>	<b>581,328</b>

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**PLYMOUTH CITY COUNCIL**

<b>Subject:</b>	Corporate Plan 2018-22 - Quarter Two 2018/19 update
<b>Committee:</b>	Cabinet
<b>Date:</b>	13 November 2018
<b>Cabinet Member:</b>	Councillor Lowry
<b>CMT Member:</b>	Giles Perritt, Assistant 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:**

This report provides analysis of quarter two (July to September 2018) performance against the Council's key performance indicators (KPI's) providing a detailed performance update against the Corporate Plan priorities.

We have comprehensively reviewed all KPI's with a view to embedding an outcome-focussed performance and learning culture which places customers at the heart of all that we do. In quarter one we reported that half of the KPI's identified for the 2018-22 Corporate Plan were new, with a specific focus on the Council's contribution to the City and our impact on residents and businesses. Following feedback on the quarter one report, we have added another 12 new indicators, ranging from the Numbers of Businesses Supported and Jobs Created by the Council to a new indicator reporting Customer Experience. The full list of 12 new performance indicators is;

- Businesses supported
- Inward investment
- Inclusive growth earnings gap
- Jobs created by the Council
- Number of events
- Level of cultural engagement
- Level of carbon emissions
- Early year's setting judged as good or outstanding by Ofsted
- Number of children in care
- Hate crime incidents reported to the Council
- Customer complaints resolved
- Customer experience

Our aim is to achieve a 'golden thread' from the Corporate Plan and its KPI's, through to service and team level business plans, and ultimately to individual objectives. All service-level business plans have been updated to reflect the new Corporate Plan and a refresh of service-level balanced scorecards (indicators) has taken place in support of that.

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**The Corporate Plan 2018-22**

This report outlines progress against the ambitions as set out in the Council's new Corporate Plan 2018-22.

**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 2018-22-19 and the city's ambition in the Plymouth Plan, into action.

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

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

The Corporate Plan complements the Council's existing policy framework with respect to the above.

**Equality and Diversity:**

Where potential equality and diversity implications are identified from the implementation of any new activities arising from the Corporate Plan, assessments will be undertaken in line with the Council's policies.

**Recommendations and Reasons for recommended action:**

That Cabinet:

- note the additional key performance indicators reported in quarter two
- discuss and note the Corporate Plan Quarter Two Performance Report

**Alternative options considered and rejected:**

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

**Published work / information:**

**Background papers:**

Title	Part I	Part II	Exemption Paragraph Number							
			1	2	3	4	5	6	7	
Corporate Plan 2018-22										

**Sign off:**

Fin	djn18.19.120	Leg	lt /31507/0111	Mon Off	lt/31507	HR		Assets		IT		Strat Proc	
Originating SMT Member: Giles Perritt													
Has the Cabinet Member(s) agreed the content of the report? Yes													

# CORPORATE PLAN PERFORMANCE REPORT, QUARTER TWO 2018/19

Performance and Risk Team, Plymouth City Council



# The Corporate Plan

The Plymouth City Council Corporate Plan 2018-2022 sets out our mission of 'making Plymouth a fairer city, where everyone does their bit'. It was approved by Council in June 2018.

The Corporate Plan priorities are delivered through specific programmes and projects, which are coordinated and resourced through cross-cutting strategic plans ('Plans for...'), capital investment and directorate business plans.

The key performance indicators (KPIs) and their associated targets detailed in this report for quarter two 2018/19 (July to September) tell us how we are doing in delivering what we have set out to achieve in the Corporate Plan.

## OUR PLAN A CITY TO BE PROUD OF



### CITYVISION Britain's Ocean City

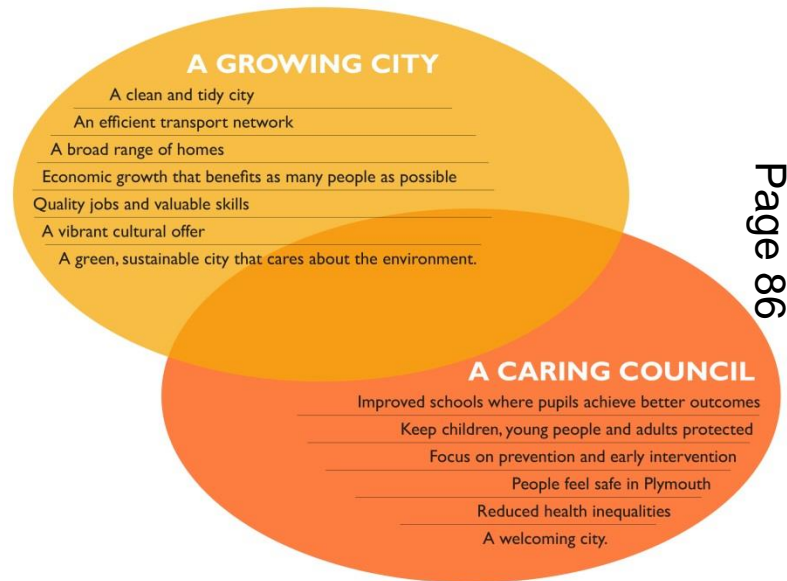
One of Europe's most vibrant waterfront cities, where an outstanding quality of life is enjoyed by everyone.

#### OUR MISSION

Making Plymouth a fairer city, where everyone does their bit.

#### OUR PRIORITIES

#### OUR VALUES



Page 86

#### HOW WE WILL DELIVER

- Listening to our customers and communities.
- Providing quality public services.
- Motivated, skilled and engaged staff.
- Spending money wisely.
- A strong voice for Plymouth regionally and nationally.



[www.plymouth.gov.uk/ourplan](http://www.plymouth.gov.uk/ourplan)



# Structure of this Report

The purpose of this report is to provide a risk-informed analysis of performance against the priorities of the Corporate Plan 2018-2022. The priorities are grouped under 'A Growing City' and 'A Caring Council', and the outcomes for 'How We Will Deliver' – the enablers of the Corporate Plan – are also reported on.

## Trend (RAG) colour scheme

A trend rating is provided to give 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 2018/19 compared with quarter one 2018/19, or for annual indicators 2018/19 compared with 2017/18.

- Indicators highlighted **green**: improved on the previous value or is on an expected trend
- Indicators highlighted **amber**: within 15% of the previous value (slight decline)
- Indicators highlighted **red**: declined by more than 15% on the previous value
- Indicators not highlighted or 'N/A' have stayed the same, have no trend, or the most recent value is not comparable with previous values.

## Target (RAG) 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 more than 15% worse than target
- Indicators not highlighted or 'N/A' show where no in year data is available to compare against target, or no target has been set.

## Summary pages

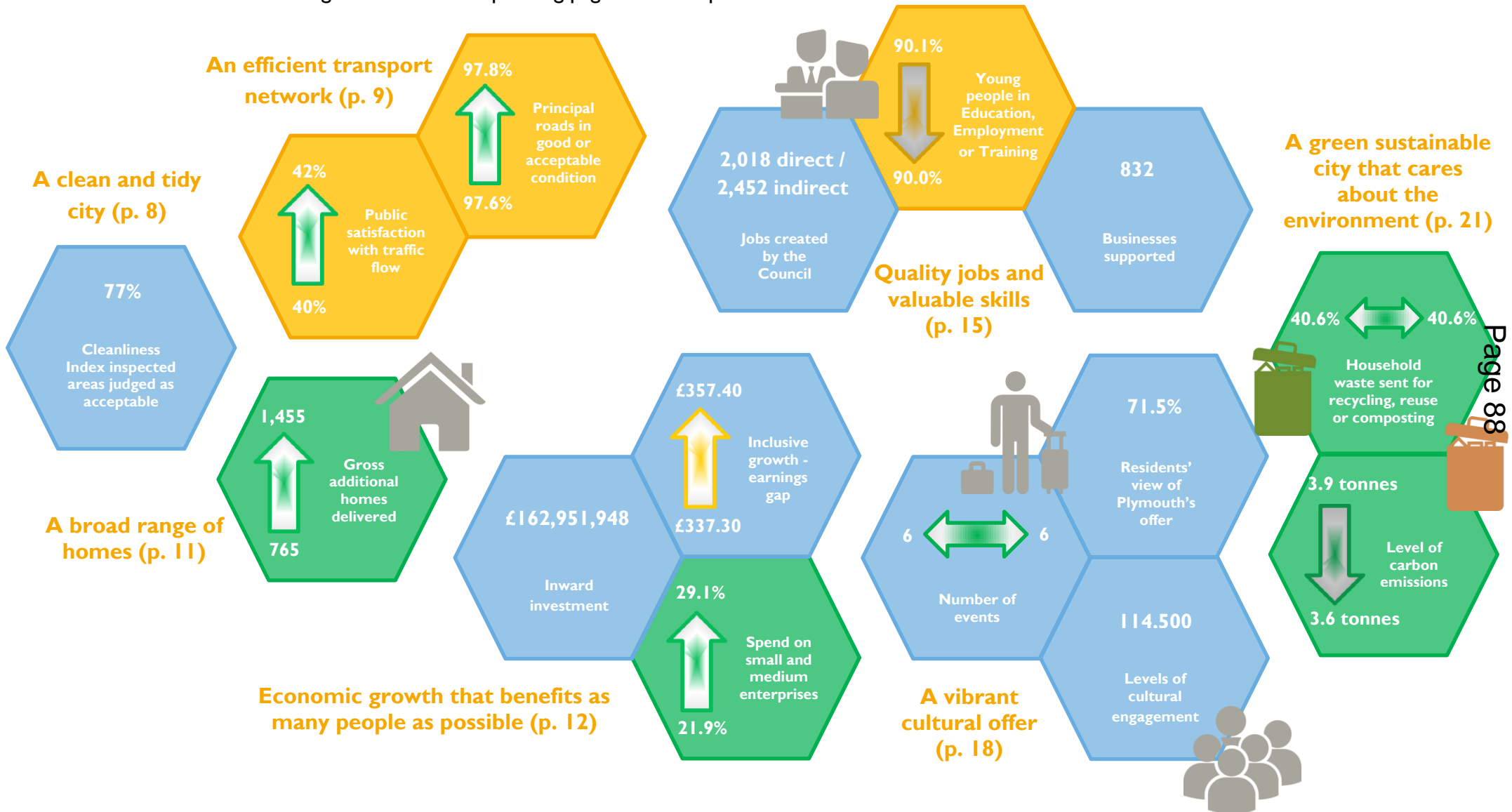
A summary page is presented for each of the three Corporate Plan themes to visually display how we have performed against our priorities. Our RAG-rating on these pages is used to show whether we have done better, worse or had a slight decline from the previous quarter or year (coloured arrows), and whether we have done better, worse or got close to the target (coloured hexagons). Some indicators do not have a target (for example, due to being a new indicator) and will therefore have no target RAG-rating (blue hexagons). Similarly, some of our indicators are new and we do not have any previous data to compare our performance to; these will have no trend RAG-rating in the summary pages.

For example, the hexagon for the average number of days lost due to staff sickness is green because the quarter two average of 7.3 days is below the target (7.4 days), whilst the arrow within the hexagon is amber because there was a slight increase from quarter one (7.2).



# A Growing City – Quarter Two Summary

'A Growing City' consists of seven priorities, each with one to three key performance indicators (KPIs). Performance for all indicators is summarised below and more detail on each KPI is given in the corresponding pages of this report.

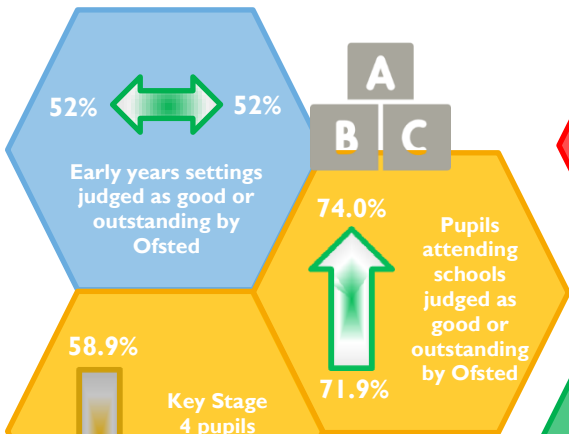


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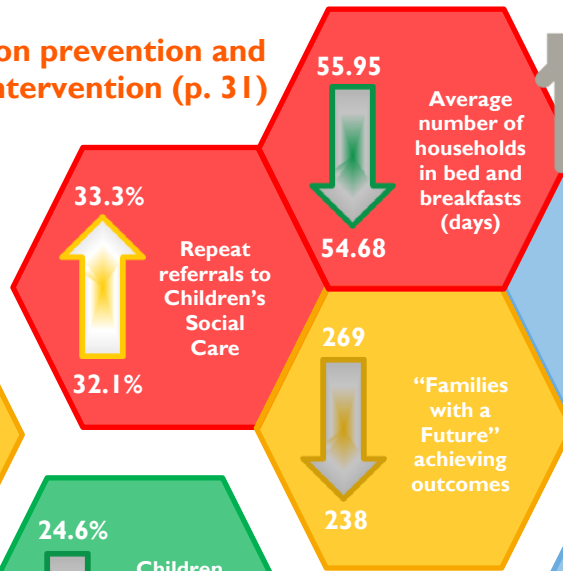
# A Caring Council – Quarter Two Summary

'A Caring Council' consists of six priorities, each with three or four KPIs. Performance for all indicators is summarised below and more detail on each KPI is given in the corresponding pages of this report.

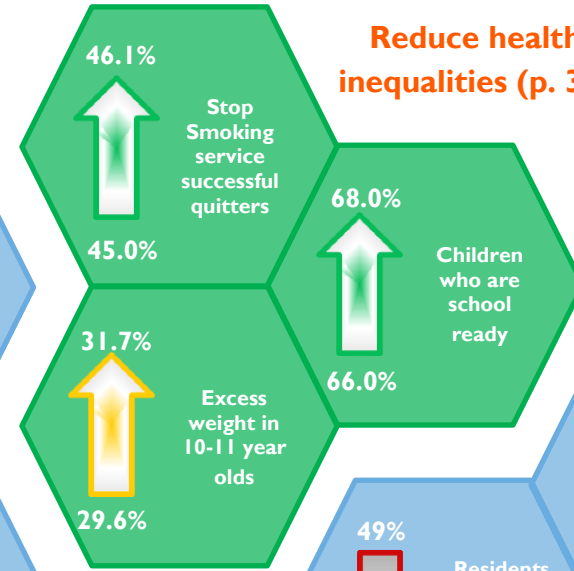
## Improved schools where pupils achieve better outcomes (p. 25)



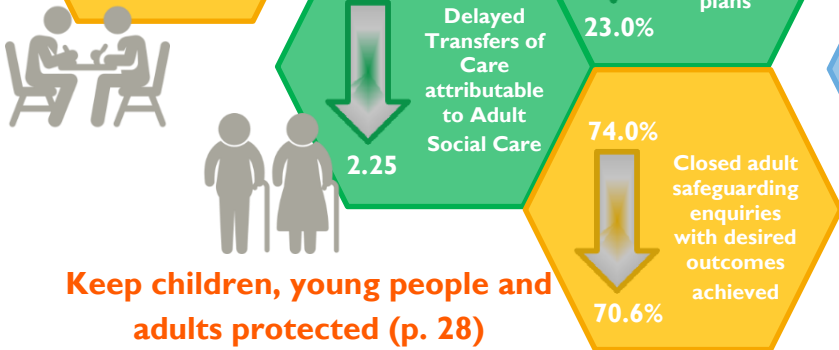
## Focus on prevention and early intervention (p. 31)



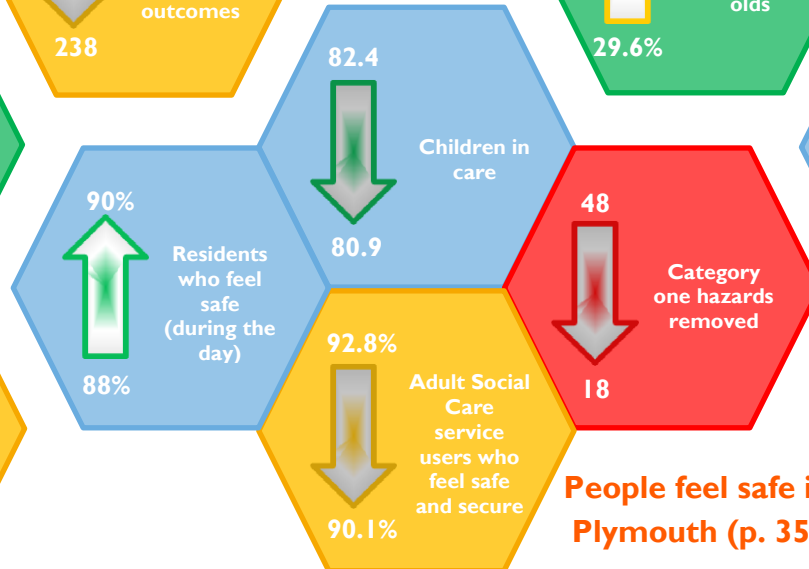
## Reduce health inequalities (p. 39)



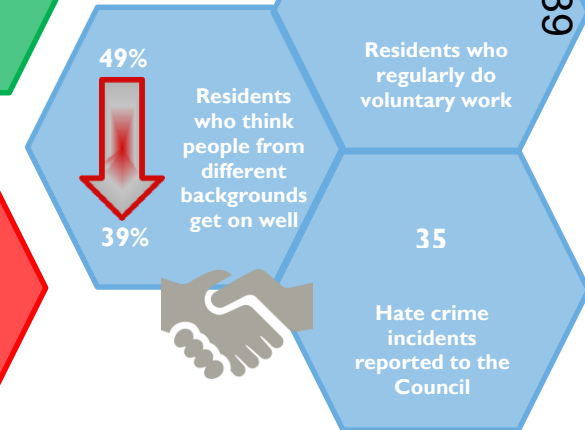
## Keep children, young people and adults protected (p. 28)



## People feel safe in Plymouth (p. 35)



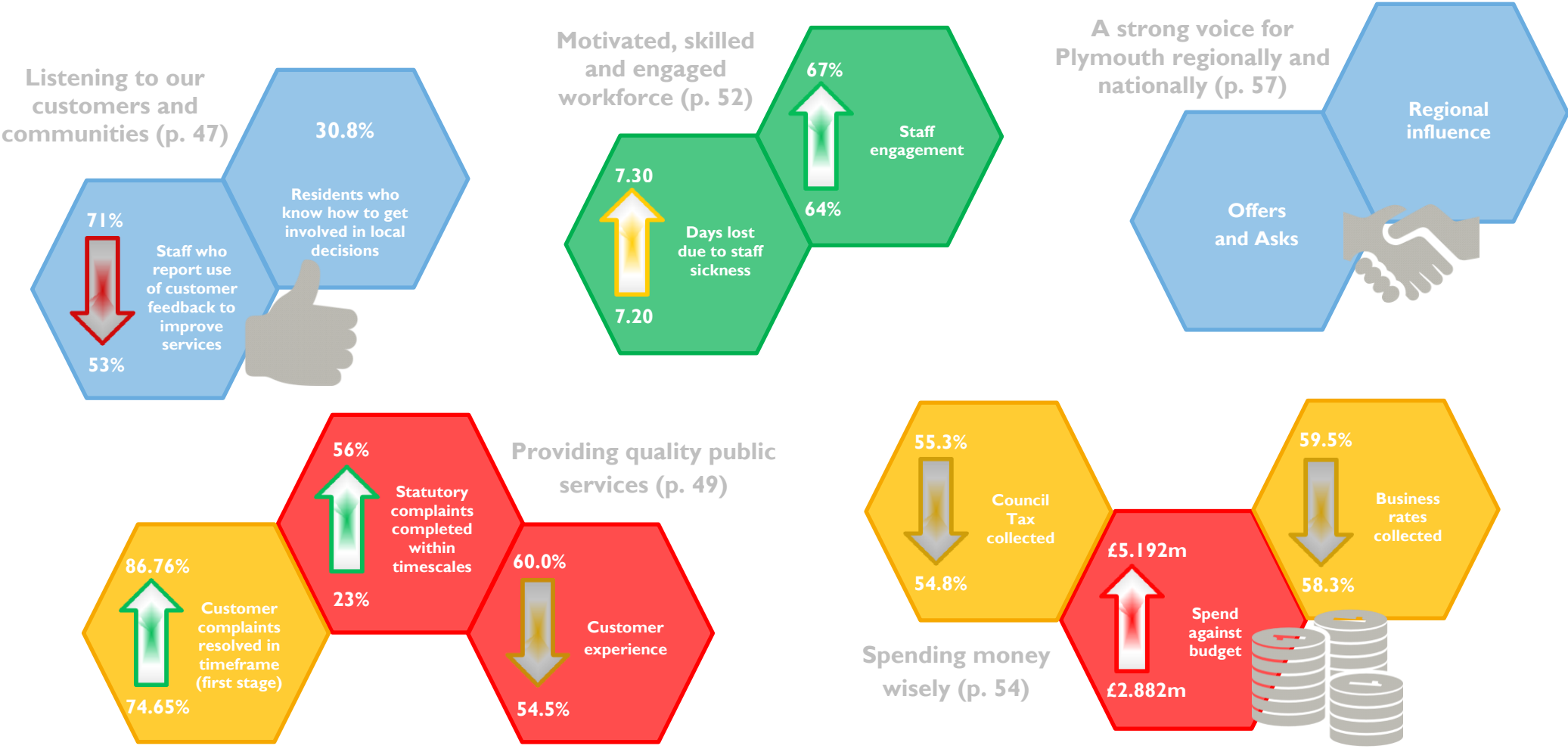
## A welcoming city (p. 42)



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# How We Will Deliver – Quarter Two Summary

This section of the Corporate Plan consists of six outcomes, each with two or three KPIs to measure progress and performance for all indicators is summarised below. More detail on each KPI is given in the corresponding pages of this report.



# A Growing City – Key Performance Indicators

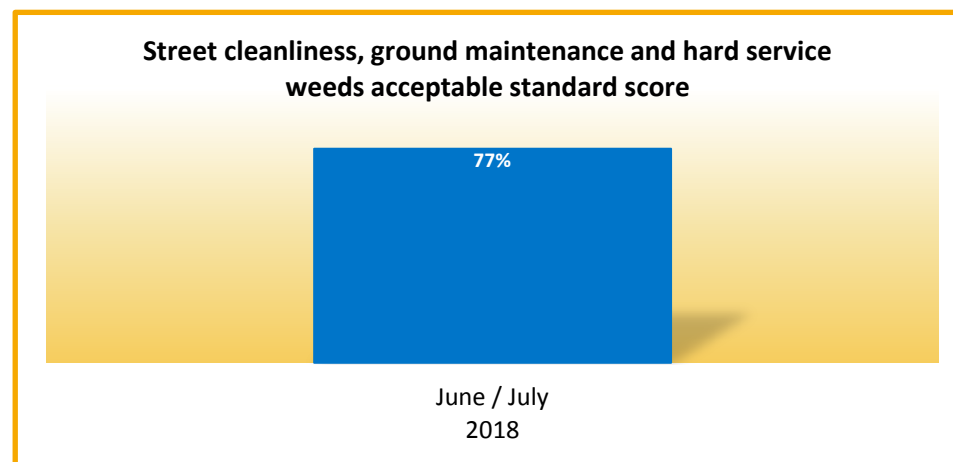


# A clean and tidy city

## Cleanliness Index

**What we measure:** The cleanliness and condition of streets using the Land Audit Management System (LAMS). This means we can compare ourselves to other members of the Association for Public Service Excellence (APSE) performance network who use the same method. It consists of three main elements: street cleanliness, ground maintenance conditions, and the presence of hard surface weeds. These are graded on a scale of A to D, with grades A and B indicating an 'acceptable' standard, whilst C and D indicate an 'unacceptable' standard.

**Why we measure it:** The cleanliness of our streets can affect residents' quality of life and how attractive our city is for tourists and businesses.



### How have we done? **77%**

77% of the inspections undertaken in June and July resulted in achieving an acceptable standard based on the LAMS assessment criteria.

Trend rating: **N/A** (new indicator)

### Target for 2018/19: **Baseline year**

The remainder of inspections undertaken this year will form a baseline year. This will provide insight for target setting in March 2019 for the 2019/20 financial year.

Target rating: **N/A**

**What's working well?** Work with APSE continues to improve the way in which we measure and report on the cleanliness of our streets. Since the pilot commenced in the last quarter, we have a better understanding of expectations against our current performance levels. We are now due to start our third round of audits (street inspections) working with colleagues in other departments.

**What are we worried about?** We need to increase the number of audits undertaken to be comparable with the number undertaken by other local authorities. Increasing the number of audits will also improve the quality of the data as it will be based on a larger sample of Plymouth's streets. We also need to enable the service to respond to unacceptable gradings more efficiently to prevent repeat occurrences.

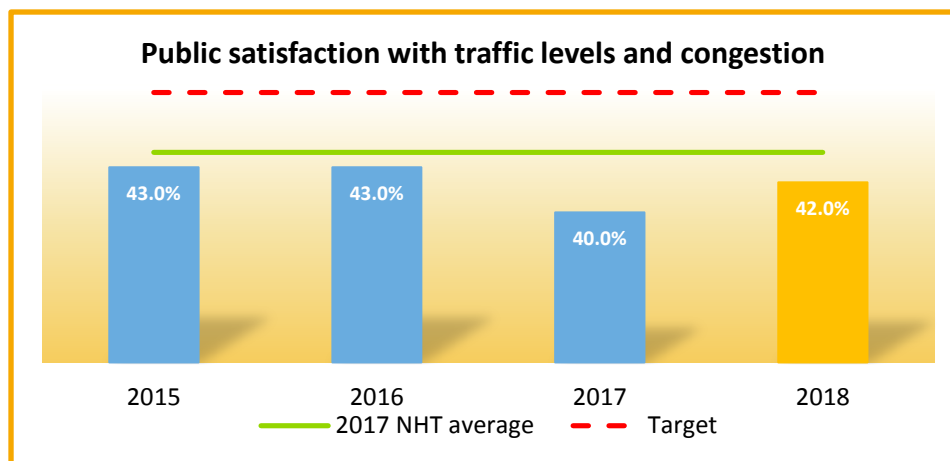
**What needs to happen?** We are looking at ways of increasing our capacity and considering alternative methods for undertaking audits, which will allow us to increase the number and quality of audits that we carry out. Additionally, we are improving our reporting of audits that identify unacceptable standards, through existing software, so that they can be more efficiently managed.

# An efficient transport network

## Public satisfaction with traffic flow

**What we measure:** Public satisfaction with traffic levels and congestion on Plymouth's roads, collected via the National Highways and Transport (NHT) Network annual survey.

**Why we measure it:** Traffic congestion can impact negatively on: the economic health of the city through increased non-productive activity; the environment by increasing air pollution and carbon dioxide emissions; and on individuals who can suffer from delays and late arrival for employment, meetings, and education. As we undertake a lot of work to deliver a 'free flowing' road network, measuring people's perception of traffic flow is important.



**How have we done? 42.0%**

Increase of 2 percentage points from the previous survey in 2017, which is an increase of 5%.

Trend rating: **Green**

**Target for 2018: 48.0%**

The increase puts performance at 6 percentage points (12.5%) below the target.

Target rating: **Amber**

**What's working well?** The 2018 NHT Survey reports that while satisfaction with traffic levels and congestion sits one percentage point below the national average, Plymouth's overall satisfaction with traffic management (58%) is higher than the NHT average (56%). Traffic signals availability is currently running at more than 99% as at the end of quarter two. A significant amount of work around our communications, including social media, news reports and detailed road reports, has been undertaken so that road users are able to make well informed travel choices that keep the city moving. Processes within the Highways Information Management System (HIMS) have been audited by Devon Audit Partnership. This resulted in a 'High Standard', which means that our internal processes adequately mitigate exposure to risks, ensuring that our work to maintain traffic congestion is efficient and effective. The operational risk relating to the downtime of HIMS will be removed within the next risk monitoring period at the end of October 2018.

**What are we worried about?** The NHT Survey reported that satisfaction with the management of roadworks (50%) is one percentage point below the NHT average. Large scheduled improvement works, such as Charles Cross, will likely continue to impact on public satisfaction levels.

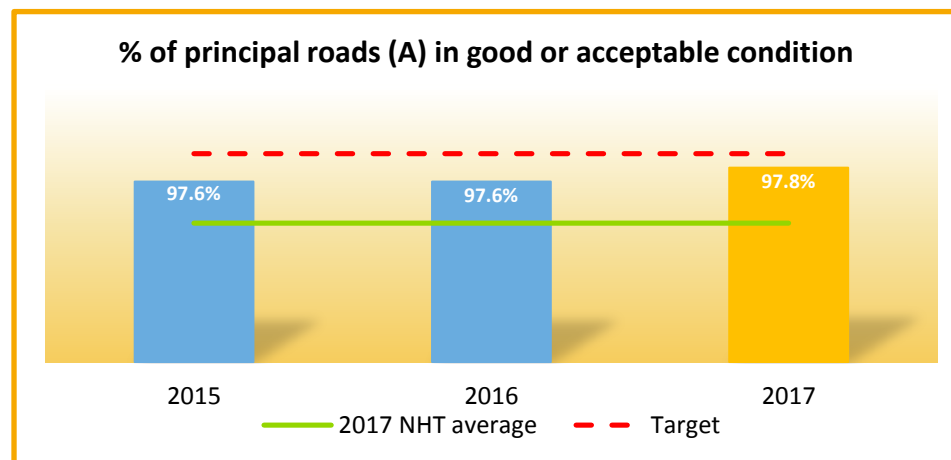
**What needs to happen?** A review of electronic information boards needs to be undertaken within quarter three to improve messages to drivers using the network, particularly in and around improvement scheme areas, to improve journey times and choices.

# An efficient transport network

## Principal roads (A) in good or acceptable condition

**What we measure:** The condition of principal roads (A roads) in the city, collected via a mechanical condition survey.

**Why we measure it:** We undertake a lot of work to maintain and improve the condition of our roads in the city to keep it moving. It is therefore important for us to know the condition of our roads.



### How have we done? **97.8%**

Increase of 0.2 of a percentage point from the previous survey in 2016.

Trend rating: **Green**

### Target for 2017: **98%**

The increase in 2017 puts performance at 0.2 of a percentage point (0.2%) below the target.

Target rating: **Amber**

**What's working well?** The volume of safety defect work that is outstanding, for example the repair of footways and carriageways, is at an all-time low. This means that our timeliness around response and our commitment to first time permanent fixes is of a good quality. In addition, the 2018 National Highways and Transport (NHT) survey has highlighted that Plymouth's overall satisfaction with the conditions of highways is 33%. This is better than the NHT average (31%), and public satisfaction with highway maintenance in Plymouth is on par with the NHT average (both 49%).

**What are we worried about?** 'Well-Managed Highway Infrastructure – A Code of Practice' was launched in 2016 by the UK Roads Liaison Group (UKRLG). This code takes an integrated, risk-based approach to managing highway infrastructure assets and all local authorities are recommended to adopt it. This is an operational risk to the Council as it requires a significant shift in our approach to current maintenance practices and funding models.

**What needs to happen?** Alongside the adoption of the new Highways Safety Inspection Manual, which is currently being developed to describe best practice and what customers can expect, we need to undertake a review (including an independent review) of all Highways Asset Management documents throughout quarter three to ensure alignment with the new Code of Practice.

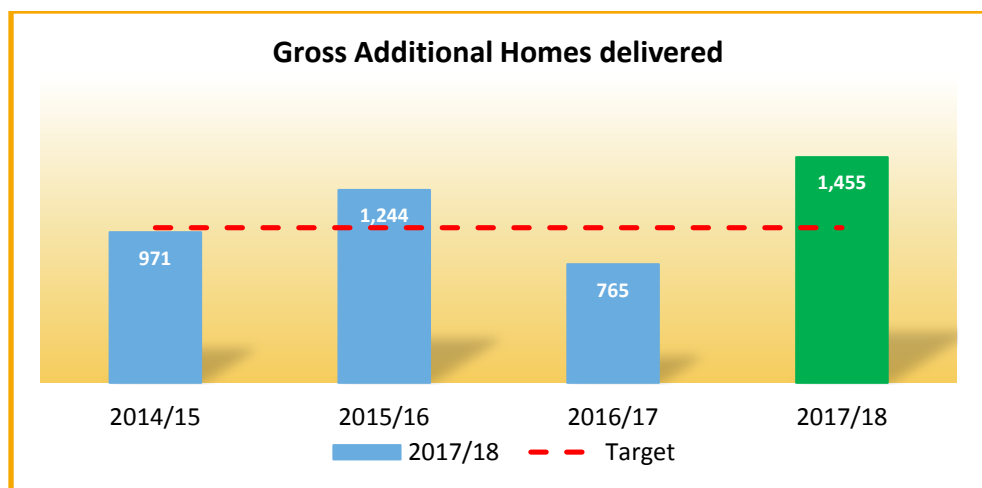


# A broad range of homes

## Gross additional homes delivered

**What we measure:** The annual gross additional homes in the city, for example through new house building completions, conversions (e.g. of a house into flats), and changes of use.

**Why we measure it:** To continue meeting the current housing need and accommodate future population growth, it is important to have a strong programme of new homes within the city. New house building is the main contributor to the success of this indicator.



### How have we done? 1,455

Increase of 690 homes (90%) from the number delivered in the previous year (2016/17), with 1,455 gross additional homes delivered in 2017/18.

Trend rating: **Green**

### Target for 2017/18: 1,000

The target is to deliver 1,000 new homes each year. We are also cumulatively exceeding this target, averaging 1,109 per annum since 2014/15.

Target rating: **Green**

**What's working well:** We delivered 1,455 gross additional homes in 2017/18, of which 273 were a mix of affordable homes to meet a range of housing needs. So far this year, 133 affordable homes have been delivered and we are working to exceed the delivery of 2017/18. Our policy is for at least 30% of our gross additional homes to be affordable homes and we continue to deliver above this (51%) on Plan for Homes sites, including larger family homes and rent to buy models. We also have the largest affordable Passivhaus Scheme in the country. We have identified Council sites and are due to make these available to support the delivery of 'pop up' housing for homeless people and more age-related homes including bungalows to support downsizing.

**What are we worried about?** Delivery and viability challenges remain around future pipeline sites. The subsidy required to deliver more affordable housing, including social rented homes, and securing estate regeneration funding to complete the final phase at North Prospect are also ongoing unresolved issues.

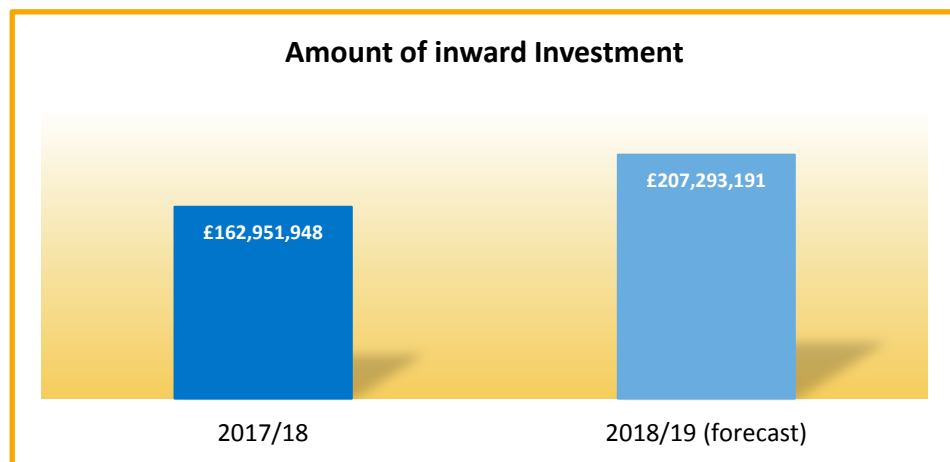
**What needs to happen?** We continue to develop the Joint Local Plan (JLP) delivery strategies on all housing sites, develop housing delivery partnerships/'housing deals' with delivery partners, and investigate new models of delivery to further accelerate housing delivery. In addition to this, we are preparing bids to the Community Housing Fund to support the capacity of community groups to facilitate community led housing development.

# Economic growth that benefits as many people as possible

## Inward investment (including domestic and foreign)

**What we measure:** The gross sum (£m) of strategic projects, third party investment and notable Foreign Direct Investments (FDIs) brought into the city or facilitated by the Council.

**Why we measure it:** This provides us with insight into the level of investment being brought into the city to encourage economic growth that benefits as many people as possible.



**How have we done? £162,951,948**

£162,951,948 was invested in 2017/18.

Trend rating: **N/A**

**Target for 2017/18: Baseline year**

As this is a new indicator, 2017/18 will act as baseline year to inform target setting. The investment forecast for 2018/19 is currently £207,293,191.

Target rating: **N/A**

**What's working well?** Plymouth continues to grow at a rapid pace, with £500 million of property deals in the pipeline (e.g. Station regeneration, New George Street Block, Derriford District Centre Phase 2) and an approved capital programme of £257 million at the end of August 2018. City centre inward investment remains strong, with £150 million of transformational projects on site at Derrys, Bretonside and The Box (which has itself successfully secured £23.5 million of external funding). We have strong FDI demand with £63 million brought into the city in 2017/18, providing high value opportunities to the people of Plymouth (e.g. the recent opening of the £1 million Thales' Maritime Autonomous Systems Centre). Looking forward to next year, we are forecast to increase the value of FDIs landed by more than £10 million; however, the uncertainty surrounding Brexit may impact upon this figure.

**What are we worried about?** Brexit may cause uncertainty and potentially dampen private sector investment. In addition to this, as we approach full employment the labour market is getting tighter and our investors and current businesses will need to see our skills and talent supply grow.

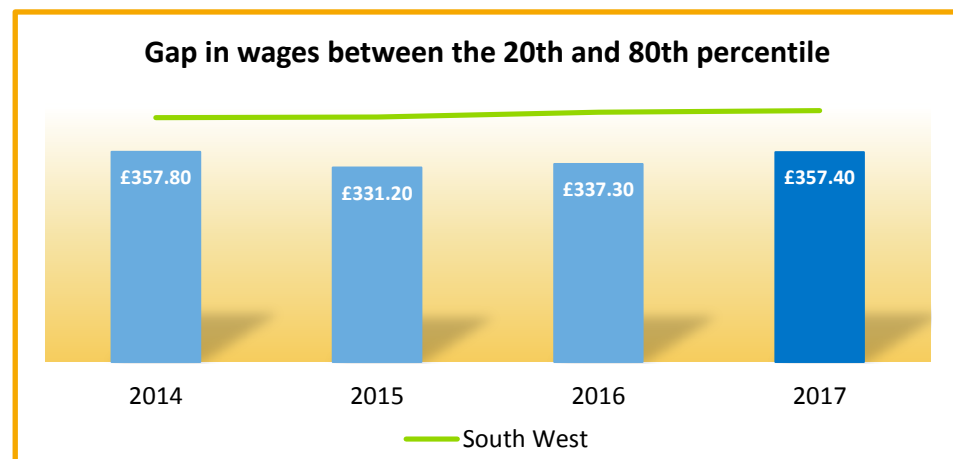
**What needs to happen?** Looking forward we will need to work closely with our current private sector investors to ensure the delivery of existing schemes, in addition to continuing to present a breadth and depth of development opportunities. In particular, we are enthusiastic about the regeneration of the railway station as a key gateway into the city for which the Council has given approval for a £26 million funding package.

# Economic growth that benefits as many people as possible

## Inclusive Growth

**What we measure:** The gap in gross weekly pay between the top 20% and the bottom 20% of earners within Plymouth.

**Why we measure it:** This measure provides insight into the gap in earnings between the lowest and highest earners in the city.



**How have we done? £357.40**

The gap in gross weekly wages increased by £20.10 from 2016, which is an increase of 6.0%.

Trend rating: **Amber**

**Target for 2017: Trend decrease**

We have not set a target for this indicator because many factors affect the gap in wages that are outside of our control. However, we would like to see a year on year decrease.

Target rating: **N/A**

**What's working well?** We have recently appointed a Manager for Inclusive Growth, whose role will be to support the Council's ambition for economic growth that benefits as many people as possible.

**What are we worried about?** We continue to work to support increases in earnings and quality of jobs in Plymouth across the whole spectrum of the labour market to ensure that a small gap in wages is reflected by sustainable growth across all participants in the labour market. Although we compare favourably against the South West and national wage gaps, this is mainly driven by slower than average growth in wages at the 80<sup>th</sup> percentile, whilst wage growth at the 20<sup>th</sup> percentile stayed in line with regional and national averages, thereby giving a lower than average wage gap.

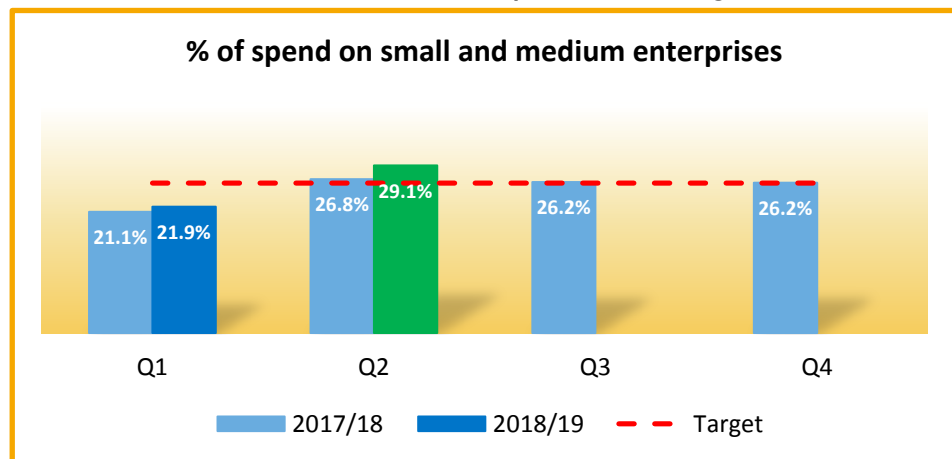
**What needs to happen?** We are working with partners to identify a programme of priority actions for employers across the city that will target the parts of our society that are benefitting disproportionately in Plymouth's economic environment.

# Economic growth that benefits as many people as possible

## Spend on Small and Medium Enterprises (SMEs)

**What we measure:** The Council's spend on goods and services from small and medium-size enterprises/businesses (SMEs) as a percentage of the total amount that has been spent on goods and services.

**Why we measure it:** This tells us the extent to which we are supporting small businesses through our procurement of goods and services. Supporting the activities of small businesses is likely to deliver long-term benefits to our region, for example through the provision of local employment opportunities.



**How have we done? 29.1%**

Increase of 7.2 percentage points from quarter one 2018/19, which is an increase of 32.8%.

Trend rating: **Green**

**Target for 2018/19: 26.0%**

Performance in quarter one is 3.1 percentage points (11.9%) above the target.

Target rating: **Green**

**What's working well?** At 29.1%, spend on SMEs in quarter two 2018/19 was significantly higher than in quarter one (21.9%) and the same period last year (26.8%), as well as being above the target of 26.0%. This equated to £16,801,846 out of a total spend of £57,676,261 in quarter two. Procuring goods and services from local businesses (with a PL postcode) is a further aim of the Council in order to deliver long-term benefits to our region. In quarter two, 48.3% of the Council's total procurement spend was spent within the PL postcode, and 61.7% of the total SME spend was spent on SMEs in the PL postcode.

**What are we worried about?** Spend with SME providers is subject to fluctuation based on the types of requirements that the organisation has and the length of time given to source the requirements. The procurement team is responsible for achieving the best value for the Council and whilst we encourage quotations from SME suppliers, contracts must be awarded to the most suitable and economically advantageous supplier.

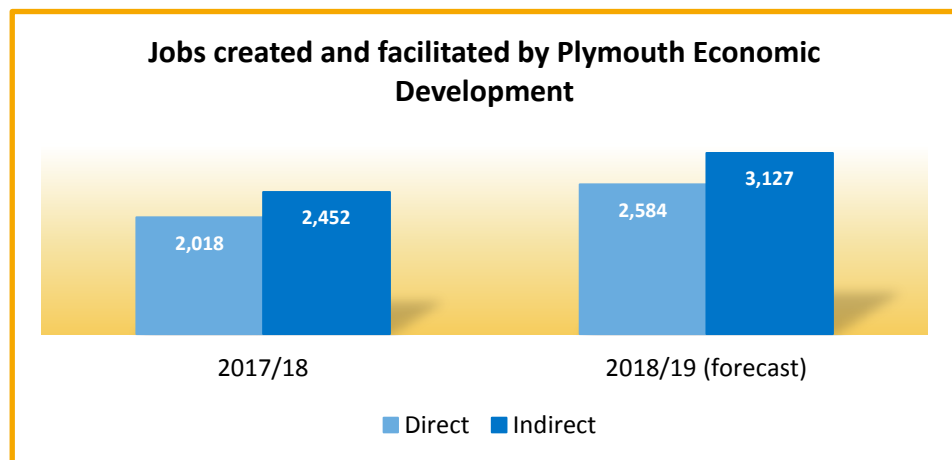
**What needs to happen?** We are working with departments to provide a greater overview of the organisation's requirements. This will ensure that enough time is given to researching and engaging the market, whilst supporting organisations to understand each opportunity and provide guidance and support on how to tender. We have been in contact with all local public procurement leaders in the city and held our first joint meeting in September to find ways of working together to support the local supply chain. Further meetings are planned, including one in December to enable discussions, expand the network and promote collaborative working across the city. A joint supply chain day is also being planned for spring 2019.

# Quality jobs and valuable skills

## Jobs created and facilitated by the Council

**What we measure:** Using the Advanced Modelling of Regional Economies (AMORE) economic impact tool, we model the capital expenditure and significant inward investments in order to forecast the direct and indirect number of jobs created, in addition to those jobs resulting from the inward investment pipeline.

**Why we measure it:** One of the important ways that the Council impacts on the city level employment rate is through job creation by delivering against major projects in the city.



**How have we done? 2,018 direct / 2,452 indirect**

In 2017/18, we created 2,018 jobs directly and 2,452 jobs indirectly.

Trend rating: **N/A**

The number of jobs forecast for 2018/19 is 2,584 direct and 3,127 indirect jobs created.

Target rating: **N/A**

**What's working well?** Significant investments across the city, such as The Box valued at over £40 million, are helping to facilitate huge job creation. As these projects are delivered they will go on to support high-value jobs across the city. The construction of Oceansgate, the first marine enterprise zone in the country, over the past financial year has created 76 jobs, whilst approximately 125 jobs at high-value marine sector businesses will be supported as a legacy.

**What are we worried about?** With a forecast increase in investment next year, we can expect to see the number of jobs created or facilitated by the Council grow. However, Brexit may potentially dampen investment, impacting on job creation.

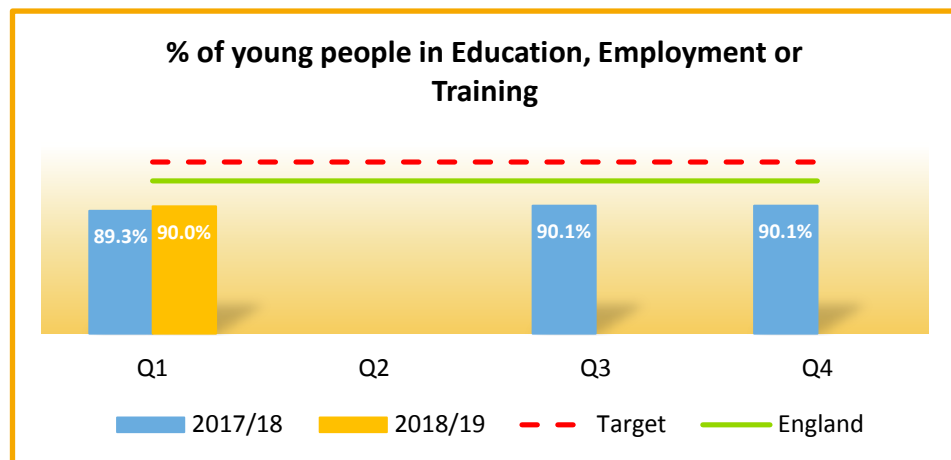
**What needs to happen?** Extensive inward investment will create more than 10,000 construction jobs in the city by 2020; however, the sector continues to face a skills gap and shortage. We will continue to support Building Plymouth, which over the past 12 months has supported over 5,000 local people through the delivery of extensive career events and through their pop-up shop 'Job Shop'.

# Quality jobs and valuable skills

## Young people in Education, Employment or Training

**What we measure:** The percentage of young people aged 16 to 18 in academic years 12 to 14 who are going to, or remaining in, Education, Employment or Training (EET). The data reports on quarter one 2018/19 as the figures reported in August and September are not considered as a fully accurate representation by the Department for Education (DfE) due to the destination of many young people being 'not known' until after their GCSE/Attainment 8 results each year.

**Why we measure it:** A young person participating in EET is an enabler to achieving better life outcomes.



**How have we done? 90.0%**

Decrease of 0.1 of a percentage point from quarter four 2017/18.

Trend rating: **Amber**

**Target for 2018/19: 97%**

Performance in quarter one is 7 percentage points (7.2%) below the target.

Target rating: **Amber**

**What's working well?** As a Council we have commissioned Careers South West to locate where pupils are receiving education, employment or training. The proportion of pupils not in EET is reducing. In quarter one of 2017/18, 5.1% of young people were not in EET; this is 0.7 of a percentage point better than quarter one in the previous year. Plymouth has also been successful in becoming one of three local authorities nationally to receive private investment from Barnardo's for the delivery of a 'Transformation' project, with the specific aim to increase the numbers of care leavers in EET.

**What are we worried about?** The interpretation of General Data Protection Regulations (GDPR) is having an adverse impact on our ability to trace the destination of some pupils post-Key Stage 4 as data requests are being delayed or prohibited. In addition, there are concerns for more vulnerable young people – 51.5% of care leavers and 44.0% of young offenders were in EET at the end of quarter one 2018/19, compared to 58% of care leavers and 75% of young offenders at the end of quarter one 2017/18.

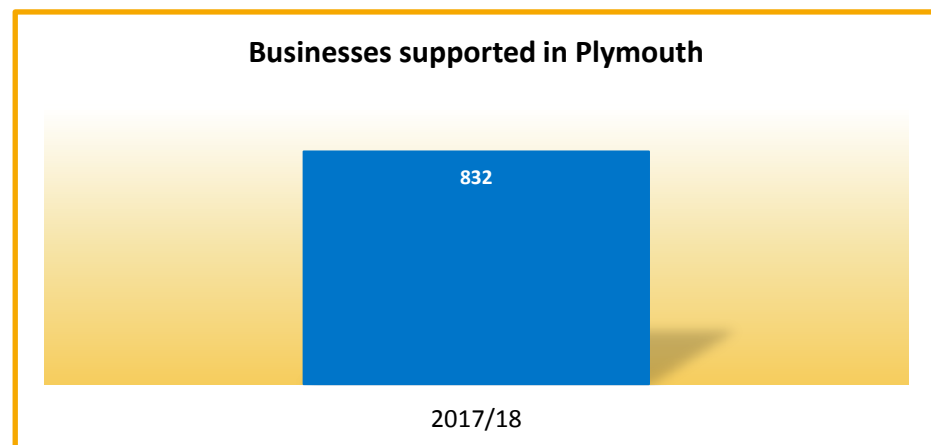
**What needs to happen?** Guidance to schools around GDPR is to be reinforced. Information gathering and recruitment is occurring throughout quarter three so that the Barnardo's 'Transformation' project can begin in January 2019. We are working to reshape delivery of the 'Transition Support into EET' contract to provide increased targeted support for young people who are working with the Youth Offending Team and young people in care.

# Quality jobs and valuable skills

## Businesses supported

**What we measure:** The sum of businesses supported through the Business Relationship Programme alongside businesses supported through the Social Enterprise Investment Fund, Growth Hub and Growth Support Programme, as well as the number of businesses resident in the Council's business parks.

**Why we measure it:** Supporting businesses in Plymouth to thrive is another way in which we support a strong economy.



### How have we done? 832

832 businesses were supported through various programmes in 2017/18.

Trend rating: **N/A**

### Target for 2017/18: Baseline year

This is a new indicator and will provide insight into target setting for the following year.

Target rating: **N/A**

**What's working well?** The Economic Development Business Relationship Programme supported 256 businesses over the past financial year, whilst more than 120 businesses resided in City Business Park and East End Business Centre. The Growth Hub had 280 engagements from Plymouth businesses in 2017/18, which was a 42% increase on the previous financial year. In addition to this, we continue to proactively develop and support our key economic clusters of marine, advanced manufacturing, health and life sciences, and tourism and leisure. Between the two Business Improvement Districts (BIDs) and Destination Plymouth, we also support an additional 1,600 businesses.

**What are we worried about?** As a city we have been consistently successful in securing European Structural and Investment Funds (ESIF) funding, which is a significant way in which we support our businesses. As Brexit approaches we will need alternative sources of funding and are confident that the Sector Deals, Strength in Places Fund and Shared Prosperity Fund will continue to allow us to create the best conditions for our businesses. In addition to this, our Local Enterprise Partnership (LEP) Growth Hub is approaching the end of its contract and we are keen to see that service provision continued.

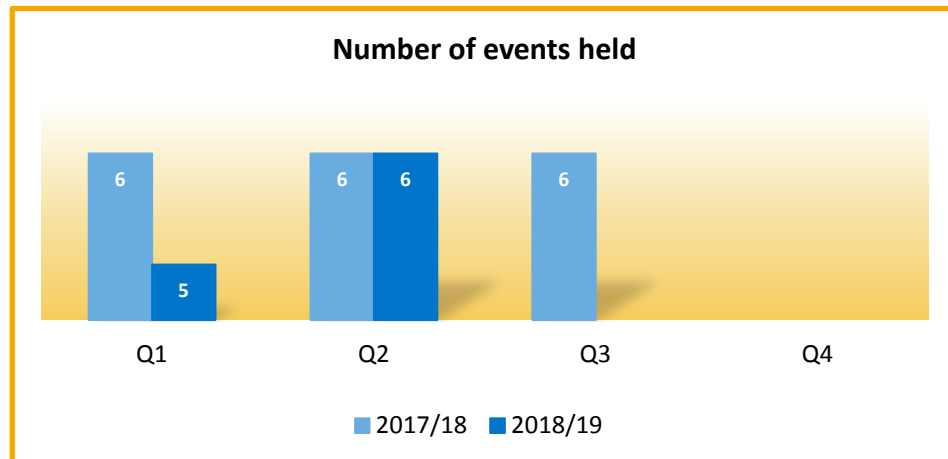
**What needs to happen?** Looking forward we are in discussions with the Growth Hub about enabling the first contractual one year extension option, which will run from March 2019 to February 2020. Furthermore, the LEP is exploring the procurement of an additional complimentary service to deliver support to growing businesses. We are currently working towards delivering an annual figure for the number of people across the city supported through our various business support schemes.

# A vibrant cultural offer

## Number of events

**What we measure:** The number of events provided and supported by the Plymouth Events Team, which is then split by Signature Events such as the British Fireworks Competition and MTV, and smaller events such as Plymouth Pirates Weekend and the Lord Mayor's Festival.

**Why we measure it:** Events held in Plymouth are an important part of Plymouth's vibrant cultural offer. Reporting the number of events held enables us to monitor our contribution to what is happening in Plymouth.



### How have we done? 6

We held the same number of events as in quarter two 2017/18.

Trend rating: **Green**

Target rating: **N/A**

**What's working well?** We held six events in quarter two 2018/19: Wimbledon screenings, MTV Presents Ocean City Sounds, the British Fireworks Championships, the Blues n' Jazz Festival, the Seafood Festival, and the World Cup Screenings. Combined these were attended by almost 94,000 people. Both Ocean City Sounds and the British Fireworks Championships are signature events for the city. We had 230,758 unique visitors to our Visit Plymouth website, mirroring previous peaks of traffic at this time of year, and our social media followers totalled almost 97,000.

**What are we worried about?** We need to continue to drive sponsorship and build new partnerships to make our events more financially sustainable in the long term. Great strides have been made in recent years to make events cost-neutral or sources of income. We are now focusing on the sponsorship and income possibilities of the National Fireworks and Hoe Music events.

**What needs to happen?** We are working closely with Destination Plymouth on the development of the new Visitor Plan. This creates a strategy for our Signature Events programme, which will continue to support the city's growth.

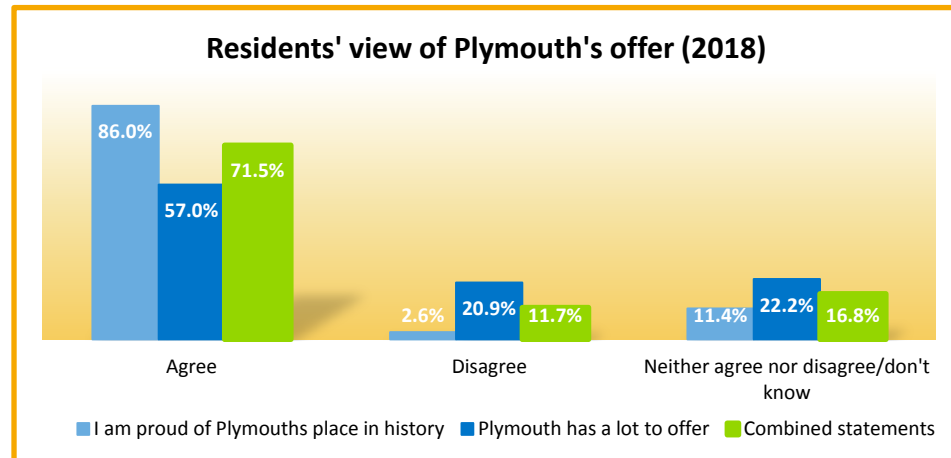


# A vibrant cultural offer

## Residents' view of Plymouth's offer

**What we measure:** The proportion of Plymouth City Survey respondents who agree or disagree with the statements: 1) I am proud of Plymouth's place in history; and 2) Plymouth has a lot to offer.

**Why we measure it:** These questions give an indication of residents' view of Plymouth's cultural offer.



**How have we done? 71.5%**

These questions were asked for the first time in the 2018 survey. The statements combined give a positive response score of 71.5%.

Trend rating: **N/A**

**Target for 2018/19: Baseline year**

A high level of agreement with the statements is desirable but no specific target has been set due to this being the first time that we have asked these questions of residents.

Target rating: **N/A**

**What's working well?** The results indicate that residents are proud of Plymouth's place in history, with 86% of respondents agreeing with the statement in the Plymouth City Survey, which sets a positive underpinning for the upcoming Mayflower 400 celebrations. More than half (57%) of respondents agreed that Plymouth has a lot to offer, with 21% disagreeing with this statement.

**What are we worried about?** Those aged 16-24 years were significantly more likely to disagree with both statements than other age groups, as were people with disabilities or long term health problems. Views varied across wards, for example, 93% of respondents from Plymstock Dunstone agreed that they were proud of Plymouth's place in history, whereas only 71% of respondents in Drake agreed (this could be due to the higher student population in Drake ward). Agreement with the second statement ranged from 47% to 69%. This second statement was broad so responses will not specifically relate to cultural events or things to do in the city, but are also likely to include, for example, employment opportunities.

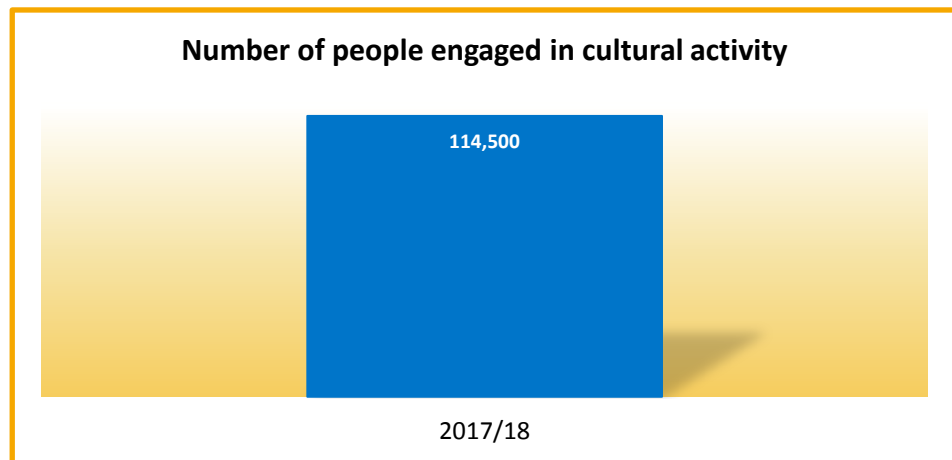
**What needs to happen?** In order to inform programmes of work around events, further research needs to be undertaken to determine why young people and people with disabilities were more likely to disagree. Given our public sector duty to encourage people from protected groups to participate in public life or in other activities where their participation is disproportionately low, in 2019 we will undertake some customer analysis and research to ensure that we are reaching a broad audience. Whilst not impossible, this is particularly challenging and costly for un-ticketed events (the majority of our events). In the meantime we will consult with a range of local disability groups and improve the accessibility of our events and associated marketing.

# A vibrant cultural offer

## Levels of cultural engagement

**What we measure:** The number of people visiting our exhibitions, volunteering their time, visiting our sites, and taking part in our events, training programmes and other workshops.

**Why we measure it:** Monitoring the number of people engaged with our cultural offer on a regular basis helps us to understand whether we are providing a relevant offer so that we can respond to the needs of Plymouth residents meaningfully.



**How have we done? 114,500**

2017/18 was the first year that we have collected this data and we therefore currently have no comparable data.

Trend rating: **N/A**

**Target for 2017/18: Baseline year**

A high number of people engaged is desirable but no specific target has currently been set due to this being the first time that we have collected this data.

Target rating: **N/A**

**What's working well?** Since the closure of the City Museum and Art Gallery two years ago, an ambitious community engagement programme (Box-on-Tour) has been underway to test out ideas, consult on designs and maintain existing audiences, as well as reach out to new audiences prior to the opening of The Box in Plymouth in April 2020. So far the Box-on-Tour programme has engaged with 114,500 individuals alone during 2017/18 and is projected to reach a similar figure for 2018/19 – the year to date engagement numbers up to the end of September stand at 69,496 individuals, compared with 72,736 individuals for the same period in 2017/18.

**What are we worried about?** The City Museum and Art Gallery is currently closed as part of a major capital programme to transform it into a museum for the 21st century, three times the size of the original museum. Similarly, the Elizabethan House is also closed whilst it undergoes a significant conservation and restoration programme that will reinvigorate its visitor offer. Both will open in 2020 as part of the Mayflower 400 celebrations, but there is a risk that audiences and future audiences will be lost whilst these works are underway unless we continue to develop and deliver a high profile and meaningful activity programme during this interim period.

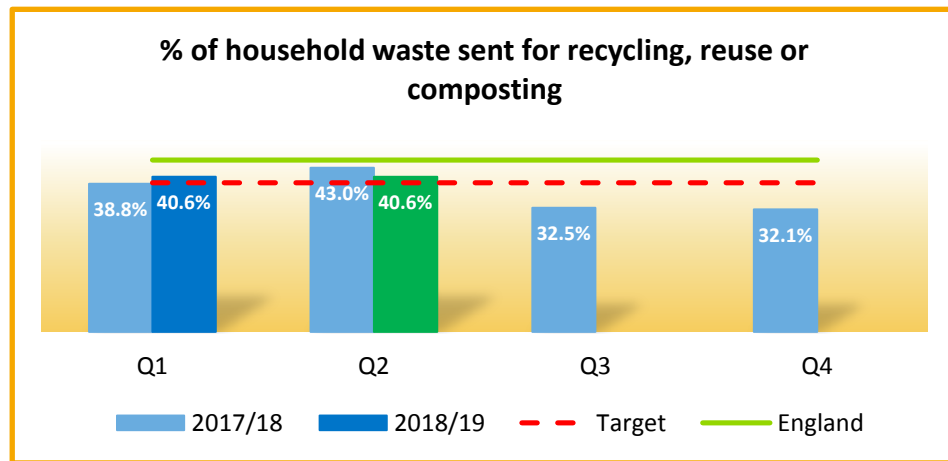
**What needs to happen?** We need to continue to develop and deliver a high profile activity programme, as well as continue to monitor and evaluate its impact, so that we respond to people's needs on an ongoing basis.

# A green sustainable city that cares about the environment

## Household waste sent for recycling, reuse or composting

**What we measure:** The amount of household waste that is recycled, reused or composted.

**Why we measure it:** Recycling helps to protect the environment and reduces the need for extracting, refining and processing raw materials. It also reduces greenhouse gas emissions, which helps to tackle climate change. This indicator allows us to assess the effectiveness of our attempts to increase recycling levels.



**How have we done? 40.6%**

Recycling, reuse and composting tonnages are on par with quarter one 2018/19.

Trend rating: **Green**

**Target for 2018/19: 39.0%**

The sustained position in quarter two maintains performance at 1.6 percentage points (4.1%) above the target.

Target rating: **Green**

**What's working well?** The Street Services Information management System (SSIMS) project is underway and trials have been completed. The technology is currently being installed in all waste and recycling collection vehicles. This will provide us with timely and accurate access to recycling data. Recycling Officers have collated the information from the survey work that they have been undertaking and are now targeting the areas where recycling facilities are not readily available and the areas where contamination of recyclables has been evidenced.

**What are we worried about?** Although the tonnage of kerbside collected co-mingled recyclables has increased, we were hoping to see a bigger increase. Back office systems and processes require updating and modernisation so that we can improve the delivery of frontline services for customers. Increasing recycling levels in Plymouth is a key delivery aim of the Plan for Waste. The risk of non-delivery of the Plan for Waste is currently RAG-rated as **amber** on the strategic risk register, representing a medium risk to the Council.

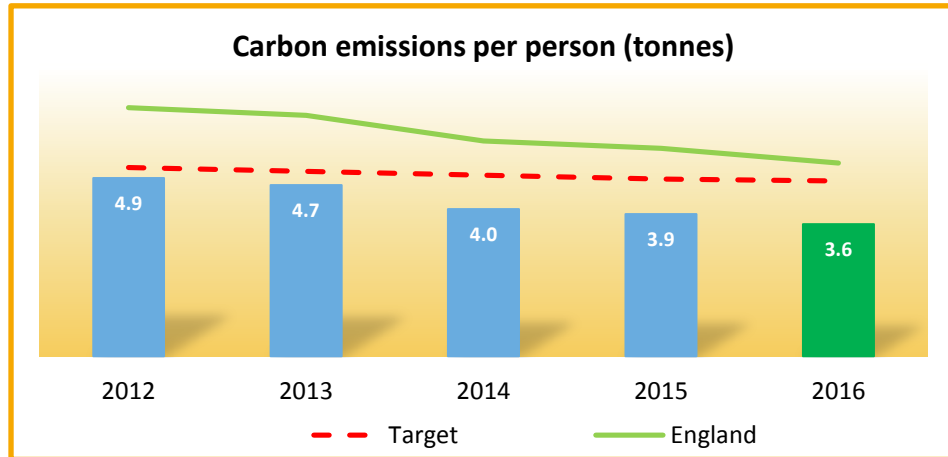
**What needs to happen?** A Modernisation Plan is in place across the Street Scene and Waste Department. Through the implementation of SSIMS, we need to understand what the improved data will be able to provide. We can then use it to inform planning and decision making. We are expecting this to be embedded in quarter three with a full quarter's reporting in quarter four.

# A green sustainable city that cares about the environment

## Carbon emissions

**What we measure:** The amount of carbon dioxide produced in Plymouth shown in tonnes per person (capita) per year. Carbon dioxide (CO<sub>2</sub>) is produced through the burning of fossil fuels, for example when we use electricity/gas to heat our homes or drive our cars.

**Why we measure it:** Whilst CO<sub>2</sub> is produced and used naturally, too much CO<sub>2</sub> is bad for the environment. There is a worldwide focus on reducing CO<sub>2</sub> emissions to protect the environment and reducing emissions is key to our aim of becoming a green and sustainable city.



### How have we done? 3.6 tonnes

Decrease of 0.3 tonnes of carbon emissions per capita from 2015, which is a decrease of 7.7%.

Trend rating: **Green**

### Target for 2018/19: 4.8 tonnes

The decrease in 2016 now puts performance at 1.2 tonnes per person (25%) below the target.

Target rating: **Green**

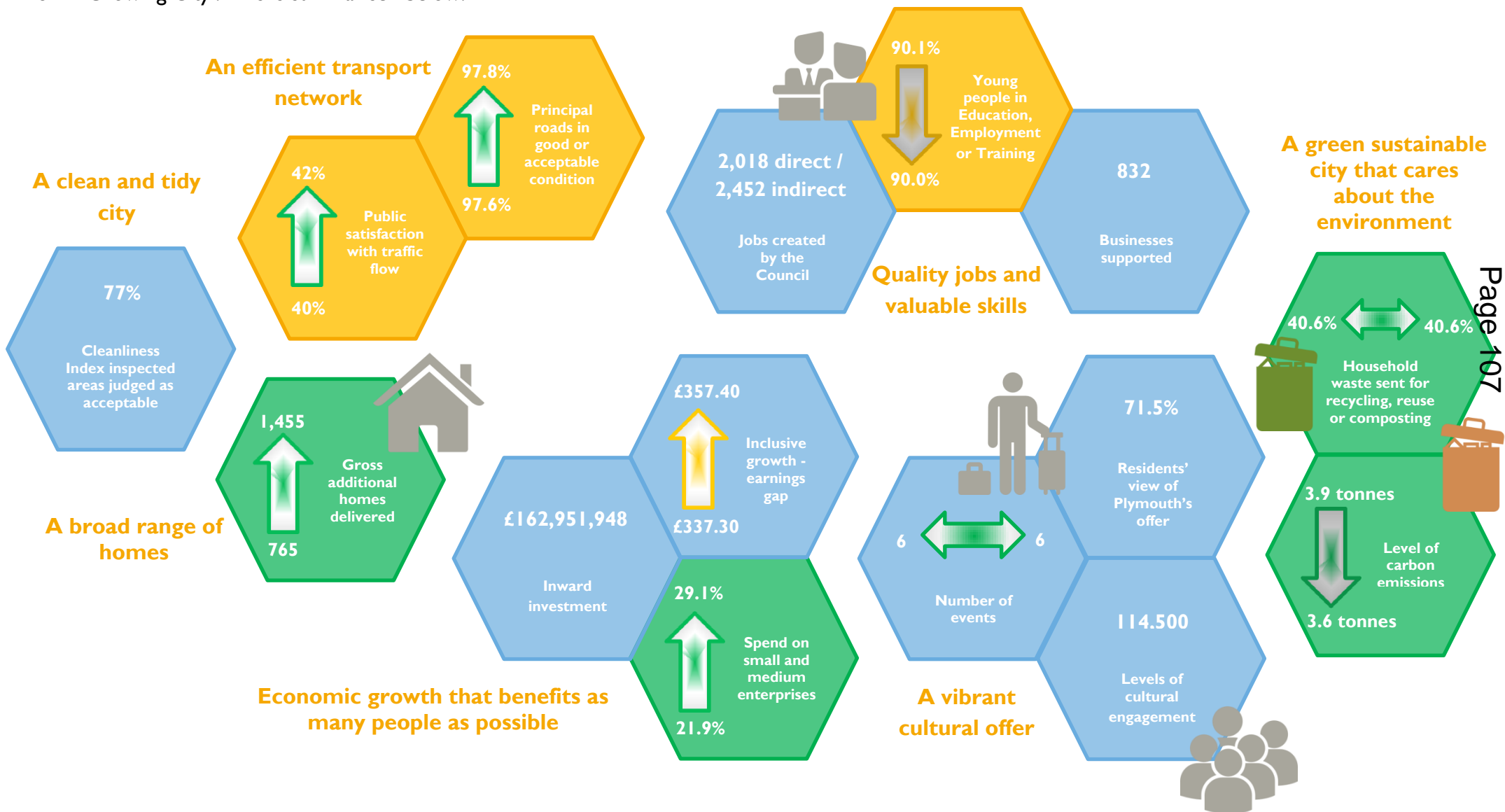
**What's working well?** Plymouth is currently on target to achieve its Joint Local Plan target of a 50% CO<sub>2</sub> emissions reduction (based on 2005 emissions of 6.0 tonnes) by 2034 and has pledged to become a carbon neutral city by 2050. We have a range of successful sustainable transport, waste management and energy related policies and programmes that are supporting residents, businesses and community groups to reduce their carbon footprint.

**What are we worried about?** Despite positive progress to date, achievement of the 2034 target remains a significant challenge. Per capita emissions are falling in line with the national trends for carbon being emitted from the generation of electricity (i.e. less coal, more wind, more solar), but as the Government's [Committee on Climate Change 2018](#) report highlights, there remain substantial short fallings in the national and local policy levers in transport, industry and housing. Without drastic changes in these areas the 2034 target will not be achieved.

**What needs to happen?** We need to continue to support simple low cost options for emissions reduction such as new solar, improved energy efficiency of buildings, roll out of electric vehicles, and the development of low carbon heat networks in heat dense areas. We should also lobby Government to request an end to the chopping and changing of energy policy, which has driven investment away from the low carbon sector. We are currently finalising an action plan and associated staff resourcing to carry out a programme of energy and cost savings across the Council's facilities management activities.

# A Growing City – Quarter Two Summary

The pages in this section have given a detailed overview of the latest performance for the individual key performance indicators (KPIs) for the seven priorities of 'A Growing City'. This is summarised below.



# A Caring Council – Key Performance Indicators

## Improved schools where pupils achieve better outcomes

1. Percentage of early years settings that have been judged as good or better by Ofsted
2. Percentage of pupils attending a school judged as good or better by Ofsted
3. Key Stage 4 pupils achieving the 'basics'

## Keep children, young people and adults protected

1. Delayed transfers of care (DTC) attributable to Adult Social Care
2. Adult safeguarding enquiries
3. Children with multiple child protection plans

## Focus on prevention and early intervention

1. Repeat referrals to Children's Social Care
2. "Families with a Future" achieving outcomes
3. Number of households prevented from becoming homeless
4. Average number of households in bed and breakfast accommodation

## People feel safe in Plymouth

1. Proportion of residents who feel safe
2. Children in care
3. Number of category one hazards removed
4. Proportion of Adult Social Care service users who feel safe

## Reduce health inequalities

1. Excess weight in 10-11 year olds
2. Stop Smoking Service successful quit attempts
3. Percentage of children enabled to become 'school ready'

## A welcoming city

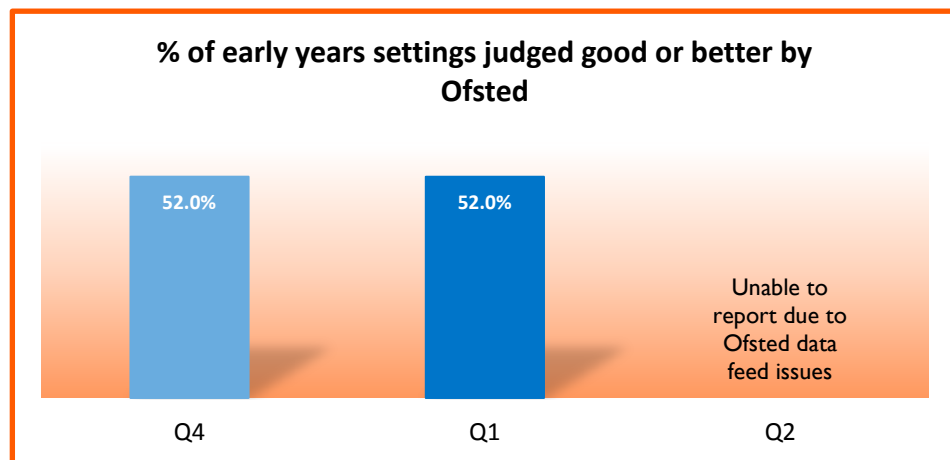
1. Percentage of residents who regularly do voluntary work
2. Community cohesion
3. Hate incidents reported to the Council

# Improved schools where pupils achieve better outcomes

## Percentage of early years settings that have been judged as good or better by Ofsted

**What we measure:** The number of Ofsted registered settings (schools, childminders, out-of-school and holiday clubs) judged as good or better. This reports on quarter one 2018/19 as currently there are issues with the Ofsted data feed (Evince).

**Why we measure it:** Ofsted ratings give a view of the quality of Early Years education provision within the city. A higher quality standard of early education provision is an enabler to children being school ready and achieving better outcomes.



**How have we done? 52%**

Performance is on par with the previous quarter four report at 52.0%.

Trend rating: **Green**

**Target for 2018/19: Baseline year**

As this is a new indicator, performance this year will inform target setting for 2019/20.

Target rating: **N/A**

**What's working well?** Our Early Years Advisory Team (EYAT) are fully engaged with all settings that receive an Ofsted judgement of less than good. One setting that has been supported has now improved to be judged as 'good' and the local authority support was noted by Ofsted. Five settings remain less than good and are fully engaged with the support being offered. We have also looked at the quality and quantity of provision available in the city in order to make appropriate decisions regarding continual funding.

**What are we worried about?** We remain concerned about some of the increasing recruitment pressures on the childcare sector; the resource available from the local authority to provide support; and the decreasing numbers of childcare staff accessing training (due to the implementation of a full cost recovery model). This is affecting the quality of provision across the city. There are concerns about the issues with the Ofsted feed having an impact on the quality of previous and current data and the lack of robust benchmarking as a result.

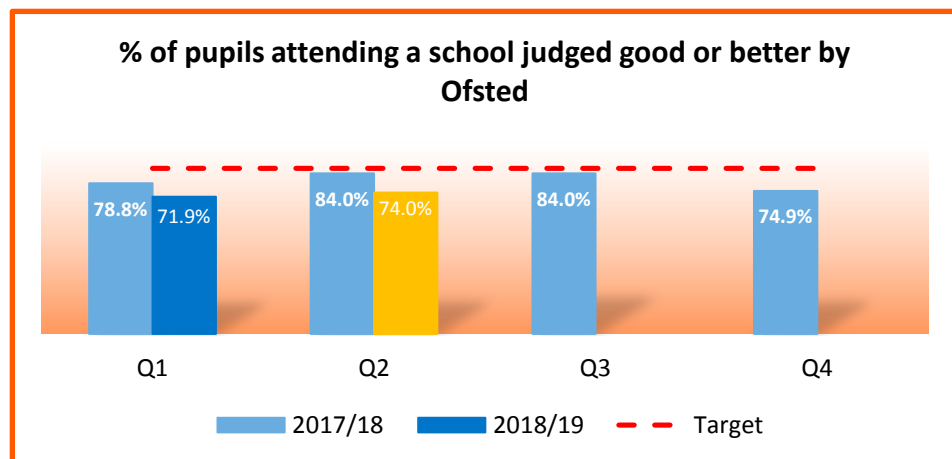
**What needs to happen?** New ways of offering training and support, such as through the pilots of 'Early Years Centre of Excellence' and the 'Business Support Hub', are now supporting settings judged as less than good to improve. We also continue to consult with the sector so that we can work in partnership to source solutions to improve the quality of early years settings in the city.

# Improved schools where pupils achieve better outcomes

## Percentage of pupils attending a school judged as good or better by Ofsted

**What we measure:** The percentage of pupils that attend a school judged as good or better by Ofsted.

**Why we measure it:** The Ofsted ratings give a view of the quality of education provision within the city. A higher quality standard of provision is an enabler to children achieving better outcomes.



**How have we done? 74.0%**

Increase of 2.1 percentage points from the previous snapshot at the end of quarter one, which is an increase of 2.9%.

Trend rating: **Green**

**Target for 2018/19: 86.7%**

The increase in quarter two puts performance at 12.7 percentage points (14.6%) below the target.

Target rating: **Amber**

**What's working well?** We have retained the expertise in the local authority school improvement system to provide support and challenge around improving outcomes to our maintained schools and to challenge the wider education system. In Plymouth, 100% of special schools in the city have been judged as 'good' or 'outstanding' by Ofsted. A special school provides education for pupils who have specific needs which affect their ability to learn. This means that all pupils who require a special school education are in a good quality education setting, enabling them to achieve better outcomes.

**What are we worried about?** Currently, 80% of primary schools and 53% of secondary schools in Plymouth are judged as 'good' or 'outstanding'. This is lower than the latest available national averages (2016/17) of 90% and 79% of primary and secondary schools, respectively. We remain worried about the quality of education as judged by Ofsted. Reduction in the quality of education provision negatively affecting the level of pupil attainment and damaging reputation following a poor Ofsted inspection is recorded as a **red** risk on the Council's strategic risk register. The risk is being mitigated by working with all School Leaders and the Regional Schools Commissioner's Office through the Plymouth Education Board. Despite having expertise in the local authority and local area, the resource is insufficient to meet demand.

**What needs to happen?** A particular priority for the Plymouth Education Board is delivering the 'Plymouth Challenge', which is focused on secondary school provision. We have an outline action plan constructed around the three pillars of aspiration, standards and leadership. Further action will also be discussed at the Education and Children's Social Care Scrutiny Committee during quarter three.

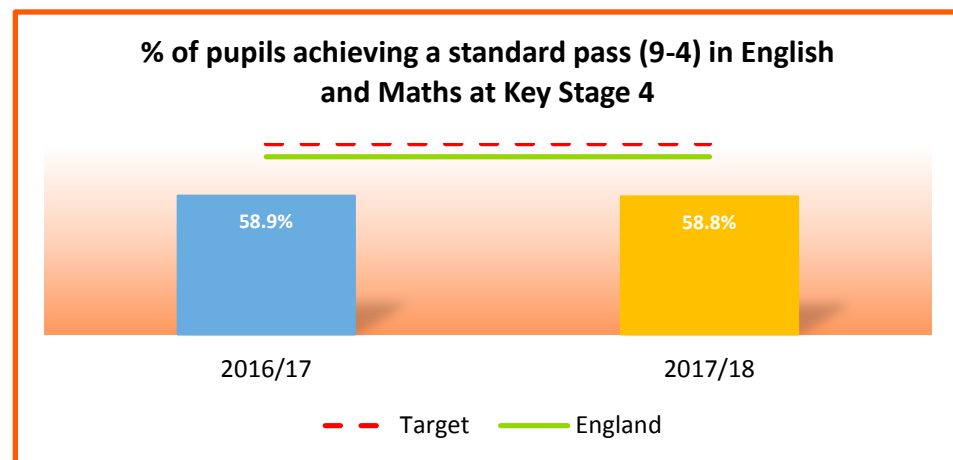


# Improved schools where pupils achieve better outcomes

## Key Stage 4 pupils achieving the 'basics'

**What we measure:** The percentage of Key Stage 4 pupils achieving a standard Attainment 8 pass (9-4) in English and Maths at the end of each academic year. Data for 2017/18 is currently provisional. There are known inaccuracies notified by the Department for Education, which are being worked through.

**Why we measure it:** This gives an indication of the educational outcomes for young people once they reach the end of compulsory education, as well as indicating the quality of secondary education provision in the city. Higher attainment levels are an enabler to children achieving better long-term outcomes.



**How have we done?** 58.8% (provisional)

A decrease of 0.1 of a percentage point from the previous year.

Trend rating: **Amber**

**Target for 2017/18: 66%**

The provisional attainment reached in the academic year of 2017/18 put performance at 7.2 percentage points (10.9%) below the target.

Target rating: **Amber**

**What's working well?** In 2016/17, Key Stage 4 attainment for pupils receiving Special Educational Needs (SEN) support or who had an Education, Health and Care Plan (EHCP) was higher in Plymouth than the national figures. Local attainment gaps for these pupils are also smaller than the national gaps. This demonstrates that work to ensure that some of our most vulnerable pupils in the city have the opportunity to achieve better outcomes has been effective. We eagerly await the characteristic breakdowns for 2017/18 in January 2019 to see if improvements have continued.

**What are we worried about?** Variation in the rate of progress being made by Key Stage 4 pupils across schools is a cause of concern. In addition, we continue to see an increase in persistent absence and overall absence rates at secondary school. Our annual published data also shows that Plymouth performs worse than the benchmarks. It is a concern that parents/guardians removing pupils from school during term time is a contributing factor to lower attainment and this has been identified as a risk on the operational risk register for the Council. We are carrying out research to better understand this.

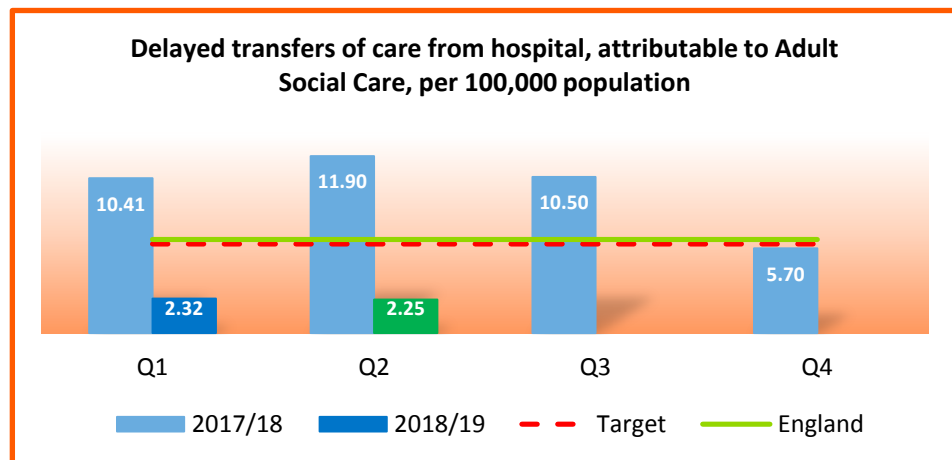
**What needs to happen?** The local authority, through the Plymouth Education Board, is driving the response to three priorities: disadvantage, oracy (spoken language skills) and the Plymouth Challenge. We have developed forums for Multi Academy Trust Chief Executive Officers (CEOs) and maintained schools in order to bring coherence to the improvement work and to challenge lack of pace or impact. We have also created a strategic relationship with the Regional Schools Commissioner's Office in order to maximise the opportunities of joint resources.

# Keep children, young people and adults protected

## Delayed transfers of care (DTOC) attributable to Adult Social Care

**What we measure:** The average daily number of delayed discharges within an acute or community hospital, presented as a rate per 100,000 population. This tells us the number of people who are still in hospital after they have been identified as fit for discharge, with the delay attributable to Adult Social Care (ASC).

**Why we measure it:** It is a marker of the effective joint working of local partners, and a measure of the effectiveness of the interface between health and social care services. Reduced delayed transfers of care (DTOC) and enabling people to live independently at home are desired outcomes of social care.



**How have we done?** **2.25 delays** (per 100,000 population)

The average daily number of delays reduced by 0.07 from the previous quarter, which is a reduction of 3.0%.

Trend rating: **Green**

**Target for 2018/19: 6.0 delays** (per 100,000 population)

The decline in quarter two now puts performance at 3.75 delays per day per 100,000 population (62.5%) below the target.

Target rating: **Green**

**What's working well?** In June, the NHS signalled its ambition to reduce the number of long stays in hospital by 25%, resulting in a focus on reducing the number of people in hospital for more than 21 days, known as 'extended length of stay'. Partnership actions included establishing executive lead escalation arrangements (regular meetings of senior managers to update on individual cases and provide scrutiny of delays) across health and social care systems and the daily review of long stay patients by integrated discharge teams. This has contributed to an improvement in length of stay performance in the hospital, but also the continued improvement in the rate of DTOC attributable to ASC.

**What are we worried about?** Although performance has been good and is being sustained, the system is concerned as we approach winter and it is anticipated that we will see increases in demand and complexity of cases. To mitigate this, detailed Winter Planning is now underway.

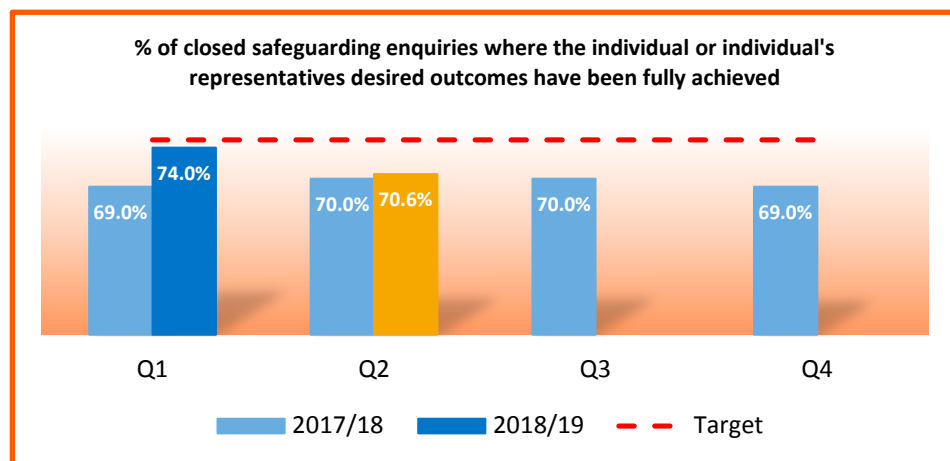
**What needs to happen?** The System Improvement Board will continue to monitor system performance, including key system indicators on Accident and Emergency, length of stay and DTOC. We will continue to work with Livewell Southwest on how we can maintain improved performance in relation to DTOC and the reduction in long stays as NHS England will be retaining focus on these two key system indicators.

# Keep children, young people and adults protected

## Adult safeguarding enquiries

**What we measure:** The percentage of safeguarding enquiries in which, at the point of completion, the individual affected or individual's representative's desired outcomes have been fully achieved.

**Why we measure it:** Making Safeguarding Personal (MSP) is a sector-led initiative which aims to develop an outcome focus to safeguarding work, and a range of responses to support people to improve or resolve their circumstances. This is an indication of how well we are achieving this outcome.



### How have we done? **70.6%**

Decrease of 3.4 percentage points from the previous quarter, which is a decrease of 4.6%.

Trend rating: **Amber**

### Target for 2018/19: **75%**

The decrease in quarter two now puts performance at 4.4 percentage points (5.9%) below the target.

Target rating: **Amber**

**What's working well?** In quarter two, 196 individuals were the subject of a completed safeguarding enquiry; 119 expressed a desired outcome at the start of the enquiry and in 84 of these cases the desired outcome was fully achieved (70.6%). In 32 cases the outcome was partially achieved, and in 97.5% of cases the desired outcome has been fully or partially achieved. As a Council, we have contributed to a national review into the Safeguarding Adults Collection. The aim is to improve consistency of recording practice in order to achieve accuracy of benchmarking against our comparator groups.

**What are we worried about?** Although 97.5% of outcomes have been partially or fully achieved, we are concerned that the percentage fully achieved has dropped by 3.4 percentage points. Year to date our performance stands at 72.6% and is exceeding last year's performance (69.4%); however we will continue to closely monitor. The individual nature of the outcomes can lead to fluctuating performance.

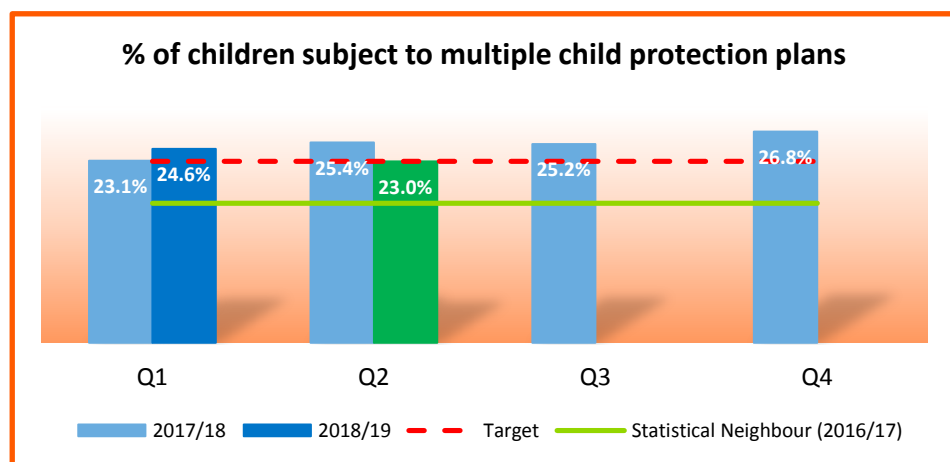
**What needs to happen?** The effectiveness of safeguarding interventions, and related recording, is part of the next stage of work for the Plymouth Safeguarding Adults Board Quality and Performance group; the performance against this indicator will be reviewed and will inform specific practice guidance for frontline staff. We will also be working with social care partners to better understand current practices around negotiating desired outcomes with alleged victims, and to revisit, via contract performance meetings and the relevant strategic leads network, the importance of recording information accurately.

# Keep children, young people and adults protected

## Children with multiple child protection plans

**What we measure:** The percentage of children starting a child protection plan that have previously been on a child protection plan.

**Why we measure it:** This indicator gives insight into children who have previously been deemed at significant risk of harm, had that risk mitigated and then later are again found to be at significant risk. This may be for the same or different reasons but highlights vulnerable children where a risk of harm has escalated back to the point where a child protection plan is once again needed.



**How have we done? 23.0%**

Decrease of 1.6 percentage points from the previous quarter, which is a decrease of 6.5%.

Trend rating: **Green**

**Target for 2018/19: 23.0%**

The decline in quarter two now puts performance equal with the target.

Target rating: **Green**

**What's working well?** 23% of children with a child protection plan are subject to multiple child protection plans, 1.6 percentage points lower than quarter one and currently meeting our target. At the end of quarter two, the number of children on a plan had reduced by 13 and now stands at 280 children (a rate of 53.4 per 10,000 children). Completion of visits on time saw a 10 percentage point increase from quarter one, to 86.5%. The social worker vacancy rate decreased further and is reported at 4.5% compared to 17% nationally, which is a positive position to be in with the current demands on the service.

**What are we worried about?** Referral numbers decreased from 1,359 in quarter one to 929 in quarter two of 2018/19, which is in line with historical trends (decreases over the summer holiday period). Child protection visit performance moved from red against target in June to amber in September with a 10 percentage point improvement (86.5%), but remains below the target of 90%. Children in care continue to cause a budgetary pressure and this is an operational risk for the Council.

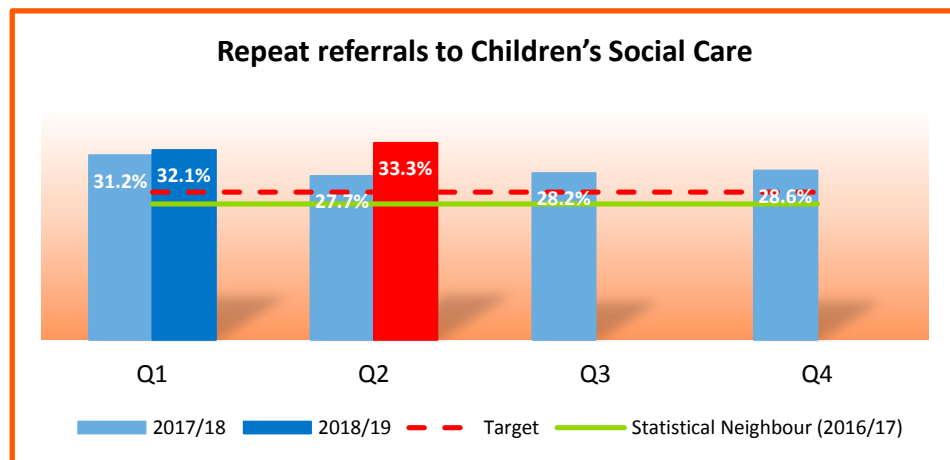
**What needs to happen?** Regular reviewing of new plans when a previous plan existed is now embedded following the implementation of 'consultation meetings' provided by the Safeguarding Service. These continue to improve our understanding and our findings are communicated to relevant partners to ensure that, where appropriate, children receive help before requiring child protection services. The child protection visiting rates need to be improved further and the increased pressure on the front door needs to be monitored. The positive work around recruitment and assessments needs to continue.

# Focus on prevention and early intervention

## Repeat referrals to Children's Social Care

**What we measure:** The percentage of referrals received by children's social care where there has been a referral within the previous 12 months for the same child.

**Why we measure it:** This gives insight into the effectiveness of the Children's Social Care response to concerns about children at first referral. Repeat referrals may have been avoidable if we reached effective outcomes earlier, indicating that the child may not have received the right support at the right time to safeguard them and address their needs. As repeat referrals are essentially re-work, they bring additional costs that could have been avoidable.



**How have we done? 33.3%**

Increase of 1.2 percentage points from the previous quarter, which is an increase of 3.7%.

Trend rating: **Amber**

**Target for 2018/19: 25%**

The increase in quarter two now puts performance at 8.3 percentage points (33.2%) above the target.

Target rating: **Red**

**What's working well?** The re-alignment of the Hub/Gateway went live on 10 September, forming the new 'Plymouth Children's Gateway'. Although in place for less than a month, early indications are that the approach is working well with a more streamlined approach to threshold management. Timeliness of single assessment performance remains strong with 93.9% completed within the expected timescale with indications of improved quality of assessment. The caseloads in the Plymouth Referral and Assessment Service (PRAS) have been low over the summer and are currently maintained at optimal or below.

**What are we worried about?** Repeat referrals increased slightly to 33.3%. The repeat rate remains above target and our statistical neighbour's performance. An important thing to note is that the number of referrals/assessments is lower in quarter two and as the indicator looks back 12 months, those already identified as a repeat will become a larger proportion of the overall referrals. The failure to maintain appropriate Children's Social Care caseloads is an operational risk for the Council.

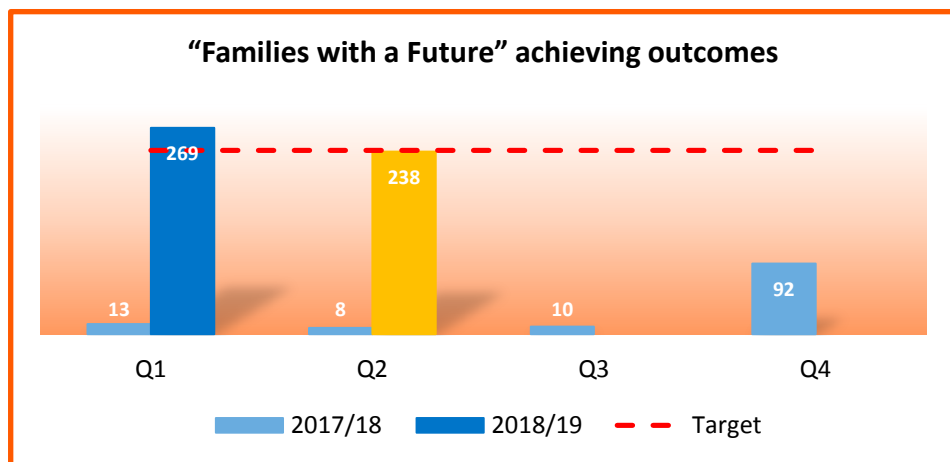
**What needs to happen?** Embed a consistent application of thresholds to contacts and referrals, support partners in holding appropriate levels of risk, and provide families with early help. We need to continue work in respect of the offer given when we step down or end our support (step out), with the aim of ensuring the right sustainable (SMART) outcomes are reached in order to prevent children and families from representing for a statutory response.

# Focus on prevention and early intervention

## “Families with a Future” achieving outcomes

**What we measure:** The number of families in a quarter where we are able to evidence that we have achieved significant and sustained progress against specified concerns or a pathway into employment. Families must have at least two of the six headline criteria to be eligible for the programme.

**Why we measure it:** This helps us to understand how many families we have worked with, both within Children, Young People and Family Services and across the multi-agency partnership. We support families to overcome a variety of problems, such as youth offending/anti-social behaviour, attendance at school, child safety (Child Protection/Children in Need), worklessness, domestic abuse, and mental and physical health issues.



### How have we done? 238

238 families achieved significant and sustained progress, which is 31 fewer than in quarter one 2017/18 and a decrease of 11.5%.

Trend rating: **Amber**

### Target for 2018/19: 240 per quarter

Quarter two performance was 2 families under the quarterly target.

Target rating: **Amber**

**What’s working well?** The number of families with significant and sustained progress was reported just below the quarterly target. However, performance remains 5.6% above the target for the year to date (507 against a target of 480) and is a vast improvement on last year.

**What are we worried about?** We are concerned about the impact of the new General Data Protection Regulation (GDPR) on partner agencies sharing evidence of families who have met the success criteria. There is also a risk to vulnerable children, young people and families by not delivering early intervention and prevention and responding as soon as possible to their needs. This is currently rated as an **amber** (medium) risk on the Council’s strategic risk register. Failure to meet the targets for attachments and claims would have a significant financial impact.

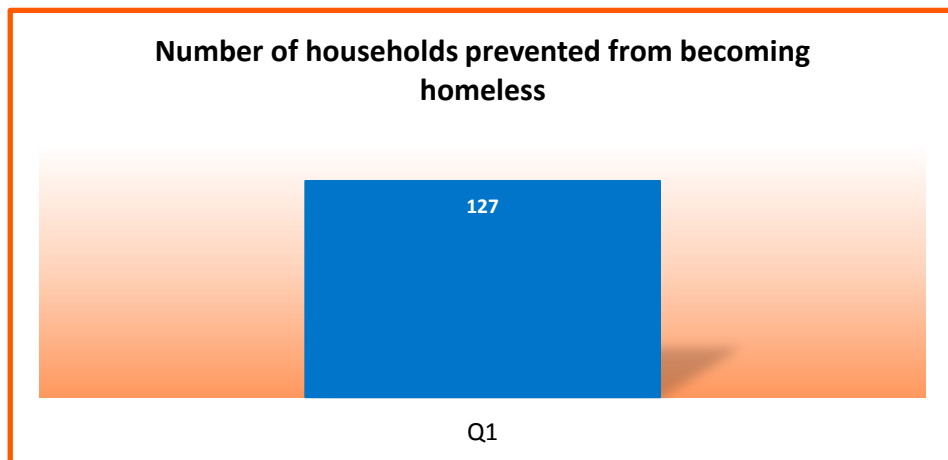
**What needs to happen?** We need to continue to drive forward transformational change across the partnership in relation to whole family working, engagement with the Early Help Assessment Tool process, data exchange and achieving the outcomes required within the Troubled Families Outcomes Plan. In particular, we need to continue to meet our target’s trajectory for identifying families and set targets for our partners as part of this work.

# Focus on prevention and early intervention

## Number of households prevented from becoming homeless

**What we measure:** The number of households that the Council has either helped to stay in their current accommodation or has supported to relocate, preventing them from becoming homeless. This data is for quarter one 2018/19 as the latest available source.

**Why we measure it:** Local authorities have a statutory duty to help all households that are homeless or at risk of becoming homeless. These families and individuals are among the most vulnerable in society and we want to make sure that as many as possible get the help that they need.



### How have we done? 127

127 households were prevented from becoming homeless in quarter one 2018/19. This is not comparable to 2017/18 due to the change in performance reporting in line with the HRA.

Trend rating: **N/A**

### Target for 2018/19: Baseline year

This year will act as a baseline to inform target setting for 2019/20.

Target rating: **N/A**

**What's working well?** The reconfiguration of staffing and a new IT system to support best delivery of the changes brought about by the Homelessness Reduction Act 2017 (HRA) in April 2018 are now becoming embedded within Community Connections, enabling us to understand performance reporting and how this can best highlight the work that is being done across the city.

**What are we worried about?** The implementation of the HRA from 1 April 2018 has significantly changed the duties on the Council. The way the data is collated has also changed significantly. We continue to monitor the impact of the legislation and reporting on service delivery. Under the HRA, from 1 October a number of public bodies have a 'Duty to Refer' to the local authority where there is a belief that an individual is threatened with or actually homeless. A duty is then on the local authority to make contact with the individual referred. Homelessness is associated with the operational risk of emergency accommodation bed and breakfast budget overspends leading to a failure to support people who are made homeless.

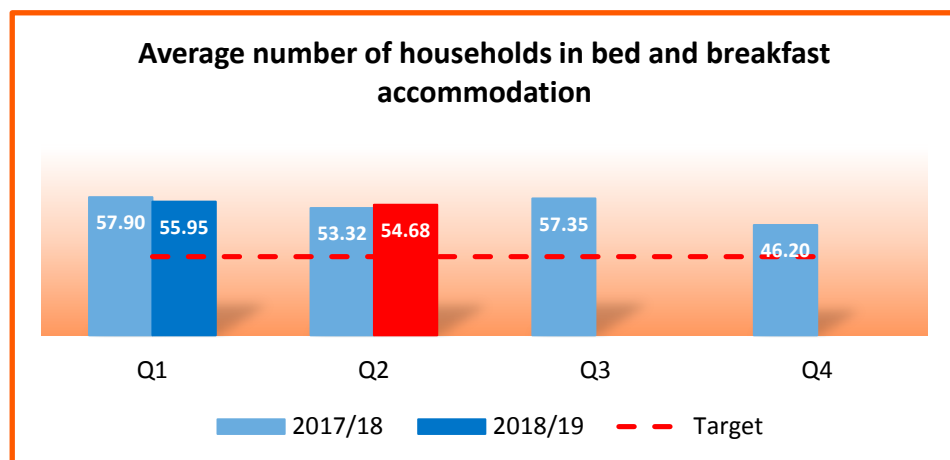
**What needs to happen?** The Community Connections team has utilised Burdens Funding to increase capacity and change service delivery in line with the HRA requirements, and is working with commissioners and partners to ensure that all prevention activity can be captured. Work is ongoing to understand where homelessness is most of a risk and provide early intervention measures. Some of the earliest interventions and preventions are being delivered prior to reporting requirements and we need to ensure that this is also captured to fully understand prevention activity across the city.

# Focus on prevention and early intervention

## Average number of households in bed and breakfast accommodation

**What we measure:** The average number of households that are staying in bed and breakfast (B&B) temporary accommodation at any one time. A household is defined as one person living alone, or a group of people living at the same address who share common housekeeping or a living room.

**Why we measure it:** B&Bs are used as a form of temporary accommodation to meet statutory duties to accommodate homeless households while an assessment of the full duty to them under homeless legislation is made. However, it is not suitable for more than a short period of time for most households and is expensive for the Council to fund. The aim is therefore to reduce the use of B&Bs and find alternative accommodation options for people sooner.



**How have we done? 54.68**

1.27 fewer households were housed in B&Bs in quarter two than in the previous quarter, which is a decrease of 2.3%.

Trend rating: **Green**

**Target for 2018/19: 33.00**

The decrease in quarter two puts performance at 21.68 households (65.7%) above the target.

Target rating: **Red**

**What's working well?** Despite being significantly above the target, there has been a slight decrease in the average number of households in B&Bs in quarter two (54.68) compared to quarter one (55.95), suggesting that work being implemented by the team is resulting in a downward trend. Work with partners to identify alternative accommodation is beginning to come to fruition with additional units coming online to help reduce the numbers in B&B.

**What are we worried about?** There has been a further increase in approaches to the service, with 1,022 approaches in quarter two compared with 1,009 in quarter one. There is no indication that demand for temporary accommodation will reduce. Homelessness is associated with the operational risk of emergency accommodation bed and breakfast budget overspends leading to a failure to support people who are made homeless. Whilst the number of households requiring temporary accommodation is not reducing, we are experiencing more complex cases and increased acuity, contributing to increased pressure on our budget.

**What needs to happen?** Community Connections have reconfigured some of the duties across the service to best meet need and support earliest move on opportunities for customers. Work continues with partners to identify alternatives to B&Bs, including an increase in the availability of Houselet (private sector lease) accommodation, a 'container homes' project and a 'Housing First' model.

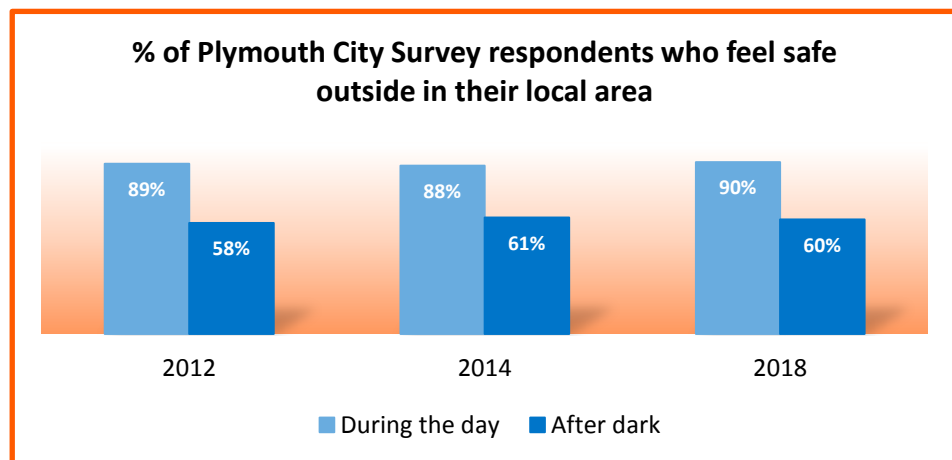


# People feel safe in Plymouth

## Proportion of residents who feel safe

**What we measure:** The percentage of Plymouth City Survey respondents who feel fairly safe or very safe when outside in their local area during the day and after dark. The data is comparable with that sourced from the 2014 Wellbeing Surveys as the questions are identical.

**Why we measure it:** Public perception of the safety of their local area can influence local policy decisions, planning, and the allocation of police resources.



### How have we done? 90% day / 60% after dark

During the day: Increase of 2 percentage points from the 2014 Wellbeing Survey, which is an increase of 2.7%.

Trend rating: **Green**

After dark: Decline of 1 percentage point from the 2014 Wellbeing Survey, which is a decline of 1.6%.

Trend rating: **Amber**

### Target for 2018/19: Trend increase

Whilst an increase is desirable, there is no specific target for these questions in the Plymouth City Survey.

Target rating: **N/A**

**What's working well?** In 2018, 90% of residents who completed the Plymouth City Survey felt safe outside in their local area during the day, with only 3% feeling either fairly or very unsafe. This is a small increase on the 2014 Wellbeing Survey. Across the wards in Plymouth, the proportion feeling safe ranged from 83% to 97%.

**What are we worried about?** As expected, the proportion of residents who feel safe after dark is lower than during the day at 60%, with 22% of survey respondents feeling unsafe. Only 35% of residents aged 16-24 years felt safe after dark, while 47% of this group felt unsafe, which was significantly more than any other age group. This indicator is associated with the risk of a Police and Crime Commissioner funding cut.

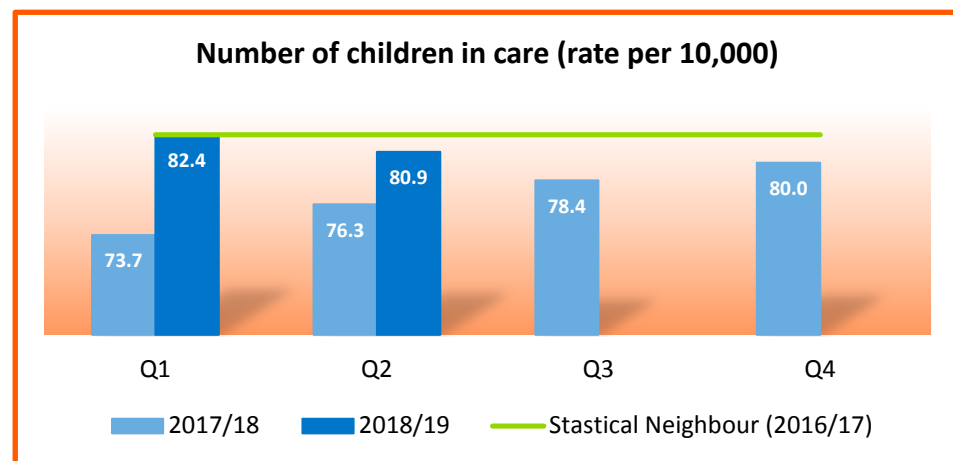
**What needs to happen?** The information from this survey will be considered by the Community Safety Partnership and used to inform and support future partnership work to help the communities and groups that are most in need. We are working with communities and the Office of the Police and Crime Commissioner (OPCC) to look at opportunities to improve CCTV coverage in some neighbourhoods in the city, which may help to improve residents' perception of safety.

# People feel safe in Plymouth

## Children in care

**What we measure:** When a child (or young person) is made the subject of a care order, we have legal responsibility for them. We count a child as a child in care if they get accommodation for a continuous period of more than 24 hours, is subject to a care order or is subject to a placement order (up for adoption). To enable comparison against other authorities we report the number of children as a rate per 10,000 children within our authority's population.

**Why we measure it:** This indicator helps us to quantify how many children and young people we have a corporate parenting responsibility for and assists us to forecast our resource requirements (e.g. areas including staffing, accommodation and finance).



**How have we done? 80.9** (rate per 10,000)

A decrease of 1.5 from 82.4 (rate per 10,000) – this relates to 424 children in care, 8 fewer than quarter one 2018/19.

Trend rating: **Green**

**Target for 2018/19: Trend decrease**

Whilst a decrease is desirable, it is not appropriate for us to set a target for the number of children that we provide care for.

Target rating: **N/A**

**What's working well?** The rate of children in care per 10,000 has decreased to 80.9 at the end of quarter two (424 children). The percentage of children in care visits completed has been maintained at an average of 91% for the last few months. The management team continues to give strong direction for visits in general.

**What are we worried about?** We have experienced a number of escalations with some of our more complex children, requiring increased support from all levels of the service. Obtaining placements has been difficult, with less suitable placements being used as the only option available; this will impact on our short- and long-term placement stability. The current pressures (including budgetary) are rated as **amber** (medium) on the strategic risk register.

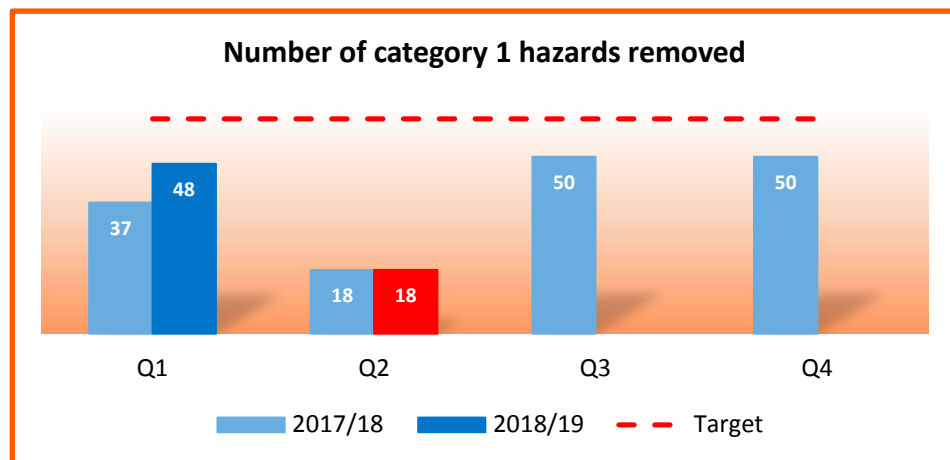
**What needs to happen?** Work continues with commissioning colleagues to develop placement sufficiency. Independent fostering agencies continue to recruit foster carers, submitting updated development plans every quarter, and our own 12 month fosterer's recruitment campaign continues. Provision of local residential care for those with more complex needs continues to develop, with 15 beds now situated in Plymouth across nine homes. Two more solo homes are due to be registered during autumn/winter 2018. An 'at risk of care' panel has been established and the children in care monitoring panel reviewed along with legal gateway planning. Placements are reviewed through fortnightly 'placement challenge and review' to ensure that care planning is timely.

# People feel safe in Plymouth

## Number of category one hazards removed

**What we measure:** The number of category one hazards removed from private rented properties by the Council. A category one hazard is a hazard that is a serious risk to a person's health and safety.

**Why we measure it:** This tells us the amount of activity done by the Council to remove these serious hazards and to improve the safety of private rented housing.



### How have we done? 18

30 fewer category one hazards were removed in quarter two 2018/19 than in quarter one, which is a decline of 62.5%.

Trend rating: **Red**

**Target for 2018/19: 243** (annual)

The decline puts performance at 43 hazards (70.4%) below the quarter two target of 61 (yearly target of  $243 \div 4$ ).

Target rating: **Red**

**What's working well?** Essential training has been ongoing for staff in preparation for legislative change to Houses in Multiple Occupation (HMO) licensing, which is due in October 2018. This has impacted on the team's capacity to visit properties. During quarter two, the number of category one hazards removed fell from 48 to 18, giving a total year to date number of 66. However, 100 dwellings were improved by the team during quarter two. This includes other works that have been identified to support housing improvement by the team, for example 14 category two hazards, 13 HMO management regulation breaches, and three statutory nuisances were all removed. We have also recruited an additional two members of staff, which will help to increase the team's capacity.

**What are we worried about?** As well as managing changes and staff training due to the extension of the HMO licensing scheme, we need to ensure that we have enough staff capacity to manage reactive work as well as planned work.

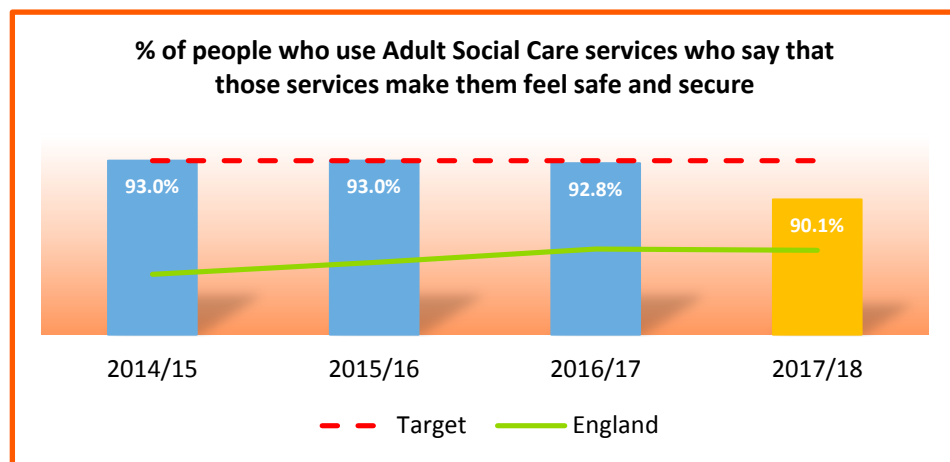
**What needs to happen?** We need to ensure that we are measuring the right things and in the next quarter will be looking at moving towards a wider metric to focus on the dwellings that we have improved and made safer. This will include category one hazards, as well as a range of other activities carried out by the team with the aim of improving the quality and safety of people's homes.

# People feel safe in Plymouth

## Proportion of Adult Social Care service users who feel safe

**What we measure:** The proportion of people who use Adult Social Care services who say that those services make them feel safe and secure, as measured using the annual Statutory Adult Social Care Survey.

**Why we measure it:** Safety is fundamental to the wellbeing and independence of people using social care, and the wider population. Feeling safe is a vital part of users' experience of their care and support.



**How have we done? 90.1%**

Decline of 2.7 percentage points from the previous year, which is a decline of 2.9%.

Trend rating: **Amber**

**Target for 2017/18: 93.0%**

The decline in 2017/18 put performance at 2.9 percentage points (3.1%) below the target.

Target rating: **Amber**

**What's working well?** During quarter two, more than 1,600 Health and Social Care Assessments and plans were completed by either Livewell Southwest (as part of the social care contract) or by the Plymouth Guild (as part of the carers contract). We have also undertaken in excess of 1,000 care package reviews over the same period and completed 211 safeguarding enquiries. We monitor activity through regular contract performance meetings with providers. Throughout the past four years, the proportion of Plymouth's Adult Social Care service users who feel safe has been consistently higher than the England average. This has continued in 2017/18 with the recent release of the publication showing that the national average against this indicator is 86.3%.

**What are we worried about?** Failure to protect adults with care and support needs from risk of harm resulting in a significant incident is a risk on the strategic risk register. This is currently RAG-rated as **amber**, representing a medium risk to the Council. The above activity contributes to ensuring that as an organisation and partnership we meet our responsibility to keep people safe.

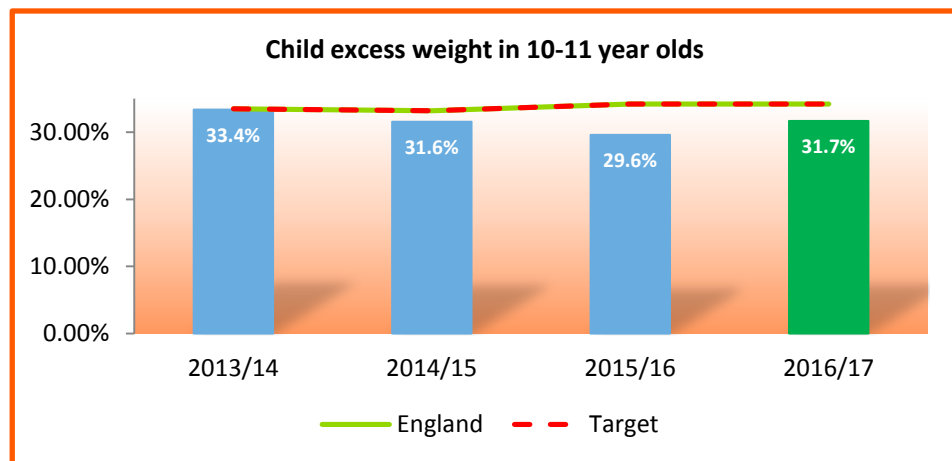
**What needs to happen?** We will continue to monitor social care activity via provider performance meetings, as well as safeguarding activity and outcomes via both performance meetings and the Plymouth Adult Safeguarding Board. This national indicator allows us to benchmark the impact that our services have on people's feelings of safety. Therefore, we will continue to monitor how we benchmark against national, regional and similar local authorities.

# Reduce health inequalities

## Excess weight in 10-11 year olds

**What we measure:** The prevalence of excess weight (including obesity) among children in Year 6 (aged 10 – 11 years old).

**Why we measure it:** Excess weight in childhood is a key risk factor for obesity and its associated illnesses in adulthood, as well as potentially having a negative impact on children's physical and mental health.



**How have we done? 31.7%**

Increase of 2.1 percentage points from the previous year, which is an increase of 7.1%.

Trend rating: **Amber**

**Target for 2016/17: 34.2%**

The increase in 2016/17 puts performance at 2.5 percentage points (7.3%) below the target.

Target rating: **Green**

**What's working well?** We are working on giving children the best start in life, making schools health-promoting environments, managing the area around schools through fast food planning policy, and working with partners to raise awareness of the risk factors of unhealthy diets and physical inactivity through Thrive Plymouth. Year 5 of Thrive Plymouth launched on 16 October 2018 and is focused on People Connecting through Food. Over the coming year, the Public Health team will be focusing their efforts across six themes of the Sustainable Food Cities award. This includes promoting healthy eating and healthy weight through a range of initiatives, such as Sugar Smart, and working with our community and voluntary sector to tackle food poverty in the city.

**What are we worried about?** Though levels are lower than England for Year 6, even these levels are too high. Childhood obesity is closely linked to deprivation and therefore is a strong indicator of inequality. Being overweight and obese in childhood is a risk factor for overweight and obesity in adulthood and increased risk of diseases such as Type II Diabetes, cancers, and cardiovascular diseases.

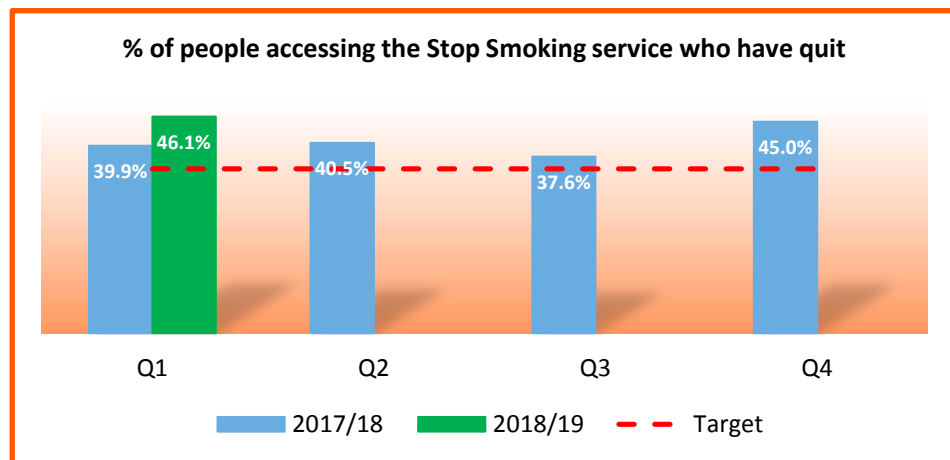
**What needs to happen?** There is a lack of a firm evidence base on the best interventions to put into place to support families where children have excess weight; we are working on developing the current programme to improve outcomes. We will be taking a range of actions to deliver on our priorities for Thrive Plymouth Year 5, as well as working to increase physical activity levels amongst children and young people through our Physical Activity network.

# Reduce health inequalities

## Stop Smoking Service successful quit attempts

**What we measure:** The number of people who engage with the Stop Smoking service and set a quit date, with successful quit attempts measured at four weeks. This reports on quarter one 2018/19 as the latest available data.

**Why we measure it:** Smoking is the leading cause of preventable ill health and premature mortality in the UK. Smoking is a major risk factor for many diseases, such as lung cancer, chronic obstructive pulmonary disease (COPD) and heart disease.



**How have we done? 46.1%**

Increase of 1.1 percentage points from the previous quarter, which is an increase of 2.4%.

Trend rating: **Green**

**Target for 2018/19: 35.0%**

The increase in quarter one now puts performance at 11.1 percentage points (31.7%) above the target.

Target rating: **Green**

**What's working well?** Numbers seen by the service each year are dropping, which is in line with expectation and the national picture – a combination of smoking prevalence reducing and remaining smokers being harder to reach. Last year, the service saw 1,640 people who set a quit date and received support, with a quit rate of 40.8%. The latest performance data shows that for quarter one 362 people accessed the service and set a quit date, with 162 of these successfully quitting smoking. This is an improved success rate of 46.1% and above the 35% target. We provide smoking cessation interventions through GPs, pharmacies and specialist services and train staff in 'making every contact count' (MECC), which helps them to signpost people into services.

**What are we worried about?** We continue to be significantly worse than the England average despite having been on a reducing trend (18.4% versus 14.9% nationally). People who smoke tend to be those with complex issues and are 'hard to reach'. This presents a challenge and we are working to change our approaches to ensure that we engage with people and work with them in a way that works for them.

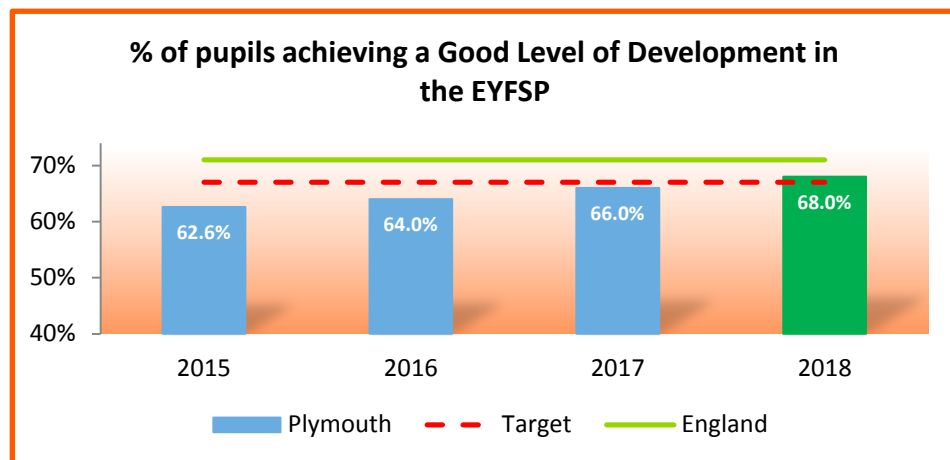
**What needs to happen?** Continue to invest in the services and to roll out MECC to ensure that as many brief interventions take place as possible that encourage people to consider stopping smoking and support them in doing so. We will continue to focus our resources on those with the most complex needs in terms of support to stop smoking, and continue to work with University Hospitals Plymouth to embed MECC within their organisation.

# Reduce health inequalities

## Percentage of children enabled to become 'school ready'

**What we measure:** The percentage of Early Years Foundation Stage Profile (EYFSP) pupils who achieve a Good Level of Development (GLD) at the end of each academic year.

**Why we measure it:** The Early Years Foundation Stage profile promotes teaching and learning to enable children's 'school readiness' and gives children the broad range of knowledge and skills that provide the foundation for good future progress through school and life.



**How have we done? 68%**

Increase of 2 percentage points (3.0%) from the previous year.

Trend rating: **Green**

**Target for 2018/19: 67%**

Performance in 2017/18 is 1 percentage point (1.5%) above the target.

Target rating: **Green**

**What's working well?** The percentage of pupils achieving a good level of development at EYFSP continues to improve. A Leaders and Managers meeting is provided with the support required to enable settings and schools to access policy changes, advice and key messages. The moderation process for the EYFSP, implemented by the Early Years Team, is well established and ensures that data is robust. This process is also externally moderated by the Standards Testing Agency.

**What are we worried about?** In 2018, the gap between those eligible for Free School Meals (FSM) and all other pupils is 24 percentage points. In 2017, the gap was 20 percentage points; therefore the gap has grown by four percentage points. Other vulnerable groups that remain a concern are female pupils eligible for FSM, and summer-born boys.

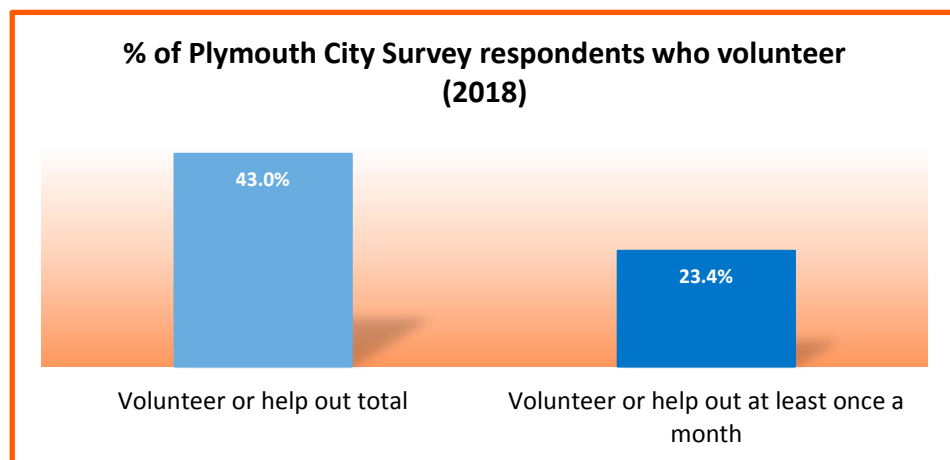
**What needs to happen?** The Early Years Advisory Teachers (EYAT) need to continue to engage with all Early Years providers to provide support, challenge and professional development to ensure quality provision, with a focus on addressing the general FSM attainment gap, girls eligible for FSM and summer-born boys. The EYAT needs to continue to maintain effective relationships with the Maternity and Early Years System Optimisation Group to support the school readiness agenda. Throughout quarter three, a scoping survey will be sent to all Early Years providers. This survey will consult providers on a city wide definition of 'School Readiness', the challenges they are encountering and how they are supporting children in becoming school ready.

# A welcoming city

## Percentage of residents who regularly do voluntary work

**What we measure:** The percentage of Plymouth City Survey respondents who volunteer or help out in the city, which includes formal volunteering (e.g. for a charity or community group) or informal helping out (e.g. a neighbour).

**Why we measure it:** Cities of Service is a volunteer work programme with the aim of increasing the number of volunteers, who volunteer at least once a month, by 1% per year for the next five years. This question helps to monitor the outcomes of this programme.



**How have we done? 23.4%**

23.4% of residents volunteer at least once per month.

Trend rating: **N/A**

**Target for 2018/19: Baseline year**

A high percentage of residents volunteering is desirable but no specific target has been set due to this being the first time that we have asked this question of residents.

Target rating: **N/A**

**What's working well?** The Mayflower Makers volunteer training programme has now trained over 100 people to become Mayflower ambassadors in their community and/or workplace. The Our Plymouth online social action platform, which promotes volunteering and community participation, is due to start beta testing in October 2018 with a view to it going live in December 2018. The Mayflower Sparks Community Fund (first round) closes in October 2018 and the projects receiving money from this fund are anticipated to need a large number of volunteers in Plymouth from communities of interest, identity and geography.

**What are we worried about?** Our current contract with Improving Lives Plymouth to deliver and coordinate the Mayflower volunteering requirement ends in March 2019. Work is ongoing to secure the continuation of this project until 2021. We also need to ensure that as many residents use Our Plymouth as possible when it goes live in December 2018. There is a communications plan and a dedicated worker to ensure that this happens.

**What needs to happen?** We need to secure continued delivery of the Mayflower Makers volunteering programme and we need to ensure that Our Plymouth gets the required footfall to make it viable and successful.

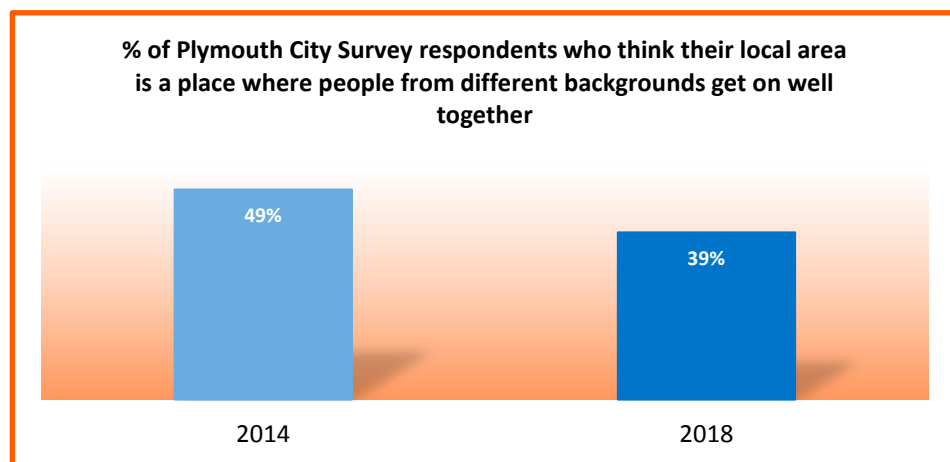


# A welcoming city

## Community cohesion

**What we measure:** The percentage of Plymouth City Survey respondents who agreed with the statement 'my local area is a place where people from different backgrounds get on well together'.

**Why we measure it:** This question gives a measure of community cohesion within Plymouth and assesses performance against the statutory equality objective to increase the number of people who think that people from different backgrounds get on well together.



**How have we done? 39%**

Decline of 10 percentage points from the 2014 Wellbeing Survey, which is a decline of 20.4%.

Trend rating: **Red**

**Target for 2018/19: Trend increase**

Whilst an increase is desirable, there is no specific target for these questions in the Plymouth City Survey.

Target rating: **N/A**

**What's working well?** Only 15% of respondents disagreed that their local area is a place where people from different backgrounds get on well together. This is because more than 1,000 of the 2,258 people who answered this question responded with 'neither agree nor disagree' or 'don't know'. When these responses are removed from the data set, 72% of the remaining 1,234 respondents agreed with the statement. An equality objective to improve the cohesion rates in Plymouth's four least cohesive wards was set in 2016 and all four either maintained or improved on their score from the 2014 survey.

**What are we worried about?** The 2018 Plymouth City Survey score of 39% is significantly below that seen for the same question in the 2014 Wellbeing Survey and 15 of the 20 wards in Plymouth saw a decrease in their cohesion score in 2018. Younger people aged 16 to 34 years and those aged 45 to 64 years are less likely to agree that people from different backgrounds get on well together in their areas.

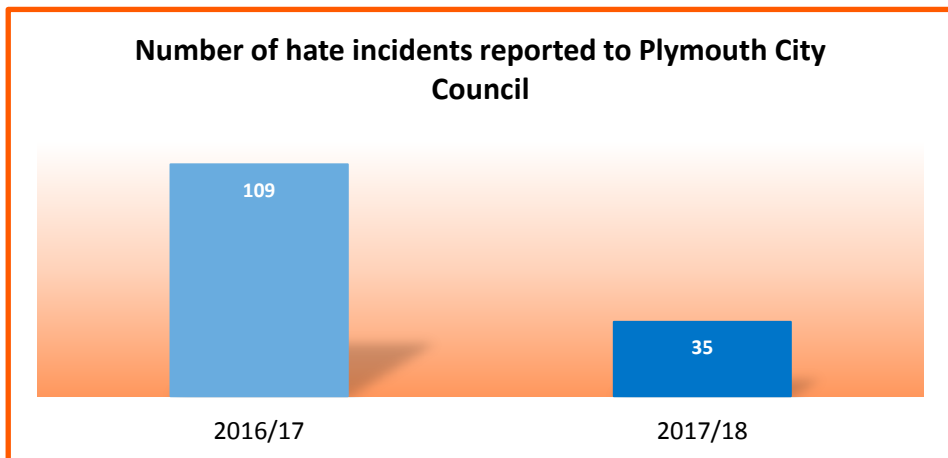
**What needs to happen?** The results from this question in the survey will be used to measure performance against the statutory equality objective to increase the number of people who believe that people from different backgrounds get on well together. The data is being used to inform city-wide activities that promote cohesion, including the development of a bid for future funding, with activity focused on those wards where fewer respondents felt that people from different backgrounds got on well together.

# A welcoming city

## Hate incidents reported to the Council

**What we measure:** The number and type of hate incidents reported to officers of the Council via the internet, telephone, face-to-face, or from an external agency, for example Stop Hate UK. These reports usually cannot be classified as crimes and reported to the Police. The hate (or discriminatory) incidents can be due to the following characteristics: 1) disability; 2) faith, religion and belief; 3) sexuality; 4) race; and 5) gender.

**Why we measure it:** We want Plymouth to be a welcoming city where everyone feels safe, respected, and free from abuse and discrimination. Not all incidents are crimes but can still have a negative effect on the victim/s. Plymouth City Council offers an avenue for people to report incidents and takes steps to address the situations to discourage repeats of discriminatory behaviours.



### How have we done? 35

The data is not comparable to 2016/17 due to a change in reporting criteria.

Trend rating: **N/A**

Target rating: **N/A**

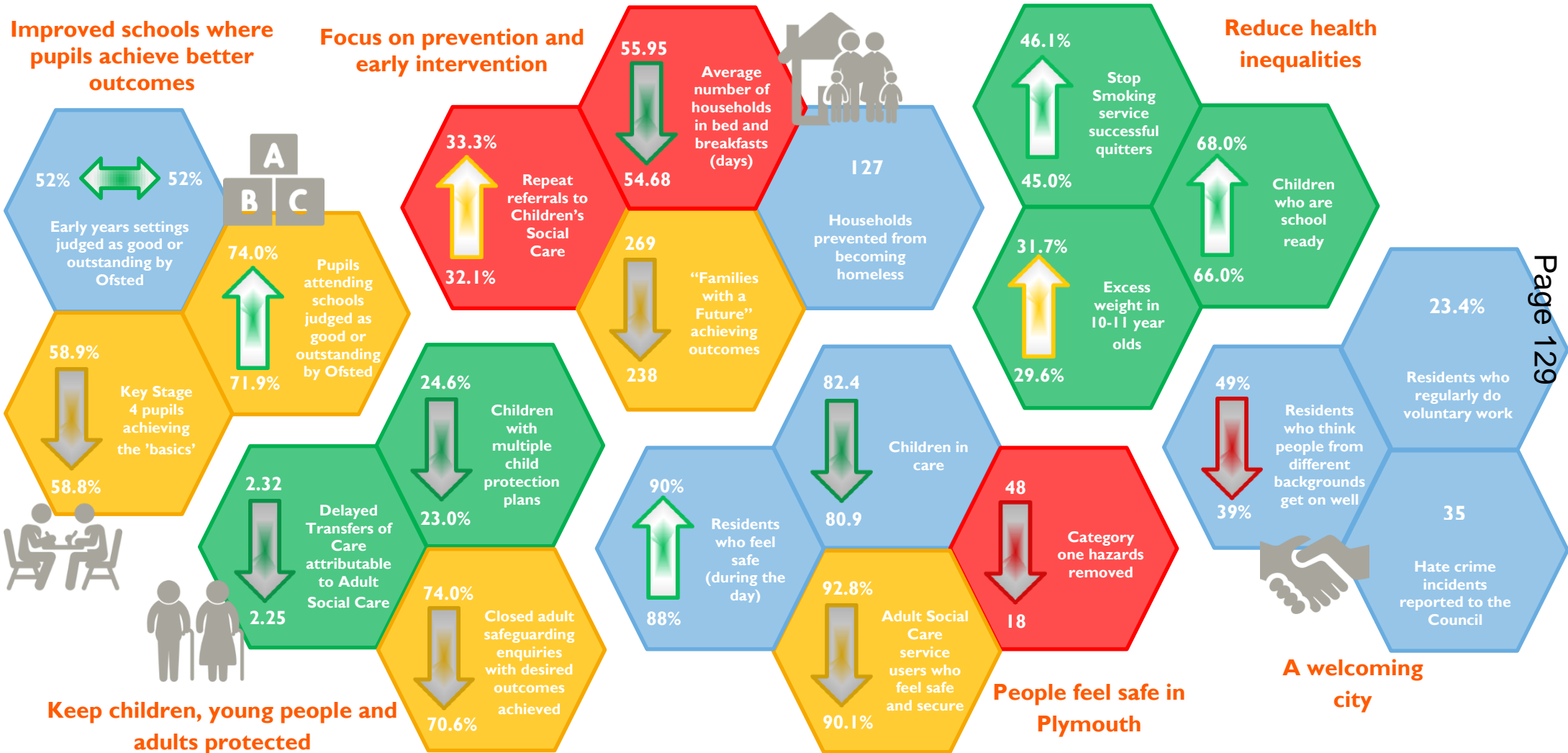
**What's working well?** The Community Connections team has reviewed the approach to hate incidents across the city to ensure that incidents are directly linked to a report by a citizen, which means that the number of incidents has declined and is not comparable to 2016/17. This is with a view to giving a greater voice to victims, improving community cohesion, early intervention and appropriate enforcement. To further achieve this, we have implemented measures to increase awareness and accessibility of reporting – staff have become Third Party Reporters in order to support vulnerable victims. We have also joined the Devon and Cornwall Police pledge of Zero Tolerance to Hate, supporting this approach to tackling hate crime and incidents.

**What are we worried about?** There were 468 hate crimes recorded by the Police in 2017/18, which was an increase of 82 from the previous year. The majority of reports for the Police (67%) and Council (63%) were linked to race. This is a similar picture to 2016/17.

**What needs to happen?** We need to continue to work with partners to review the information available from local data and reporting, as well as national influencing factors to ensure that specific issues or trends are identified and prevention measures considered, where possible. A bid for future funding, if successful, will support reducing the percentage of race-related hate incidents.

# A Caring Council – Quarter Two Summary

The pages in this section have given a detailed overview of the latest performance for the individual key performance indicators (KPIs) for the six priorities of 'A Caring Council'. This is summarised below.



# How We Will Deliver – Key Performance Indicators

## Listening to our customers and communities

1. Use of customer feedback for service improvement
2. Residents who know how to get involved in decisions affecting their local area

## Providing quality public services

1. Customer complaints resolved at first and second stage
2. Statutory complaints completed within timescales
3. Customer experience

## Motivated, skilled and engaged workforce

1. Staff engagement
2. Days lost due to staff sickness

## Spending money wisely

1. Spend against budget
2. Percentage of Council Tax collected
3. Percentage of business rates collected

## A strong voice for Plymouth regionally and nationally

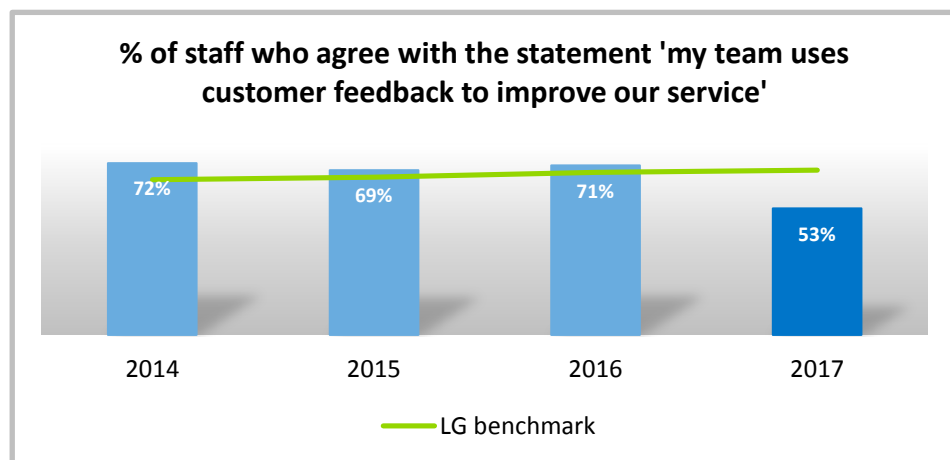
1. Offers and Asks
2. Regional influence

# Listening to our customers and communities

## Use of customer feedback for service improvement

**What we measure:** The percentage of staff survey respondents who agree with the statement 'my team uses customer feedback to improve our service'.

**Why we measure it:** To reveal the extent to which customer feedback is used across services within the Council to inform and improve service delivery, so that residents of Plymouth receive the service from us that they need and expect.



**How have we done? 53%**

Decline of 18 percentage points from the previous survey in 2016, which is a decrease of 25.4%.

Trend rating: **Red**

**Target for 2017: Trend increase**

Whilst an increase is desirable, there is no specific target for this individual question in the staff survey.

Target rating: **N/A**

**What's working well?** Following quarter one performance reporting, customer feedback has been reviewed with directorate management teams, which included monitoring lessons learned. Some examples of changes that have been actioned by departments include: improved communications to customers to ensure clarity of information being shared and to support the management of customer expectations; records management being improved to ensure that the collation of information is accurate enough to inform decision making; and processes being updated to improve the customer experience.

**What are we worried about?** The drop of 18 percentage points between 2016 and 2017, from 71% to 53%, is significant and puts us below the Local Government (LG) benchmark of 69% for the first time.

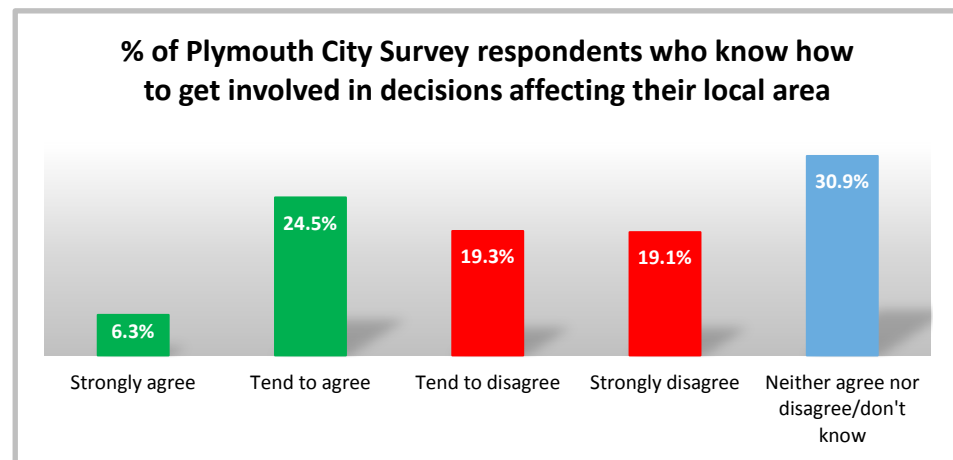
**What needs to happen?** Staff have been encouraged to ensure that all feedback is recorded in Firmstep by entering emails, letters and phone calls from customers into the system to enable us to gather intelligence that can be used to make improvements. Feedback Coordinators are now named in each department and any staff acting as Investigating Officers are being asked to ensure that lessons learned are recorded in Firmstep and disseminated, for example in team meetings and training sessions, to embed changes across the service.

# Listening to our customers and communities

## Residents who know how to get involved in decisions affecting their local area

**What we measure:** The percentage of Plymouth City Survey respondents who agreed with the statement ‘I know how to get involved in decisions that affect my local area’.

**Why we measure it:** This question tells us the extent to which residents feel they are involved in decisions that affect their local area, which can inform the Council’s engagement activity.



**How have we done? 30.8%**

A total of 30.8% either strongly agreed (6.3%) or tended to agree (24.5%). The question was changed for the 2018 survey and is not comparable to previous results.

Trend rating: **N/A**

**Target for 2018/19: Baseline year**

A high level of agreement with the statement is desirable but no specific target has been set due to this being the first time that we have asked this question of residents.

Target rating: **N/A**

**What’s working well?** These results tell us that almost a third (30.76%) of respondents are aware of how they can get involved in decisions in their local area. Councillors have different ways to engage with residents in their wards, meaning that residents have direct access to their elected representative and the Council has an established mechanism for consulting on proposals, such as planning applications. We have recently introduced Facebook Live in addition to our regular webcasting of Council meetings, improving the accessibility of Council decision-making. A new residents’ e-newsletter is helping to promote consultations and surveys, which the Council uses to inform its policy-making (e.g. Plan for Trees; Crematorium consultation).

**What are we worried about?** 38.4% disagreed with the statement, with a further 30.9% answering either ‘neither agree nor disagree’ or ‘don’t know’. More engagement is therefore needed to help residents understand how they can get involved in local decision making processes. In particular, younger age groups were less likely to agree that they know how to get involved, which correlates with the results of questions in the survey on awareness and involvement in local community activities and groups.

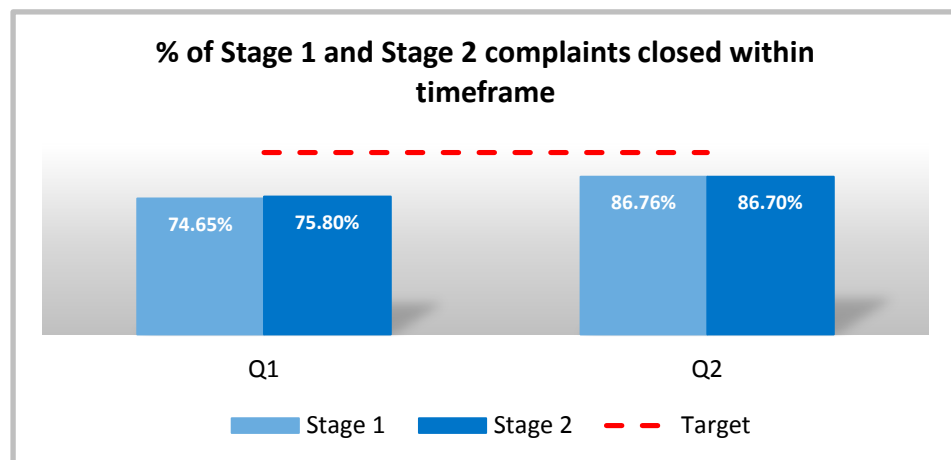
**What needs to happen?** We are taking steps to improve support for Councillors’ visibility and accessibility within wards to help them reach more residents, including improvements to the way residents’ enquiries to Councillors are handled. We will also be actively promoting our residents’ e-newsletter, ensuring that links to consultations are included, as well as articles that highlight how residents can ask questions of the Council and/or their Councillors.

# Providing quality public services

## Customer complaints resolved at first and second stage

**What we measure:** The proportion of customer complaints that have been closed (resolved) within the timeframe of 10 working days. If customers are not happy with the response they receive to their complaint at Stage 1, they can submit the complaint again to be reviewed by a senior manager – this is known as a Stage 2 complaint.

**Why we measure it:** We want our customers to be satisfied with the service that they receive from us. However when we do receive a complaint, we will seek to resolve the issue quickly. Complaints are also used to inform future service delivery where lessons can be learned.



**How have we done? 86.76% Stage 1 / 86.70% Stage 2**

Increase of 12.11 (16.2%) and 10.90 (14.4%) percentage points from quarter one 2018/19 for Stage 1 and Stage 2 complaints, respectively.

Trend rating: **Green**

Target for 2018/19: **100%**

The increase in quarter two puts performance at 13.24 and 13.30 percentage points below the target of 100% for Stage 1 and Stage 2 complaints, respectively.

Target rating: **Amber**

**What's working well?** Although still below the target of 100%, the percentage of both Stage 1 and Stage 2 complaints closed within the timeframe has increased in quarter two. This is of particular significance because the number of complaints requiring a response increased over the same time period.

**What are we worried about?** The number of complaints received increased from 1,941 in quarter one to 2,090 in quarter two, the majority (80.6%) of which were for Street Services. There was a 58.7% increase in the number of complaints progressing to Stage 2, from 443 in quarter one to 703 in quarter two. Whilst 50.3% of the total complaints received in quarter two were upheld at Stage 1, this increased to 77.2% at Stage 2, which is a concern.

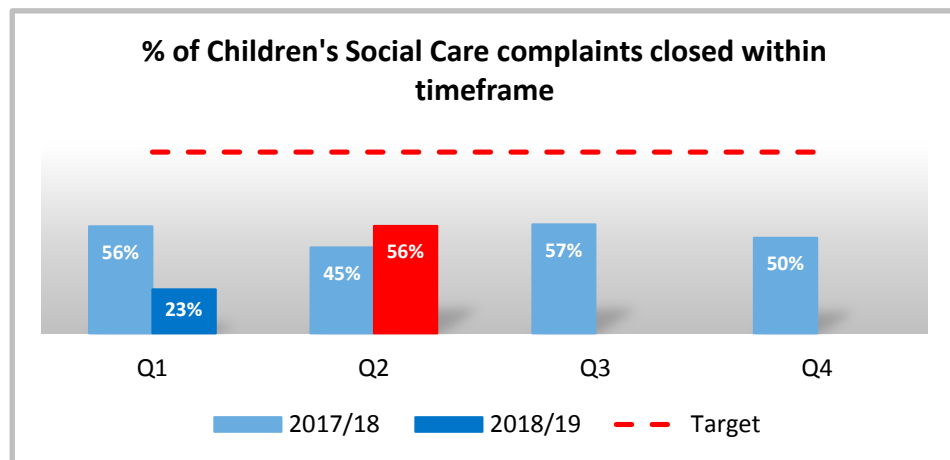
**What needs to happen?** Feedback Coordinators are named in each department within the Council and should support the recording of all feedback into Firmstep by entering emails, letters and phone calls from customers into the system. Staff fulfilling the role of Investigating Officer must undertake a thorough investigation at Stage 1 and ensure that the outcome is recorded accurately in Firmstep. They must also record the lessons learned in Firmstep when the case is closed and ensure that relevant actions are taken to improve future service delivery. The learning should be disseminated to staff, for example via team meetings and staff training sessions, to embed the changes across the service. The management of complaints is to be reviewed throughout November and the process will be made more efficient, with complaints better addressed at the first stage.

# Providing quality public services

## Statutory complaints completed within timescales

**What we measure:** The percentage of Children's Social Care (CSC) complaints that are responded to within expected timescales (20 working days). Responses to CSC are dealt with solely by Plymouth City Council.

**Why we measure it:** People accessing Children's Social Care services are some of the most vulnerable people in the city. For this reason it is extremely important that we respond to complaints in a timely manner. This indicator allows us to assess how well we are performing in this area.



**How have we done? 56%**

Increase of 33 percentage points from quarter one 2018/19, which is an increase of 143.5%.

Trend rating: **Green**

**Target for 2018/19: 95%**

The increase in quarter two now puts performance at 44 percentage points (46.3%) below the target.

Target rating: **Red**

**What's working well?** Despite continuing to be below the target, performance in quarter two 2018/19 was significantly better than in the previous quarter, showing a 143.5% increase. An analysis of complaints submitted to the Local Government Social Care Ombudsman (LGSCO), following Quarter 1 performance reporting, shows that signs are positive for a reduction in complaints being escalated. In the first quarter of 2018/19, the number of complaints requiring a decision from the LGSCO was four in comparison with the first quarter of 2017/18 when twelve decisions were made. This position will be monitored throughout the remainder of the year.

**What are we worried about?** In quarter two, 45 Children's Social Care complaints were received, compared with 29 in quarter one. Four of these complaints were fully upheld and 12 were partly upheld, representing a fault with the service that we delivered in these cases. The proportion of complaints that we close within the timeframe of 20 working days remains significantly below the target of 95%.

**What needs to happen?** We continue to hold conversations with Livewell Southwest (LWSW) regarding Adult Social Care (ASC) complaints and will begin to monitor performance against this indicator at provider performance meetings. LWSW will now be the single source of ASC complaints information into the Council and as a matter of urgency we will be working with the Plymouth City Council complaints team to agree this process.

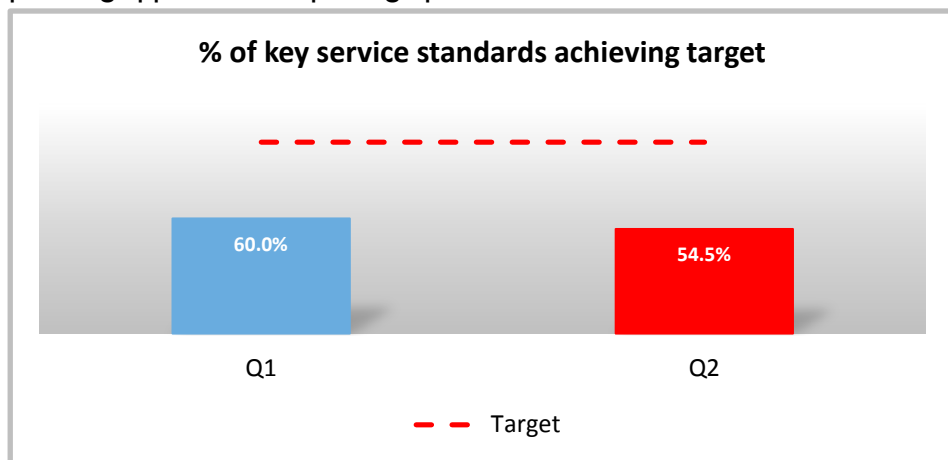


# Providing quality public services

## Customer experience

**What we measure:** A summary of performance against 10 key service standards from across the Council. Each service standard is assessed against its own target and a score is allocated. Scoring is based on 0 = red against target (greater than 15% away), 1 = amber (within 15% of target), or 2 = green (target achieved). The score is then displayed as a percentage of the total score available if all indicators were green.

**Why we measure it:** Service standards let customers know how long it should take us to deliver a service, such as processing a housing benefit claim, planning application or picking up a missed bin. We have identified a few key service standards to give a summary view of services across the Council.



**How have we done? 54.5%**

Decrease of 5.5 percentage points from quarter one 2018/19, which is a decrease of 9.2%

Trend rating: **Amber**

**Target for 2018/19: 100%**

The decrease in quarter two puts performance at 45.5 percentage points below the target.

Target rating: **Red**

**What's working well?** Five service standards achieved their target in quarter two, which relate to processing times for new housing benefit, Single Assessments in Children's Social Care, response to noise nuisance reports, and two indicators for planning applications (major and minor). All services have refreshed their business plans and as part of that exercise have reviewed service standards to ensure that there are clear expectations of delivery across the Council. We have set up a Customer Experience Programme Board of Senior Managers to oversee a number of workstreams, which is designed to improve the way that we deliver and understand how customers experience our services.

**What are we worried about?** There were two service standards reporting amber regarding visits to children in care and visits to children on a child protection register. A further three indicators were red; these were processing times for housing benefit, missed bin reports, and street cleanliness reports. Overall there are more than 200 service standards across the Council and reporting against these standards is inconsistent, which presents a problem in checking that we are delivering a timely service.

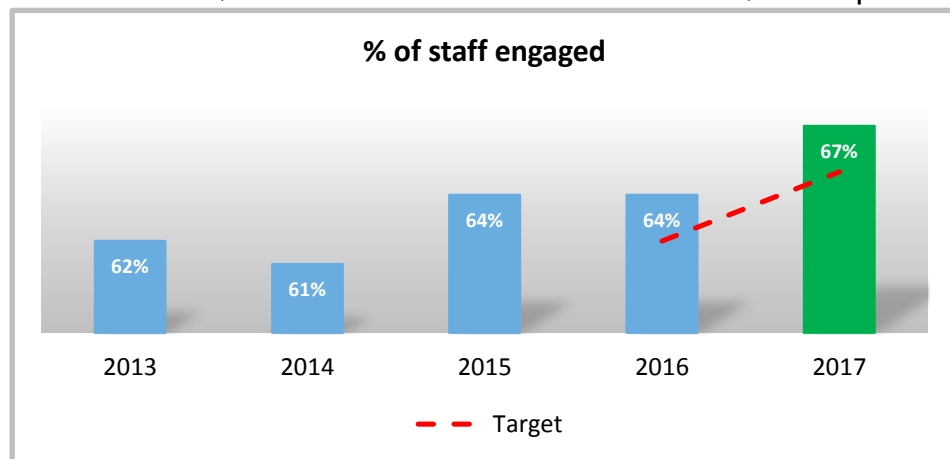
**What needs to happen?** Services are being supported and challenged to improve delivery and further work is being undertaken to increase/improve reporting around service standards. Customer Experience workstreams now need to be further developed to work on improving our service to customers.

# Motivated, skilled and engaged workforce

## Staff engagement

**What we measure:** Employees' level of engagement and general satisfaction with working within their service. This is derived from a subset of questions from the annual Staff Survey.

**Why we measure it:** We want our employees to be engaged as this is an indication of their happiness and wellbeing. Employees who are engaged are more motivated, committed and fulfilled with their work, and help to drive organisational productivity and better customer experience.



**How have we done? 67%**

Increase of 3 percentage points from the previous survey in 2016, which is an increase of 4.7%.

Trend rating: **Green**

**Target for 2018/19: 65%**

The increase in 2017 puts performance at 2 percentage points (3.1%) above the target.

Target rating: **Green**

**What's working well?** The staff engagement score for 2017 was 67%, which is three percentage points higher than the previous year and the highest that it has been since the survey was introduced in 2013. This suggests that staff are feeling more valued by their employer and more engaged with their work. The results of the Staff Survey have been reviewed and actions have been embedded into the business plans of individual services to address the feedback.

**What are we worried about?** Although 67% is higher than in previous years and two percentage points above the 2017/18 target of 65%, this leaves 33% of employees who took the survey who did not feel engaged. Additionally, the response rate for the survey was above the Local Government benchmark (59.8%) at 60.52%, but again this leaves almost 40% of employees who did not complete it. Staff engagement is associated with the operational risk of ineffective employee relations.

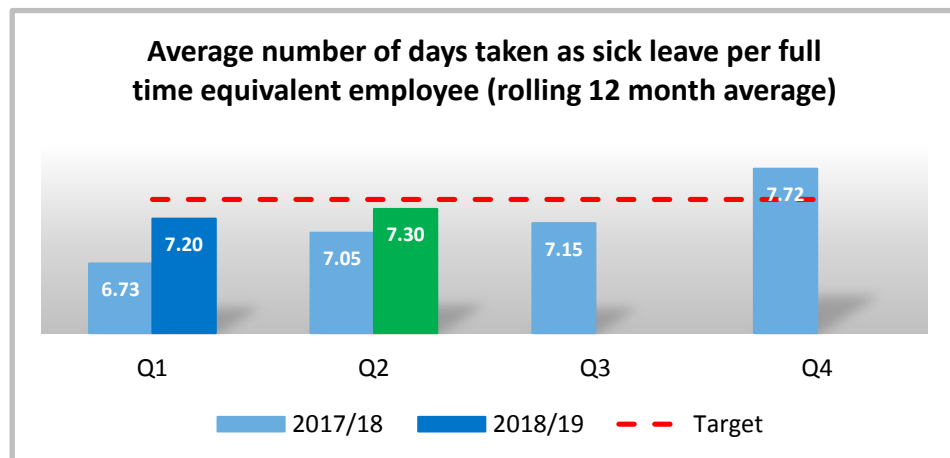
**What needs to happen?** We are currently putting together staff feedback in the form of a 'You Said, We Did' communications briefing, which was based on actions following the 2017 Staff Survey. This is also helping us with preparations for the 2018 Staff Survey, which will take place in November 2018 and the results will be released early in 2019.

# Motivated, skilled and engaged workforce

## Days lost due to staff sickness

**What we measure:** The average number of days taken as sick leave per full-time equivalent employee, calculated as a rolling 12 month average. Sickness data includes days lost due to physical and mental ill-health, as well as injuries, and both short- and long-term sickness absences.

**Why we measure it:** Sickness figures give an indication of the health and wellbeing of our workforce and enable managers to implement effective procedures to support the needs of employees. Any employee absence is also associated with a cost to the organisation, which needs to be monitored.



### How have we done? **7.30 days**

Increase of 0.1 days from quarter one 2018/19, which is an increase of 1.4%.

Trend rating: **Amber**

### Target for 2018/19: **7.40 days**

The increase in quarter two puts performance at 0.1 days (1.4%) below the target.

Target rating: **Green**

**What's working well?** Despite a small increase to 7.30 days in quarter two, performance remains below the target of 7.40 days for Plymouth City Council as a whole. The sickness target varies across different services within the Council due to the nature of work that employees do, i.e., services that have a focus on physical labour will have higher sickness targets than those that consist of mainly desk-based roles. In order to support attendance, in quarter two we have recruited additional Wellbeing Champions, launched a flu vaccination programme, and invited staff to take part in a Wellbeing and Resilience Survey, which helps us to understand how various aspects of work are impacting on our staff's health.

**What are we worried about?** The 7.30 days for quarter two gives an overall view of sickness absence for the Council. There were however wide variations between different services within the Council, ranging from 1.85 days to 11.62 days per full-time equivalent employee. The Health, Safety and Wellbeing risk register includes operational risks around staff exposure to physical ergonomics hazards (e.g. incorrect manual handling) and staff resilience to causative factors of stress, which can potentially have financial implications due to lost working days.

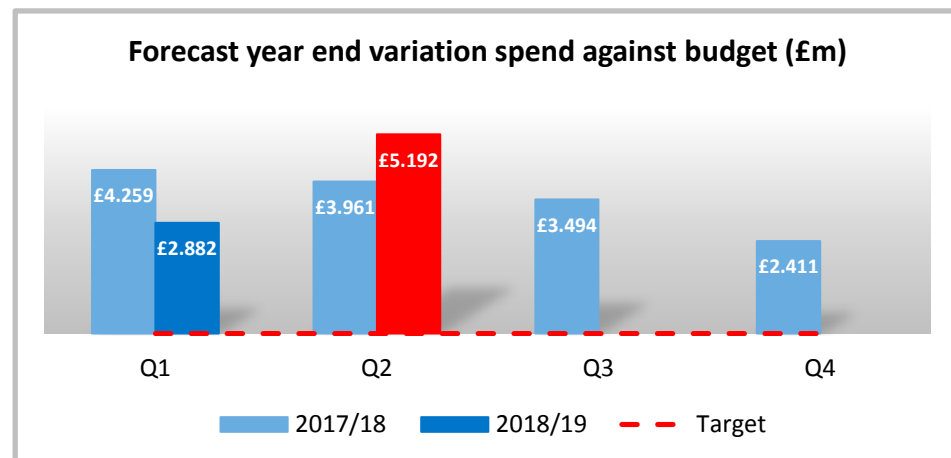
**What needs to happen?** We are analysing responses to the Wellbeing and Resilience Survey and will share the results and recommendations for action in quarter three. Following this, we will work with departments and teams within the Council to respond to the recommendations. We will also continue to provide flu vouchers and clinics, and encourage staff to complete a mental health first aid course, which will be delivered by Livewell Southwest.

# Spending money wisely

## Spend against budget

**What we measure:** The projected balance remaining against the budget at the end of the financial year, updated monthly.

**Why we measure it:** The projection helps to forecast whether the financial position at the end of the year for the Council is likely to be an overspend or an underspend on the budget. By making the calculations regularly throughout the year, the expected outturn helps to highlight where corrective actions might be required or possible in order to bring spend in line with the budget.



**How have we done? £5.192m**

Increase of £2.310m from quarter one 2018/19, which is an increase of 80.2%.

Trend rating: **Red**

**Target for 2018/19: £0.000m**

As the target is for spend to be equal to the budget, performance in quarter two was £5.192m above the target.

Target rating: **Red**

**What's working well?** The overspend is concentrated in specific areas, meaning that some services and directorates are spending in line with their budgets. The Office of the Director of Public Health has a forecasted year end variation of £0 at the end of quarter two, whilst Corporate Items (£0.780m) and the Place Directorate (£0.712m) are expected to make savings. Budget figures are available monthly so that any areas of concern can be identified quickly and corrective actions taken. Average investment return represents the amount of profit made as a percentage of the original investment and has exceeded the target of 1.50%, ending quarter two on 1.81%. Average borrowing rate is also performing well, at 2.04% against a target of 3.00%.

**What are we worried about?** The People Directorate saw the biggest overspend in quarter two, with a forecasted year end variation of £6.349m, of which £5.700m is attributable to the Children, Young People and Families Service. This is primarily due to the increase in cost, complexity of care packages, and volume of young people's placements. This indicator is associated with a strategic risk of being unable to deliver Council services within the envelope of the resources provided in the 2017-20 Medium Term Financial Strategy, which is currently RAG-rated as **red**, representing a serious risk to the Council.

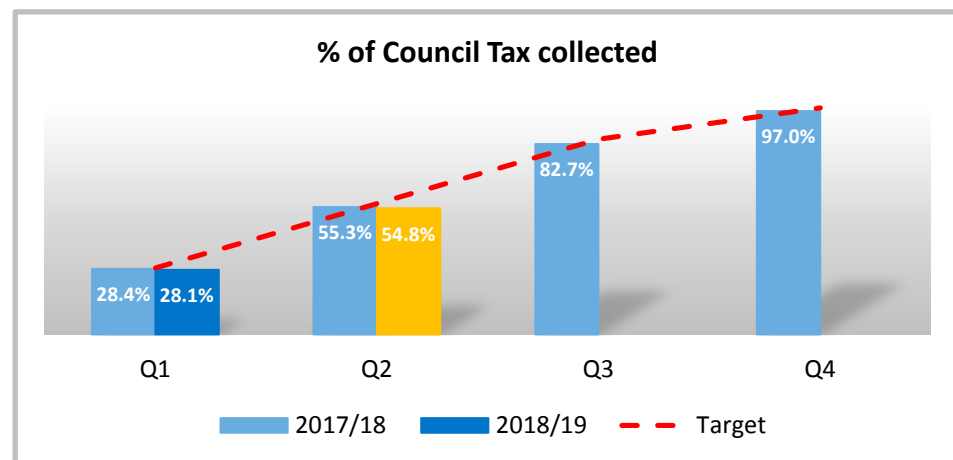
**What needs to happen?** A number of actions have already been implemented or planned in order to address the forecasted overspend. Additional management solutions and escalated action to deliver further savings from our transformation programme will be discussed throughout quarter three.

# Spending money wisely

## Percentage of Council Tax collected

**What we measure:** The percentage of Council Tax collected – this is a cumulative measure.

**Why we measure it:** The percentage of Council Tax collected shows whether or not the Council is on track to collect all Council Tax by the end of the financial year, which contributes to the amount of money that the Council has available to spend on its services.



**How have we done? 54.8%**

The proportion collected is 0.5 of a percentage point less than the proportion collected in quarter two 2017/18, which is a decrease of 0.9%.

Trend rating: **Amber**

**Target for 2018/19: 98.5%** (cumulative target)

Performance for quarter two is 2.1 percentage points (3.6%) below the quarter two target of 56.9%.

Target rating: **Amber**

**What's working well?** Performance has been stable for this indicator, with the percentage of Council Tax collected in quarter two 2018/19 being similar to performance in the same quarter last year, and close to the target of 56.9%. In monetary terms, £69.793 million of Council Tax was collected in quarter two, which is 54.8% of all Council Tax that is due to be collected before the end of the 2018/19 financial year. We monitor the Council Tax collection rate formally once a week in our performance meetings and informally on a daily basis. There has been an increase in the number of customers opting to pay their Council Tax in 12 monthly instalments instead of 10 this year, which means that we will collect a greater percentage in quarter four and we are on track to meet the target of 98.5% of Council Tax collected by the end of the financial year.

**What are we worried about?** Although close, the amount of Council Tax collected in quarter two was slightly below the target. There has been a downturn in Council Tax collection rates nationally and this is likely to be borne out in Plymouth, regardless of how much resource we allocate to minimise the impact. In 2017/18, local authorities in England saw a decrease in collection from 97.2% to 97.1%, which equates to a reduction of £1.4 billion from the previous year.

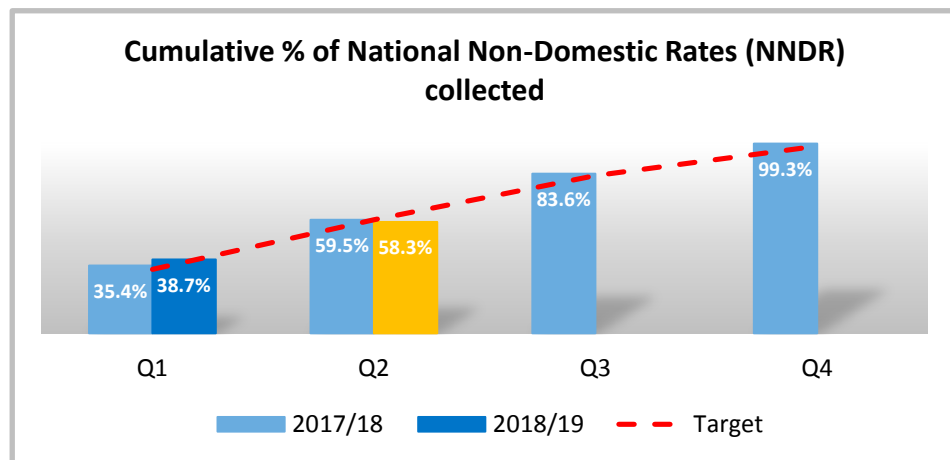
**What needs to happen?** We have implemented an improvement plan to maximise the collection of Council Tax and will monitor the impacts of this on our collection rate.

# Spending money wisely

## Percentage of business rates collected

**What we measure:** The percentage of National Non-Domestic Rates (NNDR) collected against the amount due to be collected.

**Why we measure it:** NNDR is more commonly known as 'business rates' and charged on most properties that are used for non-domestic purposes, for example shops and offices. The collection of business rates represents approximately 61% of the Council's overall income (2017/18) so it is important that the collection of NNDR is monitored.



**How have we done? 58.3%**

Decrease of 1.2 percentage points from the same period last year, which is a decrease of 2.0%.

Trend rating: **Amber**

**Target for 2018/19: 98.0%** (cumulative target)

Performance in quarter two is 1.1 percentage points (1.9%) below the quarter two target of 59.4%.

Target rating: **Amber**

**What's working well?** Collection of business rates was a strong area for the Council throughout 2017/18 and has continued this trend in 2018/19, although the percentage collected in quarter two has dropped slightly below the target of 59.4%. Analysis of the outstanding amounts against our net collectable debit in comparison to previous years suggests that more ratepayers are opting to pay their business rates by 12 monthly instalments instead of 10 this year. This means that we will receive less in the earlier months of the year and more in quarter four. A further success is the shortlisting of the Business Rates Team for the 'Excellence in Non-Domestic Rates' award at the Institute of Revenues and Rating annual performance awards.

**What are we worried about?** One of the city's largest NNDR ratepayers recently had their rates reduced after a Section 44a reapportionment (business rates relief for a property that is only partly occupied) and withheld their September instalment whilst their accountants reviewed the refunded amount. The September instalment from this ratepayer would have accounted for 0.6% of our net collectable debit. In addition, the Revenue Support Grant is decreasing and we rely to a greater extent on income from business rates. This reliance represents an operational risk to the Council.

**What needs to happen?** In comparison to the previous year there is currently more balance at the enforcement stage. The team is monitoring these arrears on a monthly basis and ensuring that the bailiffs are acting accordingly to get the debt recovered in a swift manner.

# A strong voice for Plymouth regionally and nationally

## Offers and Asks

**Why we report it:** The Offers and Asks is our way of influencing the Government on what we need for the city. The 'Ask' is updated regularly and is also used to advise and inform Plymouth's three Members of Parliament (MPs). This is a qualitative indicator only.

**What's working well?** We have a public affairs approach in place to ensure that the 'Ask' is our consistent message on topical and urgent issues for the city. This process includes sharing with local MPs and is a vehicle for the provision of information on and the background to issues, ensuring that MPs are equipped with the tools they need to help raise issues for the city. The 'Ask' is also a key contributor of information to One Plymouth and ensures that messages are consistent among senior leaders in the city, for example the Chief Executive of University Hospitals Plymouth, the Vice Chancellor of the University of Plymouth, and the Chief Constable.

A multi-disciplinary approach draws in knowledge and experience from across the local authority. It is this approach that ensures we have the best intelligence to enable us to identify key issues, in particular any impacts on services locally.

One of the issues that has featured in our Asks this year is the protection of Devonport's amphibious fleet (HMS Albion and HMS Bulwark). After strong campaigning, a recent parliamentary announcement confirmed that the future of these ships is safe in Plymouth.

**What are we worried about?** We have in place a 'tube map' that maps out significant calendar dates that contribute to the process. It is crucial that this tube map is regularly updated and is sustainable to help mitigate the risk of missing key issues. Significant issues that have figured in recent Asks include the improvements to the A38, the Peninsula Rail Taskforce, and the protection of Devonport's amphibious fleet.

**What needs to happen?** The tube map and our multi-disciplinary approach strengthen and ensure a more systematic process and help to schedule messages. We need to ensure that regular multi-disciplinary input is sought in order to keep the tube map up to date and to continue weekly horizon scanning via policy briefs, which is often the start of the process of identifying content.

# A strong voice for Plymouth regionally and nationally

## Regional influence

**Why we report it:** This provides a qualitative update on how well we work with our partners and neighbouring councils, as well as how we promote our regional leadership role.

**What's working well?** The Chief Executive of Plymouth City Council is the programme lead for the Heart of the South West partnership (HoTSW), which involves working alongside councils in Devon and Somerset, National Parks, the Local Economic Partnership, and Clinical Commissioning Groups. The partnership has established itself as a joint committee, which formalises the work of the partnership, and has recently launched a HoTSW Productivity Strategy. The HoTSW area has been designated by the Government as being one of nine areas that will work with the Government on developing a local industrial strategy. This will allow us to increase our influence in making key decisions that impact on the area and help to shape the new funding that will replace European funding streams.

Our Strategic Director of Place chairs the Association of Directors of Environment, Economy, Planning and Transport (ADEPT) regional group, which is looking at setting up a sub-national transport body including Cornwall and Dorset local authorities. The transport body has been the subject of a 'Plymouth Ask', highlighting the link between the 'Plymouth Ask' and our influence in other regional groups.

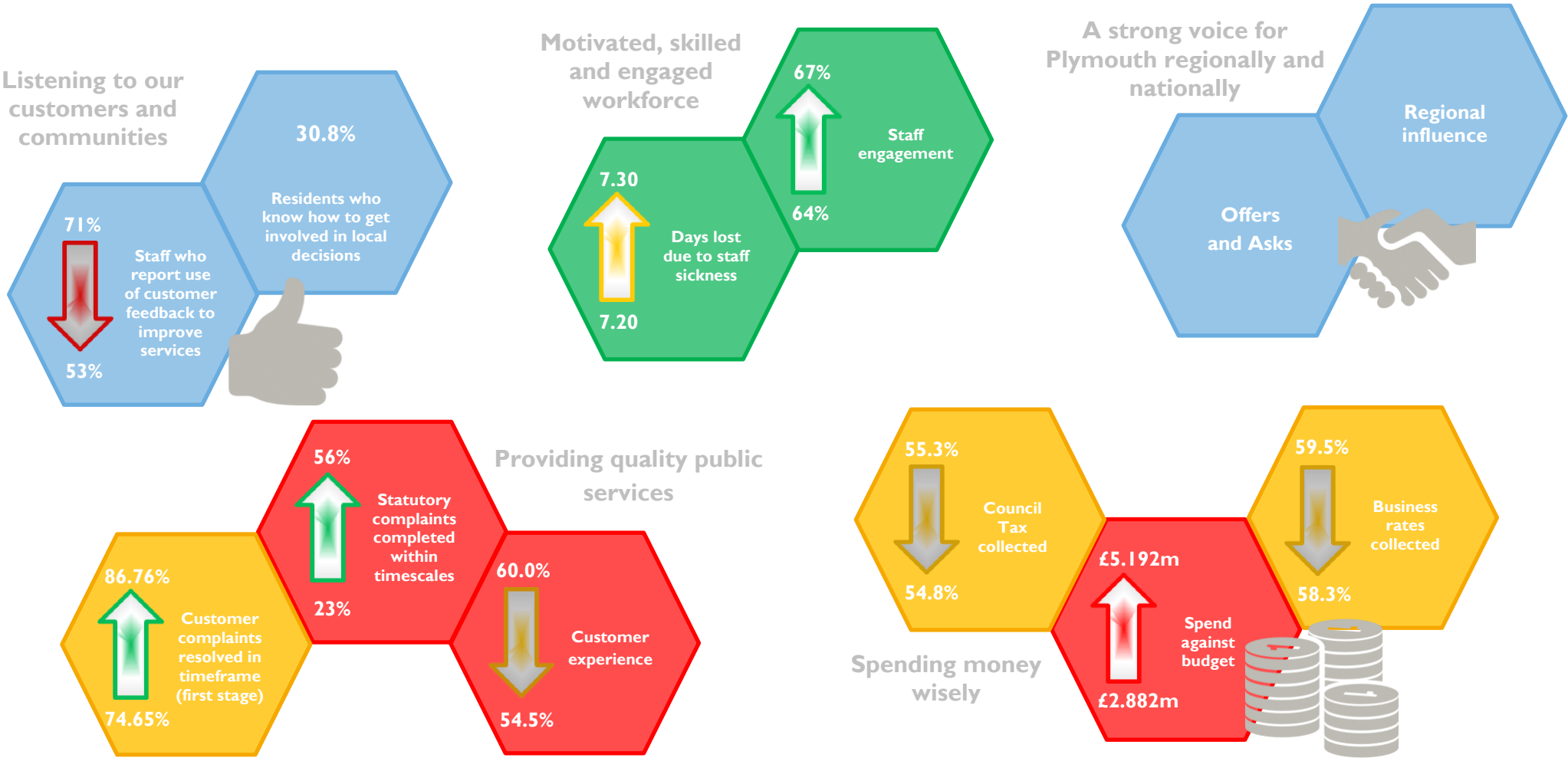
**What are we worried about?** Local Economic Partnerships are to have an increasing influence following a Government review. One of our priorities will be to ensure that the influence of local authorities is not diminished.

**What needs to happen?** Making sure that the joint committee functions well, is effective, and has a strong relationship with Local Economic Partnerships, ensuring clarification of working relationships and that we have the right skills and resources in place to support.



# How We Will Deliver – Quarter Two Summary

The pages in this section have given a detailed overview of the latest performance for the individual key performance indicators (KPIs) for the five outcomes under 'How We Will Deliver'. This is summarised below.



# Further Information

This report was produced by the Plymouth City Council Performance and Risk Team. For further information, please contact:

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# Performance, Finance and Customer Focus Overview Scrutiny Committee

Work Programme 2018-2019



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

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

Date of meeting	Agenda item	Prioritisation Score	Reason for consideration	Responsible Cabinet Member / Officer
27 June 2018	Corporate Finance Monitoring Report Q4 and Outturn	(5)	To monitor the Council's financial position and identify areas of concern for further scrutiny	Councillor Lowry/Andrew Hardingham
	Corporate Monitoring Q4	(5)	To monitor the Council's performance, and identify areas of concern for further scrutiny	Councillor Lowry/Siân Millard/Andrew Loton
8 August 2018	Debt Recovery and Enforcement	(5)	To review the Council's process for Debt Recovery	Councillor Penberthy/Councillor Lowry/Andrew Hardingham/Emma Rose
10 October 2018	Waste and Disposal (Pledges 90/93/94)	(4)	Receive an update on waste collection and disposal	Councillor Dann/Lou Hayward
	Tree Maintenance (Pledges 13 and 98)	(4)	To review the work being undertaken to reduce the backlog of Tree Works	Councillor Dann/Lou Hayward
	Corporate Monitoring Q1	(5)	To monitor the Council's performance, and identify areas of concern for further scrutiny	Councillor Lowry/Siân Millard/Andrew Loton
	Monthly Finance Reports (Month 4)	(5)	To monitor the Council's financial position and identify areas of concern for further scrutiny	Councillor Lowry/Paul Looby
12 December 2018	Parking (including CPZs, Parking Spaces, Legacy of Disabled Spaces) (Pledges 13 and 79)	(5)	To review the Council's parking arrangements	Councillor Coker/Anthony Payne
	Corporate Finance Monitoring Report Q2	(5)	To monitor the Council's performance, and identify areas of concern for further scrutiny	Councillor Lowry/Andrew Hardingham

Date of meeting	Agenda item	Prioritisation Score	Reason for consideration	Responsible Cabinet Member / Officer
	Customer Experience Peer Challenge	(4)	To review the recommendations from this Peer Review	Councillor Haydon/Giles Perritt/Andy Ralphs
	Corporate Plan Performance Report Q2	(5)	To monitor the Council's performance, and identify areas of concern for further scrutiny	Councillor Lowry/Siân Millard/Andrew Loton
<b>13 February 2019</b>	ICT/Delt Shared Services Ltd	(4)	To receive an update on the work of Delt Shared Services and the Council's ICT requirements	Councillor Jon Taylor/Andrew Hardingham
	Staff Survey (TBC)	(4)	To identify areas of concern raised from the annual staff survey	Councillor Peter Smith/Andrew Hardingham
	Registrar Office	(3)	Update on the current position regarding the Registrar Office	Councillor Haydon/Andrew Hardingham
<b>20 March 2019</b>	Police/Safer Plymouth/Community Safety (Update Report)	(4)	To receive an update	Councillor Haydon/Matt Garrett
	Customer Services (Complaints/Improvement to Delivery of Services)	(4)	To receive an update on the work undertaken by Customer Services, particularly complaints and the delivery services	Councillor Haydon/Andrew Hardingham
<b>Items to be scheduled 2018/19</b>				
	Customer Satisfaction Survey			
	Homelessness Action Plan			
	Site Visits			
<b>Select Committee Reviews</b>				
<b>February 2019</b>	Gypsy Roma and Travellers Unauthorised Camps	(4)	Member request	Councillor Penberthy/Matt Garrett
<b>Joint Select Committee Reviews</b>				
<b>30/31 January 2019</b>	Budget Scrutiny	(5)	Annual review of budget Joint Review	Leader/Cabinet Member for Finance /Strategic and Service Directors

Date of meeting	Agenda item	Prioritisation Score	Reason for consideration	Responsible Cabinet Member / Officer
<b>Feb 2019</b>	Universal Credit	(5)	<p>Recommendation from Cabinet to hold a Select Committee Review on the proposal to move claimants on 'legacy' benefits to Universal Credit and Recommendation from the Select Committee Review hold in Feb 2018.</p> <p>Joint Review with Performance, Infrastructure and Legislative Change OSC</p>	Councillor Penberthy/Andrew Hardingham
<b>March 2019</b>	Homelessness	(5)	<p>Member request</p> <p>Joint Review with Health and Adult Social Care OSC and Brexit, Infrastructure and Legislative Change OSC</p>	Councillor Penberthy/Carole Burgoyne/Matt Garrett

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## Performance, Finance and Customer Focus Overview and Scrutiny Committee: Tracking Decisions

Minute No.	Decisions	Target Date, Officer Responsible and Progress
<p>8 August 2018</p> <p>Debt Recovery and Enforcement</p> <p>Minute 12</p>	<p>The Committee <u>agreed</u> that the following recommendations are submitted to Cabinet for consideration –</p> <ol style="list-style-type: none"> <li>1. a feasibility study is commissioned in order to create a corporate approach to maximise debt recovery, including such areas as high value debt;</li> <li>2. efforts are made to identify the forms of debt (excluding those who have been identified as unable to pay) that are most likely to lead to high recovery rates (in volume and value), in order that resources can be prioritised to focus on the areas identified;</li> <li>3. monitor the ethical debt recovery pilot schemes being undertaken in other local authorities and provide an update report in 12 months' time;</li> <li>4. investigate the feasibility of providing debt collect in-house.</li> </ol> <p><b>Cabinet Response: -</b></p> <p>Cabinet <u>agreed</u> to support the recommendations made by the Performance, Finance and Customer Focus Overview and Scrutiny Committee review of Debt Recovery and Enforcement Scrutiny and that the Portfolio Holder would monitor the progress of the associated actions.</p> <p><b>Complete</b></p>	<p><b>Date:</b> November 2018  <b>Officer:</b> Helen Prendergast  <b>Progress:</b>  Recommendations had been submitted to Cabinet on 13 November 2018.</p>
<p>10 October 2018</p> <p>Street Services Key Performance Indicators</p>	<p>The Committee <u>agreed</u> that –</p> <ol style="list-style-type: none"> <li>1. the pilot scheme for the Street Services Information Management System is scheduled for a future meeting of the Committee (the Cabinet Member for Environment and Street Scene to provide the timeline for this item);</li> <li>2. data is sought from the Service Director for Customer Services regarding the breakdown of calls received for Waste Services (ie complaints, enquiries, other).</li> </ol>	<p><b>Date:</b> November 2018  <b>Officer:</b> Helen Prendergast  <b>Progress:</b>  Recommendation (1) has been forwarded to the Cabinet Member for Environment and Street Scene to action.</p>

**Performance, Finance and Customer Focus Overview and Scrutiny Committee: Tracking Decisions**

Minute 18		Recommendation(2) the Service Director for Customer Services has been requested to provide this information
<p>10 October 2018</p> <p>Corporate Plan 2018-22 Quarter One Update</p> <p>Minute 19</p>	<p>The Committee <u>agreed</u> to –</p> <ul style="list-style-type: none"> <li>(1) request that a separate performance indicator is included within the report to clearly identify the number of rough sleepers in the city in relation to ‘number of households prevented from becoming homeless;’</li> <li>(2) provide an opportunity for the other scrutiny committees to scrutinise areas of concern within their remit;</li> <li>(3) circulate the Corporate Plan in a timely manner, in order to provide Members of the Committee sufficient time to identify areas of concern and request that the relevant Cabinet Member and officers attend the meeting, in order to be better able to undertake effective scrutiny.</li> </ul> <p><b>Complete</b></p>	<p><b>Date:</b> November 2018  <b>Officer:</b> Helen Prendergast  <b>Progress:</b></p> <p>Rec 1. Discussed with service leads regarding an additional indicator for rough sleepers. It was agreed that initially we would try and incorporate within the existing homelessness prevention narrative in quarter three and review.</p> <p>The rationale for not creating a standalone indicator was that there are two indicators within the report already that provide updates around this theme (Prevention of homelessness and B&amp;B usage).</p>



**Performance, Finance and Customer Focus Overview and Scrutiny Committee: Tracking Decisions**

		<p>In addition, data on rough sleepers is less robust at local level and not comparable to other authorities, data is published nationally but only on an annual basis.</p> <p>Rec 2. A recommendation has been forwarded to all other Overview and Scrutiny meetings.</p> <p>Rec 3. The Corporate Plan had been circulated to Committee Members following the publication of the Cabinet agenda for November 2018.</p>
<p>10 October 2018</p> <p>Finance Monthly Report – Month 4</p> <p>Minute 20</p>	<p>The Committee <u>agreed</u> to request officers to provide additional information within the report indicating the changes from month to month.</p>	<p><b>Date:</b> November 2018  <b>Officer:</b> Helen Prendergast  <b>Progress:</b> Officers have been requested to provide additional information in future reports.</p>

## Performance, Finance and Customer Focus Overview and Scrutiny Committee: Tracking Decisions

<p>10 October 2018</p> <p>Work Programme</p> <p>Minute 21</p>	<p>The Committee noted its work programme for 2018/19 and <u>agreed</u> to schedule the joint select committee review (with the Health and Adult Social Care Overview and Scrutiny Committee) on homelessness in March 2019.</p>	<p><b>Date:</b> November 2018  <b>Officer:</b> Helen Prendergast  <b>Progress:</b> The Committee’s work programme has been updated accordingly.</p> <p>This request has been forwarded to the Health and Adult Social Care OSC and Brexit, Infrastructure and Legislative OSC.</p>
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