



Oversight and Governance

Chief Executive's Department
Plymouth City Council
Ballard House
Plymouth PL1 3BJ

Please ask for Helen Prendergast/Amelia
Boulter
T 01752 305155
E democraticsupport@plymouth.gov.uk
www.plymouth.gov.uk/democracy
Published 22/01/19

Select Committee Review Budget

Wednesday 30 January 2019 and Thursday 31 January 2019
9.30 am
Warspite - Council House

Members:

Councillors Mrs Aspinall, Ball, Mrs Beer, Darcy, Derrick, Mrs Johnson, Laing, Mavin and Morris.

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

This meeting will be broadcast live to the internet and will be capable of subsequent repeated viewing. By entering the Warspite Room and during the course of the meeting, Councillors are consenting to being filmed and to the use of those recordings for webcasting.

The Council is a data controller under the Data Protection Act. Data collected during this webcast will be retained in accordance with the authority's published policy.

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

Tracey Lee
Chief Executive

Select Committee Review

Agenda

1. Appointment of Chair and Vice Chair

The Committee will appoint a Chair and Vice-Chair for this particular review.

2. Apologies

To receive apologies for non-attendance submitted by Members.

3. Declarations of Interest

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

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. Budget

5a Select Committee Review Plan (Pages 1 - 4)

Session One - 30 January 2019

5b Draft Budget Report 2019-20 (Pages 5 - 18)

Session Two - 30 January 2019

5c Customer and Corporate Services Chief Executive (Pages 19 - 100)

Session Three - 30 January 2019

5d Place Directorate (Pages 101 - 178)

Session Four - 31 January 2019

5e People Directorate and Office of the Director of Public Health (Pages 179 - 332)

Session Five - 31 January 2019

5f Leader and Chief Executive Overview

6. Recommendations

This page is intentionally left blank

SELECT COMMITTEE REVIEW PLAN

Overview and Scrutiny

**SELECT COMMITTEE TOPIC****BUDGET SCRUTINY 2019/20****Raised by -**

Performance Finance and Customer Focus Overview and Scrutiny

Date -

30 / 31 January 2018

Purpose of Review

The impact of funding reductions will profoundly affect the way local services are delivered over the medium to long term and it is important that scrutiny focuses on longer term outcomes not just short term savings.

This Select Committee will consider whether the Cabinet has an effective plan for the implementation of a reduced budget for the next financial year and any steps that the council is taking to respond to the financial situation over the next eighteen months using this as an opportunity to test assumptions, examine risks and challenge priorities.

Select Committee Membership

Councillor Ball (Chair)

Councillor Mrs Aspinall

Councillor Mrs Beer

Councillor Darcy

Councillor Derrick

Councillor Mrs Johnson

Councillor Laing

Councillor Mavin

Councillor Morris

Process

Methodology/Approach

Select Committee format to take place on the 30 and 31 January 2019.

30 January 2019

Session 1 0930-1100

Plymouth City Council Financial Position

Broad outline of:

- Draft Budget
- Corporate Plan Performance Report
- Revenue and capital spending plans to deliver priorities and savings
- Treasury management

- Capital Programme
- Council Tax and Business Rates
- Budget consultation

Session 2 11.15 - 1300

Customer and Corporate Services and Chief Executive Office

- Cabinet Member(s) outline of priorities and challenges
- Revenue Budget to include changes from 2018/19 and highlight impact/risk
- 18/19 business plans with a commentary which highlights:
 - what has been delivered so far/any challenges
 - what is still to be delivered and level of confidence around that
 - current level of risk (departmental risk registers)
 - with reference to the MTFs, what the areas of focus will likely be for 19/20

Session 3 14.00-1700

Place Directorate

- Cabinet Member(s) outline of priorities and challenges
- Revenue Budget to include changes from 2018/19 and highlight impact/risk
- 18/19 business plans with a commentary which Highlights:
 - what has been delivered so far/any challenges
 - what is still to be delivered and level of confidence around that
 - current level of risk (departmental risk registers)
 - with reference to the MTFs, what the areas of focus will likely be for 19/20

31 January 2019

Session 4 0930-1400 (to include breaks)

People Directorate and Office of the Director for Public Health

- Cabinet Member(s) outline of priorities and challenges
- Revenue Budget to include changes from 2018/19 and highlight impact/risk
- 18/19 business plans with a commentary which Highlights:
 - what has been delivered so far/any challenges
 - what is still to be delivered and level of confidence around that
 - current level of risk (departmental risk registers)
 - with reference to the MTFs, what the areas of focus will likely be for 19/20

Session 5 1400-1530

Leader and Chief Executive

- Corporate Plan
- Administration Pledges
- Regional Working

Session 6 15.30-1630

Recommendations

| | |
|---------------------------------|---|
| Sources of Information/Evidence | <ol style="list-style-type: none"> 1. Draft Budget Report 2. Consultation Responses 3. Business Plans 2018/19 4. Strategic Risk Register 5. Corporate Plan |
| Consultation Exercises | Scrutiny will consider any consultation exercises undertaken in relation to budget setting. |
| Witness/Expert Participation | Cabinet Members and their nominated Officers. |
| Site Visits | None identified. |
| Resource Requirements | Will be met through existing scrutiny resources. |

Post Review

| | |
|-----------------------------|---|
| Reporting Process | The Select Committee will make recommendations directly to Cabinet. |
| Anticipated Completion Date | 31 January 2019 |
| Draft Report Deadline | Draft Recommendations - 5 February 2018 |
| Meeting Frequency | Five sessions across two days. |
| Dates of Meetings | 30/31 January 2018 |
| Further Information | TBC |

This page is intentionally left blank

PLYMOUTH CITY COUNCIL

Subject: Draft Budget 2019/20
Committee: Cabinet
Date: 15 January 2019
Cabinet Member: Cllr Lowry: Cabinet Member for Finance
CMT Member: Andrew Hardingham – Service Director for Finance
Authors: Paul Looby - Head of Financial Planning and Reporting
Stephen Coker – Principal Technical Accountant
Contact details: Tel 01752 307271
paul.looby@plymouth.gov.uk
Ref:
Key Decision: Yes
Part: I

Purpose of the report:

Under the Council's Constitution, Cabinet is required to recommend the 2019/20 Budget to Council. This report is the next stage in preparing the Budget for the 12 February 2019 Cabinet, to consider what recommendations to make to Council in respect of the Budget for 2019/20.

The Corporate Plan 2016/19:

The 2019/20 Draft Budget sets out the resources available to deliver the Corporate Plan.

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

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

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

The 2019/20 Draft Budget provides the maximum resources achievable to address key policy areas for the Council.

Equality and Diversity:

A full equalities impact assessment will form part of the final budget papers.

Recommendations and Reasons for recommended action:

I. That Cabinet notes the budget development for 2019/20.

Alternative options considered and rejected:

There are no alternative options.

Published work / information:

Background papers:

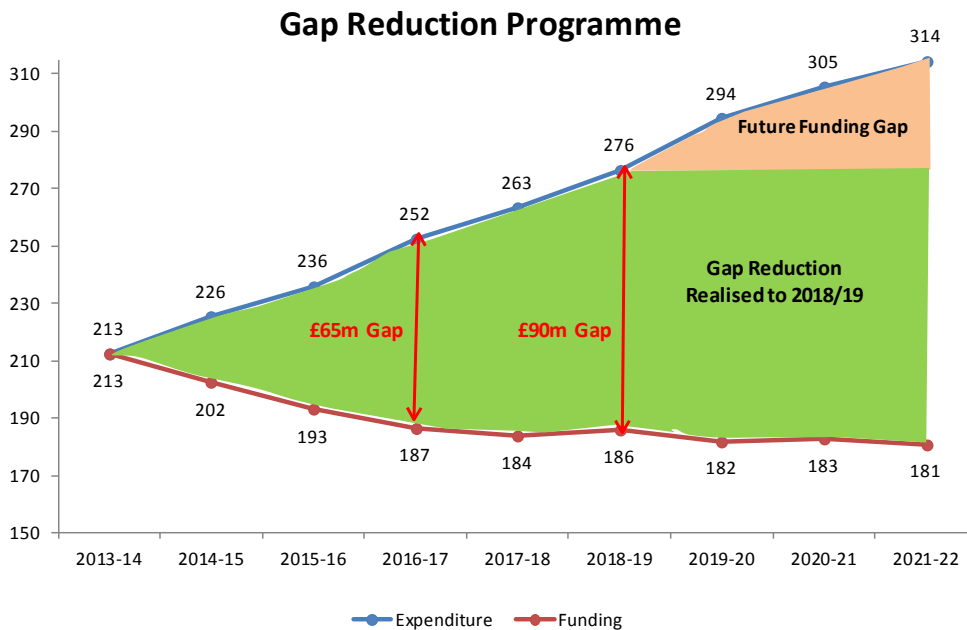
| Title | Part I | Part II | Exemption Paragraph Number | | | | | | |
|-------|--------|---------|----------------------------|---|---|---|---|---|---|
| | | | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| | | | | | | | | | |
| | | | | | | | | | |

Sign off:

| | | | | | | | | | | | | |
|---|---------------|-----|---------------|------------|--|--------|--------|--|----|--|------------|--|
| Fin | djn.18.19.173 | Leg | It/31847/0901 | Mon Off | | H R | Assets | | IT | | Strat Proc | |
| Originating SMT Member | | | | | | | | | | | | |
| Has the Cabinet Member(s) agreed the content of the report? | | | | | | | | | | | | |

1.0 Introduction

1.1 The Medium Term Financial Strategy was recommended by Cabinet on the 13 November 2018 and subsequently approved by Council on the 19 November 2018. The Strategy addresses the funding gap as of that date, (with particular focus on 2019/20) for the following three financial years. However, as 2019/20 is the last year of a four year Settlement future years resource assumptions are only estimates at this stage. The Medium Term Financial Strategy (MTFS) builds on the significant benefits achieved over recent financial years.



- In 2013 the gap was estimated to be £65m by 2016
- By 2018 the gap has been reduced by £90m
- From 2019 to 2021 the funding gap is £37m
- The future gap has been reduced by £18m so far

Savings and Income Generation Delivery

1.2 The Growth, Assets, Municipal, Enterprise (GAME) programme specifically tracks the Plymouth Growth Dividend made up of New Homes Bonus, new Council tax and Business Rate revenues derived from growth. We will continue to be proactive in securing greater value from our assets and driving projects that deliver growth which brings long term economic and financial benefits for the City.

1.3 These measures include:

- The Plan for Homes which provides a comprehensive delivery framework to respond to need to increase the supply and quality of new housing in the city. The Plan for Homes extends to 2021, with an £80m commitment to housing investment to support the deliver over 1,000 new homes per year – 5,000 homes over the next five years. The plan will deliver 2,453 jobs and generate £102.7m Gross Value Added (GVA) benefits to the Plymouth economy. The plan is on track with 4,461 homes delivered in first 4 years with further 1,108 under construction. The plan is currently in its second iteration with a 3rd version to be developed in early 2019.

- Focusing the delivery of major projects that will have the greatest impact on revenue such as Drake Circus Leisure, Civic Centre, Seaton Neighbourhood, Railway Station, Colin Campbell Court, Bath Street and Millbay;
- Continuing the programme of Direct Development to drive rental income and Business Rates growth across the Land Property portfolio;
- Continuing to drive housing developments on Council land.

- 1.4 By the end of 2018-19 it is expected that almost £42m will have been generated and captured as the Plymouth Growth Dividend from the preceding 5 years, this is the accumulated value of each annual total. Specifically this is made up of £22m from the New Homes Bonus, £12m from additional Council Tax from new homes and £8m for additional Business Rates. A further cumulative total benefit of £13m is expected for 2019/20. For 2019/20 the targets which are built into the MTFS are £4.026m for New Homes Bonus, £5.086m for new Council Tax and £3.882m for new Business Rates, although this forecast is based on new Business Rates only as revaluations are accounted for separately.
- 1.5 The Integrated Health and Wellbeing Board (IHWB) programme has contributed £27.7m savings through closer and joined up working with the Clinical Commissioning Group (CCG) and other delivery partners (e.g. Livewell).
- 1.6 The Transforming the Corporate Centre has also modernised the delivery of services, helping to improve the customer experience through the introduction of digital channels and the merger of transactional activities to the Service Centre. Since inception £7.5m of savings have been delivered through this programme. The creation of Delt has delivered both operational and financial benefits; Delt providing an average 10% return on investment in the first two years of full trading whilst also providing efficiency savings thus enabling the Council to fix base line prices as Delt absorbed inflation pressures.
- 1.7 Together these programmes with other efficiency and service led changes have contributed to the Council delivering £90m of savings since 2014.

Budget Development

- 1.8 The 2019/20 Budget is now being developed in greater detail and in accordance with the budget timetable enabling Members to agree a Council Tax rate for 2019/20 in February.
- 1.9 There are a number of changes to forecast funding and expenditure for 2019/20 and these are discussed in more detail later within the report. The budget gap reported to Council in November 2018 was £1.389m which made an assumption that council tax would be increased by 2%. The total Council Tax increase in the last 2 years was 4.49% in 2017/18 and 4.47% in 2018/19 (£1.16 and £1.21 per week respectively).
- 1.10 On the basis that any council tax increase proposal will not be formalised until the February Council tax setting meeting, the revised budget gap is £4.778m. The latest position reflects new savings and efficiencies identified to date, new and emerging

pressures, the latest information arising from the Chancellor's Budget Statement and the Provisional Local Government Finance Settlement.

2 Provisional Local Government Finance Settlement 2019/20

2.1 The Provisional Local Government Finance Settlement was announced on 13 December 2018. 2019/20 is the last year of a four year Settlement. Although the Council opted to accept the four year settlement this did not mean the Council accepted that its grant allocation was sufficient and has and will continue to make representations during the settlement consultation phase. At this stage there is uncertainty about future funding levels until the Government make further announcements. This is not expected until the autumn of 2019. This makes medium term financial planning extremely difficult. The Council will continue to press for a better deal for the residents of Plymouth.

Key Headlines from the Settlement

2.2 It is important to distinguish between the announcements made as part of the Provisional Settlement and other announcements. The funding increases announced as part of the **Autumn Budget** for social care, roads and children's services were re-stated as part of the Settlement and not "new" money.

Business Rates Retention.

2.3 The Government confirmed its intention to move to 75% Business Rates Retention (BRR) from 2020. As part of the move to BRR the government invited all local authorities to apply for Pilot status from April 2019 for 75% BRR. Plymouth successfully submitted an application to be a 100% Pilot in the current financial year on behalf of the Devon Pool and applied to continue as a Pilot in 2019/20 under the 75% scheme.

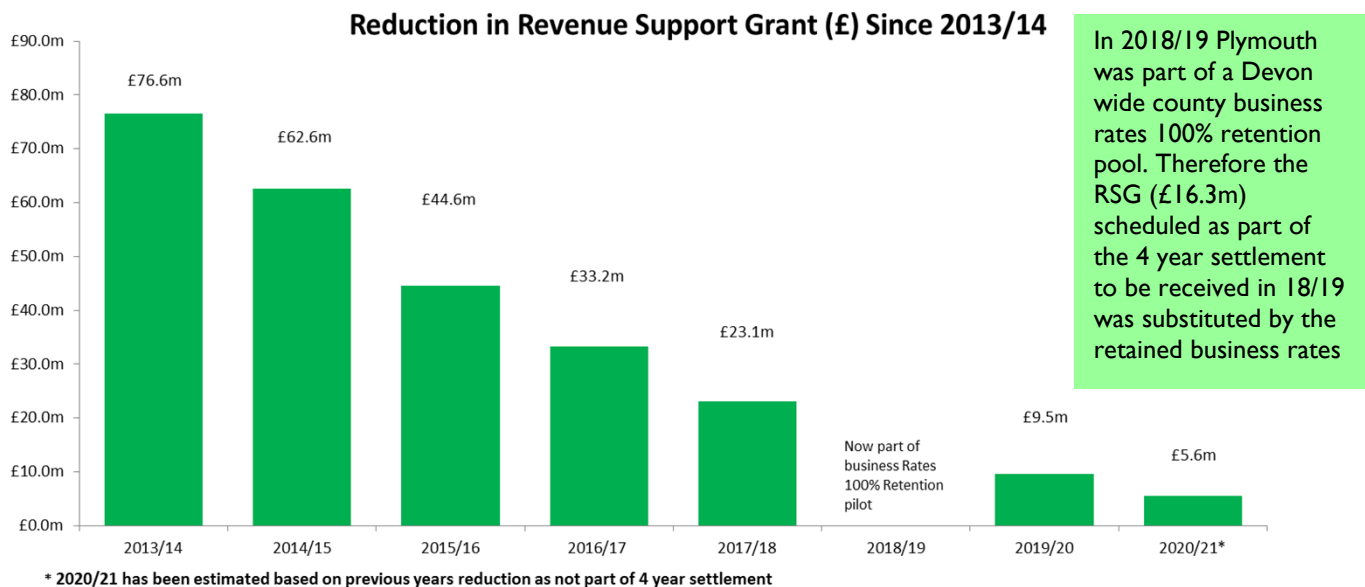
2.4 As part of the Settlement, the government announced 15 new business rate pilots. The pilot authorities are:

- Berkshire;
- Buckinghamshire;
- East Sussex;
- Hertfordshire;
- Lancashire;
- Leicestershire;
- Norfolk;
- Northamptonshire;
- North and West Yorkshire;
- North of the Tyne;
- Solent authorities;
- Somerset;
- Staffordshire and Stoke;
- West Sussex;
- Worcestershire.

- 2.5 Having successfully operated as a Pilot, and as the lead administer, Plymouth and our partner authorities are extremely disappointed our application was not selected. As an existing Pilot it seemed logical that the Devon Pool should continue to be a Pilot for the 75% scheme. However, as the application was unsuccessful the Pool will revert to the existing 50% BRR scheme. The Pilot areas announced in paragraph 2.4 are in addition to the existing devolution pilots and the London Pilots. As a result of not being successful the Devon Pool will not benefit from any additional Pooling gains in 2019/20. For the current year Plymouth budgeted for an additional £1m pooling gain.
- 2.6 The government also announced as part of the Settlement that a surplus of £180m from Business Rates used as a provision to support any authorities that may fall into the Safety Net, would be redistributed to all authorities based on need which is something Plymouth support. Plymouth’s allocation is £0.881m.

Revenue Support Grant

- 2.7 The MTFs made no assumptions that Plymouth would continue to be a BRR Pilot. As this has been confirmed there were no changes to the amount of Revenue Support Grant (RSG) Plymouth was allocated in 2019/20. This is £9.5m which is a significant reduction of £6.8m. The graph below illustrates the reduction in RSG suffered by this Council since 2013/14.



| | | | | | | | | |
|--|--------|--------|--------|--------|--------|--------|--------|----------------|
| Total Reduction in Revenue Support Grant since 2013/14 | £14.1m | £32.1m | £43.4m | £53.5m | £60.3m | £67.1m | £71.0m | £341.4m |
|--|--------|--------|--------|--------|--------|--------|--------|----------------|

Council Tax

- 2.8 There will be no change to the Council Tax Referendum limit for local authorities but there is greater flexibility for the Police precept. Council’s can increase council tax up to

2.99% and there has been no changes to the Adult Social Care Precept. Police and Crime Commissioners precepts will be able to be increased to £24 from the current £12.

Negative RSG

- 2.9 As expected, the Government has decided to “directly eliminate” **Negative RSG** in 2019/20 using foregone business rates at a cost of £152.9m. Whilst not against the principle Plymouth argues this should not be funded from within the overall allocation from local government.

The government undertook a consultation on negative RSG in September 2018. As part of the review Plymouth said:

“Negative RSG is a consequence of the government’s decision to change the methodology used for allocating Revenue Support Grant, introduced in 2016-17, which rightly sought to ensure that authorities delivering the same set of services received the same percentage change in funding by taking account of the main resources available to them, rather than focusing only on revenue support grant.

Negative RSG therefore affects only those authorities who have the strongest business rates and council tax bases and therefore have been least dependant on government grant and therefore most insulated from the effects of austerity to date.

Plymouth does not agree with the proposal to use foregone rates taken from the central government share within the overall amount of business rates – amounting to £152.9m. Plymouth recognises this is not a direct reallocation of resources but it is a loss in relative terms in that this money could be reallocated to all local authorities based upon need.

It is recommended that the government look at alternative options which include the allocation of additional funds into the system allocated on relative needs.”

- 2.10 Plymouth are therefore disappointed that the methodology used to eliminate was not allocated on relative needs as set out above.

Social Care Grant

- 2.11 Ahead of the Autumn Budget, the Chancellor announced Local authorities in England would receive a share of a £240 million fund to help local areas ease winter pressures on the NHS. Plymouth’s allocation was £1.284m.
- 2.12 In the Autumn Budget, The Chancellor announced that a further £240m in winter-pressures money will be available to councils in 2019/20. Alongside this, £410m in additional social care funds will be available for local councils for 2019/20. This is to cover both children’s social care and services for working age adults and older people. Local Authorities are able to choose which of these vital budgets to prioritise.

- 2.13 This falls far short of rising pressures and offers little scope to address unmet need or improve quality. This has been highlighted by the Local Government Association's report which identified a £1.3bn funding gap within Social Care. In addition, like all local authorities, we will face continuing pressure to increase the rates we pay for social care.
- 2.14 Plymouth City Council's share of the £410m has been confirmed as £2.190m.
- 2.15 To summarise Plymouth has increased cost pressures within Social Care of £12.599m (table 3) but received additional resources of 6.305m (table 4) leaving a gap of £6.294m.

Other Grants

- 2.16 There are also a number of specific grants that are already included in service budgets which were announced as part of the Provisional Settlement. Grant reductions have to be borne by those services. These include:
- A reduction of £0.405m in the Public Health grant from £15.330m to £14.925m;
 - A reduction of £0.097m in the grant subsidy for housing benefit.

Other

- 2.17 Due to the ongoing reductions of grant funding from government, local authorities have been creative in exploring income generation opportunities. This has included capital investments across the commercial sector through the acquisition of investment properties. This has attracted media attention and concerns by CIPFA's about the scale of borrowing for commercial purposes in some local authorities. The Ministry for Housing, Communities and Local Government and HM Treasury are considering this issue and will determine if any further advice or intervention is required in the future.
- 2.18 The Government will be making some fundamental changes to the system of local government finance from 2020/21. As part of the Settlement the government have released two consultations:
- Fair Funding Review;
 - Reform of business rates retention.
- 2.19 These reforms will review the way methodology for allocating resources to local government and the new proposals with respect to business rates and resetting the baseline for business rates.
- 2.20 Plymouth will be responding to the review. One area of concern is the suggestion from government that they will give population data a greater weighting than deprivation as the basis for allocating grant to local authorities. If this proposal is implemented it will move resources away from Unitary and Metropolitan authorities. Plymouth will be lobbying to ensure deprivation remains a key component of the funding formula to ensure it does not lose revenue resources in future years.

2.21 In summary Plymouth have £13.586m of increased pressure in 2019/20 due to reductions or insufficient increases in government grant funding. These are;

| | |
|--|-----------------|
| Revenue Support Grant | £6.790m |
| Public Health Grant | £0.405m |
| Housing Benefit Grant | £0.097m |
| Adult and Children's Social Care (Cost increases less additional grant funding) | £6.294m |
| Total | £13.586m |

Resources

3.1 The MTFS set out the resource assumptions for the Council over the next three years. The resources that will support the 2019/20 budget are set out below in table one.

Table 1 – Revenue Resources

| | 2019/20 Settlement £m | 2020/21 Forecast £m | 2021/22 Forecast £m |
|--|-----------------------------|---------------------------|---------------------------|
| Revenue Support Grant (RSG) | 9.533 | 5.567 | 0.000 |
| Council Tax | 108.228 | 111.288 | 114.636 |
| Business Rates | 64.391 | 66.176 | 66.790 |
| Total Revenue Resources Available | 182.152 | 183.031 | 181.426 |

3.2. A number of assumptions have been made as to the value of the Resources for the Council:

- The Council Tax base will be approved by Council in January. The tax base will be 73,095 and after taking into account adjustments for discounts £108.228m of income will be generated. The collection rate for council tax has been set at 98%.
- The MTFS presented to Council assumed a 2% council tax increase for 2019/20. This has been excluded from Table 1 and is subject to a council decision in February.
- The referendum limit for council tax increases has been set at 2.99%. Each 1% increase in council tax will generate £1.1m in income.
- Plymouth has fully utilised its Adult Social Care Precept so this tax raising facility is not available in 2019/20.

- Business Rates: The pilot will not continue in 2019/20 and we will revert back to 50% business rates retention
- Revenue Support Grant: The grant has been confirmed at £9.533m for 2019/20 and is the final year in the 4 year settlement.

New Homes Bonus (NHB)

- 3.3. The Government had said it will review the New Homes Bonus (NHB) scheme and publish a consultation paper with regard to its future operation. Any adverse change will have a significant detrimental impact upon Plymouth as every 0.1% increase in the baseline would result in Plymouth losing at least £0.160m in funding.
- 3.4 Due to the growth generated within the City, Plymouth has increased its NHB to £4.026m and this is built into next year's budget. The Council increased its base stock by 1,275 in the year to October 2018 which compares to 657 for the previous year. The table below shows the revenue generated from new homes bonus since its inception and includes forecasts for the last 2 years.

Table 2 – New Homes Bonus

| New Homes Bonus | 2013 / 14 | 2014 / 15 | 2015 / 16 | 2016 / 17 | 2017 / 18 | 2018 / 19 | 2019 / 20 | 2020 / 21 | 2021/22 |
|------------------------------|--------------|--------------|--------------|--------------|--------------|---------------|--------------|--------------|---------------|
| | £000's | £000's | £000's | £000's | £000's | £000's | £000's | £000's | £000's |
| Year 1 | 832 | 832 | 832 | 832 | | | | | |
| Year 2 | 706 | 706 | 706 | 706 | | | | | |
| Year 3 | 868 | 868 | 868 | 868 | 868 | | | | |
| Year 4 | | | 1,189 | 1,189 | 1,189 | | | | |
| Year 5 | | | 602 | 602 | 602 | 602 | | | |
| Year 6 | | | | 1,319 | 1,319 | 1,319 | 1,319 | | |
| Year 7 | | | | | 1,168 | 1,168 | 1,168 | 1,168 | |
| Year 8 | | | | | | 398 | 398 | 398 | 398 |
| Year 9 | | | | | | | 1,141 | 1,141 | 1,141 |
| Year 10 | | | | | | | | 585 | 585 |
| Year 11 | | | | | | | | | 146 |
| New Homes Bonus | 2,406 | 2,406 | 4,197 | 5,516 | 5,146 | 3,487 | 4,026 | 3,292 | 2,270 |
| Year on Year Movement | 0 | 0 | 1,791 | 1,319 | -370 | -1,659 | 539 | -734 | -1,022 |

4 Growth and Cost Pressures

- 4.1 The MTFS presented to Council identified a number of unavoidable costs pressures which form part of the base budget. The Medium Term Financial Strategy (MTFS) set out these costs and set out the principle that wherever possible services have to absorb the increased cost of service demand and inflation. Table 3 below sets out the increased costs that have been included in the budget for 2019/20.

Table 3 – Increased Cost Pressures

| Directorate | Increased costs | 2019/20 | Total by Directorate |
|---------------------------------|---|----------------|-----------------------------|
| | | £m | £m |
| People | Adult social care – Care packages and volume | 3.506 | 12.599 |
| | Children’s social care – cost and volume | 5.700 | |
| | National Living Wage in adult social care contracts | 3.393 | |
| Place | Loss of commercial rental income – | 0.160 | 0.531 |
| | Major investments | 0.371 | |
| Customer and Corporate Services | Customer experience | 0.150 | 0.450 |
| | ICT re-provisioning | 0.300 | |
| Corporate Items | Salary inflation and pay scale changes | 2.321 | 3.815 |
| | Pension actuarial review | 0.250 | |
| | EVRS/Redundancy | 0.500 | |
| | Revenue costs arising from capital investment decisions | 0.450 | |
| | Increase working Balance in line with General Fund | 0.294 | |
| | Total | 17.395 | 17.395 |

5 Budget Savings

- 5.1 Cabinet Portfolio Members and Officers have worked to identify savings proposals to offset these increased budget pressures which are an inevitable consequence of the ongoing reduction to funding for Plymouth. In addition there has been budget movements due to funding changes and permission from Government to utilise capital receipts to fund revenue.
- 5.2 These changes are summarised below in table 4 below.

Table 4 – Summary of Budget Movement and Savings

| | 2019/20 £m | |
|--|---------------|---------------|
| Additional Grant income | | |
| - Social Care Support Grant | 2.194 | |
| - Better Care Fund Gain | 4.111 | |
| | | 6.305 |
| Flexible Use of Capital Receipts | | (2.000) |
| Government Grant Changes | | |
| - Increase in New Homes Bonus | | 0.539 |
| Directorate Income and Savings Proposals | | 11.177 |
| Total | | 16.021 |

6 Movement from MTFS to Current Budget

- 6.1 Table 5 below provides a summary of the budget movement since the MTFS was written in November 2018.

Table 5 New and Emerging Pressures

| | 2019/20 £m | 2020/21 £m | 2021/22 £m |
|--|-----------------|---------------|---------------|
| | FORECAST | | |
| Budget Gap as at 19 November MTFS | 1.389 | 7.236 | 11.779 |
| Assumed Council Tax increase In MTFS | 2.150 | 0.076 | 0.066 |
| A. New and Emerging Pressures | | | |
| Children's Budget Pressures | 3.894 | | |
| Reverse Interest for Commercial Loan | 0.250 | | |
| Increase Insurance Provision | | 0.100 | |
| At risk savings 2018/19 | 0.461 | | |
| Total New and Emerging Pressures – assuming zero council tax increase | 4.605 | 0.100 | 0.000 |

- 6.2 The most significant new and emerging pressure relates to Children's Services and reflects the unprecedented demand and increased costs and complexity of Children's Placements. Plymouth is experiencing a large increase in the number of vulnerable children needing care and this cost pressure reflects the escalating costs for specialist residential care and the cost of care packages.
- 6.3 Following a review of the Council's Treasury Management position an expected income stream from a commercial loan which was built into the Council's assumptions has been reversed.
- 6.4 Taking into account these changes the overall budget position is now set out in the table below.

Table 6 Budget Changes

| | 2019/20 | 2020/21 | 2021/22 |
|---|-----------------|--------------|---------------|
| | £m | £m | £m |
| | FORECAST | | |
| B. Additional Resources | | | |
| Increase in Council Tax Base (from proposed council tax base proposal) | -0.678 | -0.609 | -0.038 |
| C. New Savings and Efficiencies | | | |
| Social Care Grant – (including Winter Pressures Funding) | -1.194 | -0.284 | |
| Increase in New Homes Bonus allocation | -0.463 | | |
| Levy account surplus allocation (announced as part of the Provisional Settlement) | -0.881 | 0.881 | |
| Place parking | -0.150 | | |
| | | | |
| Total New Savings and Efficiencies | -2.688 | 0.597 | 0.000 |
| | | | |
| Budget Gap as at 8 January 2019 | 4.778 | 7.400 | 11.807 |

6.5 Table 7 shows updated Budget gap.

Table 7 Revised Budget Position

| | 2018/19 £m | 2019/20 £m | 2020/21 £m | 2021/22 £m |
|------------------------------------|----------------|-----------------|----------------|----------------|
| | BUDGET | FORECAST | | |
| REVENUE RESOURCES AVAILABLE | 185.556 | 182.152 | 183.031 | 181.426 |
| Baseline spend requirement | 183.883 | 185.556 | 182.152 | 183.031 |
| Plus identified additional costs | 13.207 | 17.395 | 11.218 | 9.380 |
| Overall spend requirement | 197.090 | 202.951 | 193.370 | 192.411 |
| Savings | 11.534 | 16.021 | 2.939 | -0.822 |
| REVISED SPENDING FOR YEAR | 185.556 | 186.930 | 190.431 | 193.233 |
| Budget Gap 11 January 2018 | 0.000 | 4.778 | 7.400 | 11.807 |

7. Conclusion

7.1 The work to finalise the budget for 2019-20 is ongoing and work will continue to ensure the gap is closed and the Council delivers a robust and balance budget.

CUSTOMER SERVICES AND SERVICE CENTRE BUSINESS PLAN 2018/19

March 2018



1) Vision

To significantly improve the way the Council serves its customers and the way customers can interact with the Council.

2) Purpose

| Service Area | Functions / Activities |
|--|--|
| Contact Centre / 1 st Stop Shop | <ul style="list-style-type: none"> Deal with first point of contact enquiries (F2F / Telephone) for: Waste, Highways, Housing Benefits, Council Tax, Housing, Street Services (grounds & cleansing) Parking, Emergency Welfare fund, Client Financial services, ASC, CSC, Environmental matters, Have your say, corporate property, Electoral Services, Bus Pass, Registration and the main PCC enquiry line. |
| Revenues and Benefits | <ul style="list-style-type: none"> Administration of housing benefit Council Tax Billing Collection and recovery of revenue in relation to current and past year's Council tax charge. Recovery of overpaid Housing Benefit Maximising Housing Benefit subsidy income Development and implementation of grants and discounts including Discretionary Housing Payments, Council Tax Support and council tax discounts Partnership working with DWP to support Universal Credit claimants Liaison with key partners (e.g. landlords and CAB) to maximise income for customers |
| Library Service | <ul style="list-style-type: none"> Digital, health & wellbeing, information history and Reading & Culture. Numerous clubs (too many to list), such as, job clubs, literacy, digital inclusion, family history, and ICT skills, all levels. Rhymetimes, and other regular events for children. Universal Credit assisted digital support Digital skills training Specialist events and functions i.e. Shakespeare, Naval History etc. Specialist offerings, such as Schools Library Service, Sheet Music and Music Library Service. Facilities such as free Wi-Fi, local & national newspapers, digital |

| | |
|-----------------------------|---|
| | magazines and music. |
| <i>Registration Service</i> | <ul style="list-style-type: none"> • Registrations of Births, Deaths and Notices of Marriage & Civil Partnership • Citizenship Ceremonies • Nationality Document checking service • Joint Citizenship and Passport checking service • Ceremonies (statutory & celebratory) • Production of copy certificates |
| <i>Service Centre</i> | <ul style="list-style-type: none"> • Payroll and Pensions • Recruitment Team • HR Systems • Business Support (PA, admin support and quality assurance for the Council) • Digital Team (Firmstep & website) • Finance Systems Team (Council's financial systems) • Service Improvement (Rev's and Ben's systems team) • Client Financial Services (financial assessments for customers with care needs) • Deputyship (management of finances for those customers who lack mental capacity) • Business Operations (Creditor's and cashiers – invoicing, payments, debt recovery) • Business Rates (Billing and Collection) |

Outcomes

- To improve understanding of the Council's customers
- To improve the way the Council serves their customers
- To improve the way that the Council listens and responds to customers.
- Positively Transform the way we interact with customers
- Customers understand what to expect when interacting with the Council
- Deliver high quality services at maximum efficiency to external and internal customers
- Improved approach to customer services across all council services
- Respond quickly to changing environmental pressure, political pressure and social pressures
- Customers are clear about what services we provide and when we will provide them
- Staff are clear about the standards they are expected to deliver for their customers
- Customers are able to give us their feedback
- Increase digital offering and access to council wide services

Labour Manifesto Pledges

| Pledge | Outcome | How it will be delivered |
|--|---|---|
| Pledge 63: The refusal of the Government to pause and fix Universal Credit means a faulty system is being rolled out in | Any customer that needs access to Universal Credit knows how to make the application and receives their first payment within five | Recommendations from the Select Committee Review considered at Cabinet – August 2018. |

| | | |
|--|--|--|
| <p>Plymouth causing misery for many people. We will work with advice agencies and the DWP to ensure that people in the city get the support they need to navigate this complex and broken system.</p> | <p>weeks. Any other benefit or discretionary support they are entitled to is identified and provided. This will prevent customers from falling behind with their rent, needing payday loans and falling further into debt. It will allow PCC to collect all council tax that is due and reduce demand on other Council services for vulnerable people.</p> | <p>Scrutiny on debt recovery – 8 August 2018.</p> |
| <p>Pledge 84: The Conservative council has closed libraries all across our city and has downgraded others. This has left Plymouth with a two-tier library service. We will make sure Plymouth's libraries are all first class, and we will ensure that every community has access to a library service.</p> | <p>All residents will receive a quality service when they visit one of our libraries and will be able to access library services in their community and online.</p> | <p>Demolition of old St. Budeaux library – August 2018.</p> <p>Roll out new library signage (building, vans, promotional material) – September 2018.</p> <p>Opening of new library in St. Budeaux – June 2019.</p> |
| <p>Pledge 85: After the success of Rochdale Council's 'Library Card for every child' initiative we will provide all Year 1 children in Plymouth with a free library card enabling them to take books out from all the City Council's libraries.</p> | <p>Year One children will have easier access to library services, which will support the development of language and literacy skills.</p> | <p>Launch of the Summer Reading Challenge – July 2018.</p> <p>Return to school and SRC presentation assemblies – September 2018.</p> <p>National Libraries Week – 8-13 October.</p> |

3) Service Priorities for 2018/19

| Service Priority <i>What it is and why you're focussing on it</i> | 'Must do' actions <i>What do you have to do to make the successful deliver against your priorities</i> | Dependencies <i>Who or what (e.g. systems; other departments) are you dependent on to achieve your actions</i> |
|--|--|--|
| <p>Year end for C/Tax, Housing Benefits and Business Rates (Emma Rose)</p> | <p>Resource it and manage all risks</p> | <p>DELT resourcing, print & doc, finance</p> |
| <p>Proposed transfer of Service Centre services into Delt Shared Services Ltd (Faye Hambleton)</p> | <p>On 1st May Payroll, Pensions and HR Systems will transfer (TUPE) to Delt. The process is almost complete, having had Cabinet sign off, consultation and Trade Union agreements in place.</p> <p>In parallel, a project is underway to transfer (TUPE) Digital and Systems Team over the coming months following the successful transfer of Payroll and Pensions.</p> | <p>The Payroll and Pensions transfer is near completion. The Digital transfer has cabinet sign off and the consultation papers will be worked up over the next few months.</p> |

| | | |
|--|--|---|
| Customer Services Week (Dave Saunders) | Retain and resource it | none |
| CSE accreditation (Dave Saunders) | Retain and resource it | none |
| Council Tax Support Policy Review (Emma Rose) | Model options for a new scheme Define proposals, input from Scrutiny before and after a 3 month consultation, decision on new scheme must be made by Council before 11 March 2019 for 2019/20 implementation | Capita software modelling ability Policy in practice modelling Scrutiny |
| Welfare Reform Impact and projects (Emma Rose) | Decision on where the lead for this sits in the organisation Define resources needed and priority areas of work Action recommendations arising from UC Select Committee in March 2018 | Policy and Performance Team Community Connections, Education and Early years teams (esp in relation to free school meals and UC) DWP Social and Private sector landlords |
| Summer Reading Challenge (Dave Saunders) | Market and resource it | none |
| Demolition and rebuild of St. Budeaux Library (Dave Saunders) | Close existing library and enhance outreach offer in the locality, ensure developer builds the new building following planning approval and monitor spend of CCIB agreed funding. Ensure lease at West Park library is renegotiated in the event the new build misses the July 2019 target date. | Planning permission and any unknown risks once the developer commences work. |
| Two stage complaint process launched (Helen Cocks) | Firmstep process build and testing Training and guidance notes for users Feedback policy and webpages updated and published for customers and staff Complaints coordinators identified and roles/responsibilities clarified Update LGO Reporting mechanisms in place | Firmstep and Digital Team Complaint coordinators Design Team |
| Customer Promises launched (Helen Cocks) | Stakeholder engagement – particularly with Members Publish – website, screens etc | Design Team After Local Elections |
| Service Standards launched | Service Standards to be published for | Firmstep and Digital Team |

| | | |
|---|---|--|
| (Helen Cocks) | <p>Firmstep processes</p> <p>Service Standards cross referenced with balanced scorecards and KPIs and measures identified for other standards</p> <p>Capturing, monitoring and reporting mechanisms in place</p> <p>Target date 01.04.2018 – as per business case.</p> | <p>Service/Strategic Directors Business Plans</p> <p>Performance Team</p> |
| <p>Library events</p> <p>(Dave Saunders)</p> | Promote and resource it | none |
| <p>Registration Service structure</p> <p>(Emma Rose)</p> | Redefine management and ceremony arrangements | <p>HROD</p> <p>TU's</p> |
| <p>Refurbishment of Lockyer Street</p> <p>(Emma Rose)</p> | <p>Agree priorities for spend according to the Executive Decision</p> <p>Complete works in 2018/19</p> | <p>FM coordinating quotes</p> <p>Shut down of Lockyer Street needed, anticipated for 2 weeks. Alternative temporary registration venues required (coroner's, libraries, other)</p> <p>Contractors availability</p> |
| <p>Identify future location for the Register Office</p> <p>(Emma Rose)</p> | In line with the Executive decision to vacate Lockyer Street by December 2020 we need a decision on new location by the end of 2018/19 to allow for working up detailed specification for the new location, works a necessary and 12 month lead in time for moving ceremonies | <p>Accommodation Project (TWWW Programme)</p> <p>Councillors</p> <p>Registration Team</p> <p>General Register Office</p> |
| <p>Identify new software solution for Registration management</p> <p>(Emma Rose)</p> | <p>Current software has longstanding performance issues and queries regarding GDPR compliance.</p> <p>'Central' (Access database) not supported and alternative needed</p> | <p>Delt</p> <p>Business Analysis</p> <p>GRO (in terms of requirements to report for GRO KPIs)</p> |
| <p>Internal service centre growth</p> <p>(Paul Walshe)</p> | The Service Centre has visions to grow by consolidating services that can be performed more universally, benefit from economies of scale and increase resilience. | In order to achieve this growth and efficiencies, it is dependent on other departments (council wide) transferring 'like' services across other council departments into the Service Centre. |
| <p>Compliance with all corporate policies including HSW, Risk Management etc.</p> <p>(All service managers)</p> | | |

Appendices to the Business Plan

1. Budget 2018/19
2. Balanced Scorecard – key performance indicators for your service (to measure progress against your priorities and statutory duties)
3. Risk and Opportunity Register
4. Service Standards – the standards of service you are providing to citizens/internal customers (new)

BUSINESS PLAN 2018/19 - REVIEW

Customer Services

**I. PROGRESS SO FAR**

- 1.1. Since the 2018/19 Customer Services Business Plan was written, the department's functions and activities have expanded. This includes some teams moving to the Service Centre that were not anticipated, for example the Land Charges Team. The Coroners' Service now also sits within Customer Services.
- 1.2. Transfer of teams from the Service Centre to Delt progressed in year, including the move of the Payroll and Pensions and HR Systems teams. This was a great example of the strategy to standardise and simplify services through the Service Centre and then share services externally using Delt. The transfer of the Digital Team to Delt has been delayed until 2019/20, in order to ensure that the infrastructure is mature before further services are transferred. The Service Centre continues to explore opportunities for expansion across the Council.
- 1.3. The Customer Services team has been working with the city's debt advisers to develop a dedicated contact route for them to communicate with the revenues and benefits teams, in order to better and more rapidly support financially vulnerable customers. This helps prevent unnecessary debt enforcement activity and ensure that support is available to customers to promote financial stability.
- 1.4. Customer Services Excellence accreditation was retained this year.
- 1.5. A two stage customer complaints process was launched as planned. Member Casework and MP Casework processes are additional pieces of work that were not envisaged at the time the business plan was written, but are being developed as the need was identified in-year.
- 1.6. The Registration Service is proceeding through a restructure which will provide better resilience for the team and the ability to provide services in a more flexible way in future. Following the decision made in December 2017, some refurbishment of the Register Office has progressed to ensure the building is safe and suitable and a new location has been identified for the service. . New registration service software is pending approval and once implemented will enable customers to book and pay for many more services online as well as providing better tools for the team.
- 1.7. The Library Service continues to implement the Plan for Libraries (2017-20) with the new build at St Budeaux underway and plans being finalised for outreach services on the closure of West Park Library.

- 1.8. Three of the pledges made sit with Customer Services as lead:

Pledge 63: The refusal of the Government to pause and fix Universal Credit means a faulty system is being rolled out in Plymouth causing misery for many people. We will work with advice agencies and the DWP to ensure that people in the city get the support they need to navigate this complex and broken system.

Customer Services has delivered Universal Support through a partnership agreement with DWP. This has provided support for customers making applications to UC and budgeting support for UC customers via Advice Plymouth. The work with debt advisers also supports UC customers and ongoing partnership liaison with DWP locally has resulted in PCC Customer Advisers being co-located in both job centres in order to

increase uptake of council tax support and discretionary housing payments as well as providing on the spot general advice and signposting of other council services.

Pledge 84: The Conservative council has closed libraries all across our city and has downgraded others. This has left Plymouth with a two-tier library service. We will make sure Plymouth's libraries are all first class, and we will ensure that every community has access to a library service

The service is in regular communication with the Portfolio Holder about usage and activities in all library buildings. All libraries have seen an increase in events and activities offered and the 'exit survey' which took place in June this year shows customer satisfaction has increased year on year at all locations More detailed information on fulfilling the pledge is with the portfolio holder.

Pledge 85: After the success of Rochdale Council's 'Library Card for every child' initiative we will provide all Year 1 children in Plymouth with a free library card enabling them to take books out from all the City Council's libraries.

Year 1 pupils in all schools across the city received a special edition library card during October. The distribution of cards coincided with the launch of a new all-year round library challenge for children. The pledge was 'ticked' off on 9 November.

2. KEY ACTIONS REMAINING

- 2.1. The Council Tax Support scheme has been reviewed and is pending approval from Council in January 2018. No material changes are recommended for 2019/20, primarily as the Universal Credit rollout has been postponed.
- 2.2. The Customer Promise was agreed and is being reviewed as part of the work of the Customer Experience Programme
- 2.3. Service Standards were launched and work continues to support their development and wider publication.

3. LIKELY AREAS OF FOCUS FOR 2019/20

- 3.1. Budget pressure has been identified at the outset of the financial year, primarily due to reduced government funding for housing benefit administration. The department's business plan will focus on how to close that budget gap, which is currently predicted as in the region of £330k.
- 3.2. Whilst the managed migration of customers to UC has been paused until at least November 2020, the gateways to housing benefit are closing so there will be fewer customers able to apply for housing benefit from the early part of 2019. The secondary impacts of that could also place financial pressure on PCC and the business plan will need to focus on mitigating those risks. Those secondary impacts could include:
 - reduced demand for council tax support leading to more customers falling into debt and the collection rate falling
 - inability to continue with existing attachments of benefits for housing benefit overpayment, leading to lower collection of outstanding debt
- 3.3. It is anticipated that the Council Tax Support scheme for 2020 and beyond will be completely redesigned, in order to reduce the amount of administration associated with it

and be flexible enough to deal effectively with a mixture of UC and Heritage benefits customers.

- 3.4. The Government proposes to reform the Business Rates rating system by allowing Local Authorities to retain 100% of the Business Rates that they raise locally (rather than receive a Revenue Support Grant). Several LA's are piloting a 100% retention system to provide opportunity to test and gather information on the design of a new system in preparation for 2020/21. The impact of such a system needs to be considered by Customer Services through 19/20.
- 3.5. We anticipate significantly more focus on Digital Channel Shift to mitigate against budget pressures across PCC, as well as to provide better services for customers. This will require resources to shift to the Digital Services team and ensuring the most effective self service solutions are identified and implemented

This page is intentionally left blank

FINANCE BUSINESS PLAN 2018/19

March 2018

**1) Vision**

Through the provision of support, advice and expertise ensure organisational compliance for financial, information, technology and accommodation assets.

2) Purpose

Finance department delivers services and functions as follows:

| Service Area | Functions / Activities |
|---|---|
| <i>Financial Reporting and Integrated Finance and Commercial Finance Team</i> | <ul style="list-style-type: none"> • Co-ordination and preparation of the Medium Term Financial Strategy and annual revenue and capital budgets. • A budget monitoring service for all directorates for revenue and capital budgets. • Production of the annual statement of accounts in accordance with the CIPFA Code of Practice. • Working in partnership with health colleagues providing financial support and advice for the £580m Integrated Fund. • Providing a Treasury Management service managing the Council's investment and borrowings and cash management. • Providing corporate and directorate advice on VAT and taxation. • Providing financial advice and support to all Directorates including reviewing revenue and capital business cases. • Responsibility for the Council's core financial management and information system – CIVICA. • Client responsibility for the internal audit service provided by Devon Audit Partnership. • Working with a range of external partners and stakeholders including schools, government departments, external auditors, partner organisations e.g. Delt, CaterEd. • Commercial Finance support to major projects and change initiatives • Provide advice on Companies and Joint Ventures (Pensions, Tax, Procurement Exemptions, Company Structures) |
| <i>Hard FM</i> | <ul style="list-style-type: none"> • Delivery of the corporate landlord model, responsible for the repair and maintenance of the corporate estate, through centralised budgets. • Provision of the competent person function, in relation to specialist H&S advice and management systems • All building related statutory compliance/H&S competency • Contract management/services procurement – developing mutually beneficial supplier relationships • The writing and evaluation of technical and innovative specifications for the procurement of services (building |

| | |
|--------------------------|---|
| | <p>regulations, statutory compliance, British standards and regulations etc.)</p> <ul style="list-style-type: none"> • Risk management – control/management of risks throughout the corporate estate and prioritisation of works (in line with budgets) • Responsible energy management and procurement and delivery of the building related sustainability agenda • Management of the central property asset database and GPS systems • Delivery of the PCC Internal Plastics Free City Initiative |
| <i>Soft FM</i> | <ul style="list-style-type: none"> • Ensuring compliance with building related legislation via management of Site Control Logbook • Management of Concierge teams, including mobile toilet attendants • Provision of School cleaning / caretaking service via SLA's • Arrange and undertake minor maintenance across the Estate • Provision of a Concierge service across main Corporate buildings • Acting as a Responsible person at large scale events in the Guildhall • Supporting the commercialisation of the Guildhall • Provision of main reception services at main corporate buildings • Coordination of shared facilities within main corporate buildings such as meeting rooms and pool vehicles • Provision of varying levels of security within the corporate estate to protect assets including property, people & equipment • Coordination of the Access Control System |
| <i>Insurance Service</i> | <ul style="list-style-type: none"> • Management and placement of Insurance policies • In-house claims investigation and management • Manage Insurance Reporting • Manage and maintain claims database (LACHS) • Provide technical advice & support • Budget management and monitoring • Management and monitoring of Insurance Provisions • Administration and maintenance of insurance policies • Maintain Service ISO Accreditation • Manage Freedom of Information Requests |
| <i>Procurement</i> | <ul style="list-style-type: none"> • Provision of Organisational Procurement Plan • Provide Strategic and Operational advice regarding procurements • Ensuring value add and compliant procurements deliver for clients • Systems and Procedures for self-serve procurements up to £25k • Maintaining the Councils Contract Register • Control the verification of approved suppliers • Approve allocation of Purchase Cards |

| | |
|--------------------------------------|---|
| | <ul style="list-style-type: none"> • Setting up Category Management (from 2018/19) • Maintaining a register of Procurement Frameworks • Market Analysis and maintaining relationships with the supply chain |
| <i>Project and Contract Services</i> | <ul style="list-style-type: none"> • Provides a centralised project management function with Design & Cost Management Services including: • The use of robust project management procedures <ul style="list-style-type: none"> ○ Creation of robust governance arrangements ○ Specification of required outcomes ○ Management of risk ○ Management of project programme and budgets ○ Close liaison with the client ○ Stakeholder engagement ○ Feasibility studies ○ Development of business cases ○ Assistance with grant funding applications and claims ○ Tendering for & contract management of consultants and contractors • Delivery of capital & other strategic projects • Delivery of key project outcomes based on the Council's priorities • Adds value by making significant savings or achieving additional benefits for customers • In house design team that produce technical design drawings and specifications • In house cost management/quantity surveying service to ensure best value for the authority on project related costs • Work with contractor and consultant markets |

Statutory Duties

The Finance department enables the Section 151 Officer for the Council to undertake his/her statutory role.

This statutory role is set out under section 151 of the Local Government Act 1972 and in essence is that every local authority must make arrangements for the proper administration of their financial affairs and shall secure that that one of their officers has responsibility for the administration of those affairs.

Some specific responsibilities include:

- Setting an annual budget:
- Assessment of the robustness of the annual budget and adequacy of reserves;

- Setting an annual council tax;
- Production of the annual set of financial accounts;
- Regular (monthly) budget monitoring to CMT, Cabinet Planning and quarterly monitoring to Cabinet and Scrutiny Committees.
- Compliance with VAT rules and other HRMC rules.

Hard FM

- Compliance with all building related statutory legislation throughout the corporate estate
- Manage GIS/GPS systems

Soft FM

- Operational building related health and safety compliance – i.e. undertaking fire drills, writing risk assessments in accordance with PIC responsibilities

Insurance Service

- Nil

Procurement

- Quarterly Contract Register Reporting

Project & Contract Services

- To ensure projects undertaken by the team are delivered in line with Construction (Design & Management) Regulations 2015

Outcomes

Finance Reporting and Integrated Finance

- Comprehensive financial management service to CMT, DMTs and all service managers with budget responsibility.
- Adherence to budget monitoring timetable for production of reports to DNT, CMT, Cabinet Planning and Cabinet.
- Supporting the delivery of options to save £20m over the next two years.
- An unqualified audit opinion.
- Compliance to VAT rules and ensuring the council does not breach its partial exemption limit.
- Managing the Devon Business Rates Pilot for 2018/19.

Hard FM

- A safe and legislatively compliant corporate estate
- Accurate building and property data records
- A balanced revenue repair and maintenance budget
- The reduction of waste by 5% p.a
- Increased recycling by 5% p.a
- Reduced emissions by 5% p.a
- Achieving the plastic free city accreditation.

Soft FM

- Teams working safely in accordance with Health and Safety legislation
- Good customer satisfaction level across diverse customer base

Insurance Services

- Minimise cost of claims by reviewing and challenging third party solicitor costs and damages
- Minimise litigation costs through efficient and robust claims handling
- Continue to investigate options to increase use of digital services in relation to liability claims reporting

Procurement

- Production of an annual Procurement Plan
- Contracts Register reporting requirements are met
- Compliant value add procurements
- Ensuring only legally compliant frameworks are used
- Policies, systems, procedures relating to self-serve procurement are fit for purpose and comply with Contract Standing Orders
- Procurement Awareness Training is delivered (from 2018/19)

Project and Contract Services

- Deliver strategic projects to the required specification, to the required time, to the required cost and providing value for money throughout.
- Service Level Agreement with client for each project to be delivered which identifies the services to be provided and the maximum charge for delivering that service

3) Service Priorities for 2018/19

| Service Priority <i>What it is and why you're focussing on it</i> | 'Must do' actions <i>What do you have to do to make the successful deliver against your priorities</i> | Dependencies <i>Who or what (e.g. systems; other departments) are you dependent on to achieve your actions</i> | Progress update 10 January 2019 |
|---|---|--|---|
| Adherence to budget monitoring timetable for 2018/19 (Paul Looby / David Northey) | Review of forecast spend with budget managers. Review meetings with budget holders Completion of budget position for DMTs and CMTs. Completion of public reports for Cabinet and Scrutiny Committees. | Engagement with all directorates. Decisions and actions from DMTs and CMT. Civica and E-budgeting system. | Budget monitoring reports produced on a monthly basis for consideration by CMT and Cabinet. Quarterly review by Scrutiny. Performance against budget reviewed by External audit as part of the VFM assessment |
| Submission of Medium Term Financial Plan to Council on 19 November 2018 (Paul Looby / David Northey) | Financial modelling of resources and costs pressures. Agreement and adherence to MTFS timetable. | Strategic direction from Cabinet and CMT. Engagement with directorates to analyse cost drivers and longer term service planning. Clear long term grant allocation from Government. | MTFS considered by Council in Nov. 19. Longer term forecast limited by lack of direction regarding future funding from Central Government |
| Submission of Council Tax Base to Council on 28 January 2019 (Paul Looby / David Northey) | Agreement of collection rate. Assessment of government regulations. | Council Tax team for tax base position. | Council Tax Base Report prepared. Base increase by 1,177 after adjustments for care leavers, empty homes premium and major works discounts. Also includes the council tax support scheme admin update |
| Submission of 2019/20 revenue and capital budget to Council on 25 February 2019 (Paul Looby / David Northey) | Agreement and adherence to MTFS Timetable. Presentation of budget proposals to CMT. Presentation to Scrutiny Committees. | Strategic direction from Cabinet and CMT. Engagement with all directorates. Civica – Financial Management Information System. | In progress |

| | | | |
|--|---|--|--|
| <p>Submission of Council Tax levels to Council on 25 February 2019 (Paul Looby / David Northey)</p> | <p>Agree and approve revenue and capital budget. Approval of council tax base in January.</p> | <p>Council Tax Team</p> | <p>In progress</p> |
| <p>Production of draft set of accounts for publication by end of May 2018 (Paul Looby / David Northey)</p> | <p>Agreement and adherence of closedown timetable.</p> | <p>Accounting Code of Practice guidance and Updates. Engagement with all budget managers.</p> | <p>Accounts prepared and submitted to Auditors in accordance with timeline.</p> |
| <p>Final signed set of accounts by end of July 2018 (Paul Looby / David Northey)</p> | <p>Agreement and adherence of closedown timetable.</p> | <p>Engagement with External Auditors and agreement on contact of final accounts and BDO final management letter.</p> | <p>Auditors issued an unmodified opinion on the financial statements on and an unmodified conclusion on the Council's arrangements for securing economy, efficiency and effectiveness in its use of resources on 13 August 2018. "clean Opinion". Accounts and Audit Letter reviewed and considered by Audit cttee.</p> |
| <p>Service Level Agreements for schools cleaning services by January 2019 (Mike Hocking)</p> | <p>Provide the Establishment with Services set out in Schedule A and Schedule B. Supply and administer staff to carry out the Services. Train all staff in accordance with the current legislative requirements. And comply with all statutory provisions or regulations relating to the provision of the Services. To deliver equipment for the deep cleans. Do inspections on the sites and check PICS folder to see if they are complying with the Healthy and Safety. Measuring new areas to get the correct</p> | <p>Soft FM to do the SLA. Finance, HR</p> | <p>SLA issued to schools w/c 3 January 2019. Fees charged at full cost recovery</p> |

| | | | |
|--|--|---|--|
| | hours for cleaning. | | |
| Service Level Agreements developed for all sites (various dates) (Mike Hocking) | All SLA of schools has been sign for three years. From 2016 to 2019 | Head teacher | No further action required at this time |
| Digitisation of FM services – default digital agenda (Anthony Dangar) | Implement improved Firmstep processes Implement Zetasafe – digitising compliance monitoring Realign Hard FM technical teams to improve service delivery and improved site audits Develop the business case to replace TechForge facility with the improved TechForge cloud system | Delt Shared Services Ltd Business Improvement team FM review project board | Project in flight |
| Restructure Soft FM – FM review project work stream (Anthony Dangar) | Analysis of the ‘as is’ Development of the ‘to be’ | Business improvement team FM review project board | Service restructured. Recruitment to new structure underway. Target savings from new operating model £300k per annum |
| Procurement of a £11m Hard FM contract framework (Anthony Dangar) | Development of technical specifications Development of evaluation templates Market engagement (27 th March 18) OJEU procurement process | Procurement team Hard FM team | All contracts tendered and let as below: <ul style="list-style-type: none"> • Lot 1 - General building repairs £3,000,000 • Lot 2 – Mechanical repairs £1,000,000 • Lot 3 – Electrical repairs £1,000,000 • Lot 4 – Asbestos sampling, surveying and remedial works £120,000 • Lot 5 – Drainage inspection and repairs £200,000 • Lot 6 – Fencing and resurfacing £200,000 |

| | | | |
|--|---|---|--|
| | | | <ul style="list-style-type: none"> • Lot 7 – Roofing repairs £800,000 • Lot 8 – Glazing repairs £100,000 • Lot 9 – Flooring covering repairs £100,000 • Lot 10 – Specialist door repairs and maintenance £400,000 • Lot 11 – Electrical compliance services £120,000 • Lot 12 – Mechanical compliance services £200,000 • Lot 13 – Alarm and security systems repairs and maintenance £240,000 • Lot 14 – Water hygiene services £200,000 • Lot 15 – Lift servicing, repairs and maintenance £120,000 |
| Transformation of the Strategic Procurement Service (Simon Arthurs) | Set up Project Governance Develop, resource and deliver the Project plan | Ability to recruit and/or resource the Procurement service | Service redesigned. |
| Delivery of the Procurement Service Plan (Simon Arthurs) | Develop plan in consultation with clients and stakeholders Approve plan Deliver plan | Client and Stakeholder engagement Directors approval Procurement spend data turned into intelligence Fully established Procurement Services Function | Plan being delivered |
| Roll-out of the self-service procurement – under £25k (by 1 August 2018) | Develop plan in consultation with clients and stakeholders Produce training and set up support | Approval of Audit Committee, CRG and Full Council Stakeholder buy-in | Project in flight |

| | | | |
|---|--|---|--|
| (Simon Arthurs) | Validate compliance with process Amend Contract Standing Orders | | |
| Insurance Provision Monitoring (quarterly) (Mike Hocking) Julie Steer | Review provision balances and compare with outstanding claims reserves | None | Regular monitoring taking place. Claims to Reserve ration narrowing requiring additional funding during 2020/21 |
| Insurance Portfolio (3 year) review / re-tender in January 2019 (Mike Hocking) Julie Steer | Consider renewal terms in light of market conditions and decide whether to extend or re-tender | Insurance consultants | Extending the contracts in accordance with the provision. From April 2019 will be in the 4 th of 5 year contract period. Awaiting premiums (due early to finalise premiums by 1 april) late March) |
| Upgrading claims handling software (LACHS) by June 2018 (Mike Hocking) Julie Steer | Obtain approval to place order with software provider and arrange installation and training | Software providers | System in place since 1995. Project ongoing. System being aligned to new council structures, software upgrades in the process of being implemented and will allow more accurate reporting. Successfully defended some significant claims enabling us to reduce the reserves position |
| Delivery of capital Projects | | | |
| Completion of St. Budeaux Library redevelopment (Karen Brimicombe) | Manage resources effectively Manage risks & uncertainties Manage budget Deliver outcomes Regular liaison with client | Client – Library Service Strategic Housing Planning Authority Developer Contractor | In progress, contractors on site. Target completion date July 2019. Review of funding required to ensure fit out can be achieved to spec. |
| Completion of Billacombe Road Bridge (Karen Brimicombe) (Nathan Sanders) | Manage resources effectively Manage risks & uncertainties Manage budget Deliver outcomes | Client Planning Authority Contractor | Bridge on hold. Cycle path extension underway |

| | | | |
|--|--|--|---|
| | Regular liaison with client | | |
| Completion of Bath Street Demolition (Karen Brimicombe) | Manage resources effectively Manage risks & uncertainties Manage budget Deliver outcomes Regular liaison with client | Client Planning Authority Contractor | Project complete |
| Completion of Manadon Pavilion and Pitch (Karen Brimicombe) | Manage resources effectively Manage risks & uncertainties Manage budget Deliver outcomes Regular liaison with client | Client Planning Authority Contractor Partners | Pavilion on site , pitch delivered |
| Completion of Langage Industrial Units Phase 2 (Karen Brimicombe) | Manage resources effectively Manage risks & uncertainties Manage budget Deliver outcomes Regular liaison with client | Client Planning Authority Contractor | Project complete. Units handed over. |
| Completion of Pomphlett Primary School (Karen Brimicombe) | Manage resources effectively Manage risks & uncertainties Manage budget Deliver outcomes Regular liaison with client | Client Planning Authority Contractor | Due for completion before end of financial year |
| Completion of Phase 3 toilet refurbishment (West Hoe, Promenade and Tinside) (Karen Brimicombe) | Manage resources effectively Manage risks & uncertainties Manage budget Deliver outcomes | Client Planning Authority Contractor | Delays to schemes. Business case being reviewed due to cost pressures Mats at west hoe |

| | | | |
|---|--|--|---|
| | Regular liaison with client | | |
| Completion of depot rationalisation (Karen Brimicombe) | Manage resources effectively Manage risks & uncertainties Manage budget Deliver outcomes Regular liaison with client | Client Planning Authority Contractor | Welfare facilities completed, one of the sheds reroofed. Business case for whole schem being revisited |
| The Box | Manage resources effectively Manage risks & uncertainties Manage budget Deliver outcomes Regular liaison with client | Client Planning Authority Contractor | <ul style="list-style-type: none"> • Build contract is ongoing. Handover to take place in phases: • Section 1 – Museum 17/05/2019 • Section 2 – St Luke’s 11/06/2019 • Section 3 – Library 20/08/2019 Section 4 – Externals 19/08/2019 |
| Mayflower 400 | Manage resources effectively Manage risks & uncertainties Manage budget Deliver outcomes Regular liaison with client | Client Planning Authority Contractor | <p>Elizabethan House being refurbished. About to go out to tender for contractor. Works due to commence spring 2019.</p> <p>A multidisciplinary Design Team headed by WYG are appointed and are progressing the trail infrastructure design and the public realm improvements. The three Mayflower Trail routes have now been finalised and the interpretation plan being carried out by Cornerstone Heritage is well developed. All three trails will be available in paper and digital format and the Mayflower Trail will be available physically. A digital provider is in the process of being appointed. The trail infrastructure is in concept form and planning applications will be submitted shortly.</p> |

| | | | |
|---|---|---|---|
| | | | <p>The public realm works are focusing on West Pier. The repair of the Mayflower Steps and portico have already commenced on site. Further structural investigations will take place in the spring.</p> <p>The repairs will form part of the scope of works. Concept designs for the pier to create a larger events space and a new 'threshold space' including significant public art are in place and these are being worked up. We are working closely with the Environment Agency to include their requirement for enhanced flood protection works to be included in the scheme. £450k of funding has been earmarked from EA matching potentially £300k of s106 funding. We are presently working on securing this funding.</p> <p>Additional public realm interventions are place including the entrance to Southside Street and outside of the Prysten House.</p> |
| Millbay Boulevard | <p>Manage resources effectively</p> <p>Manage risks & uncertainties</p> <p>Manage budget</p> <p>Deliver outcomes</p> <p>Regular liaison with client</p> | <p>Client</p> <p>Planning Authority</p> <p>Contractor</p> | <p>Gilpin appointed to demolish Pavilions ramp – likely to be complete end April. Detailed designs for Boulevard in the process of being developed by LDA.</p> |
| <p>Compliance with all corporate policies including HSW, Risk Management etc.</p> <p>(All service managers)</p> | <p>Manage resources effectively</p> <p>Manage risks & uncertainties</p> <p>Manage budget</p> <p>Deliver outcomes</p> <p>Regular liaison with client</p> | <p>Client</p> <p>Planning Authority</p> <p>Contractor</p> | <p>No variance to report.</p> |

Appendices to the Business Plan

1. Budget 2018/19
2. Balanced Scorecard – key performance indicators for your service (to measure progress against your priorities and statutory duties)
3. Risk and Opportunity Register
4. Service Standards – the standards of service you are providing to citizens/internal customers (new)

Finance Service Priorities for 2019/20

This is currently being developed for the financial year commencing 1 April 2019

| Service Priority <i>What it is and why you're focussing on it</i> | 'Must do' actions <i>What do you have to do to make the successful deliver against your priorities</i> | Dependencies <i>Who or what (e.g. systems; other departments) are you dependent on to achieve your actions</i> | Progress update 4 January 2019 |
|---|--|--|---------------------------------------|
| Delivering a balanced budget for 2018/19 | | | |
| Approval of budget for 2019/20 including capital programme | | | |
| Development of multiyear MTFS | | | |
| Deliver accommodation strategy | | | |
| Deliver savings proposals | | | |
| Embed new Procurement operating model | | | |
| Corporate Asset review | | | |
| Embed new FM operating model | | | |
| Accounts signed off by Auditor in accordance with statutory time table | | | |

HR&OD BUSINESS PLAN 2018/19

Progress Update



I) Service Priorities for 2018/19

| <p>Service Priority <i>What it is and why you're focussing on it</i></p> | <p>'Must do' actions <i>What do you have to do to make the successful deliver against your priorities</i></p> | <p>Progress Update</p> |
|---|---|---|
| <p>Become an HR&OD 'Centre of Excellence'</p> | <p>'Back to Basics' - Understanding of Strategic and Operational HR&OD Services by all and how to access them</p> <p>Strategic HR&OD business partnering to enable organisational change and service delivery</p> <p>Compliance and Assurance with employment and equalities legislation through the provision of employment policies, guidance and templates</p> <p>Policy Programme of work</p> <p>Advice and guidance to support 'Self Service Access' via digital channels- Staff Room, Website and School Room</p> | <p>HR Management Team working together to continuously reinforce the HR operating model so that tasks are efficiently commissioned and delivered.</p> <p>Review of model is part of the departmental restructure which is currently on hold, pending the recruitment of a Service Director for HR&OD. Clear communications and engagement plan to support the implementation and embedding of a new structure and operating model.</p> <p>Some stakeholder engagement has been part of review, with an evaluation of customer views and satisfaction of HR&OD and customer expectations.</p> <p>Delivered and ongoing. Business Partners are actively engaged with senior managers and each of the services, and are integral to informing the priorities for the HROD service and commissioning work from across the service including OD.</p> <p>Review of policies ongoing. Policy Specialist role is currently vacant. HR professionals have an allocation of policy review work, alongside other casework and work programmes.</p> <p>Continual review of processes and use of digital forms wherever possible, refresh and archiving of staff room pages and documents as necessary. Full review and refresh of recruitment and working for Plymouth City Council pages complete.</p> <p>Manager self service demonstration now a core BAU IT training offering</p> |

| | | |
|---|---|--|
| | <p>Provision of a professional Employee Relations Service</p> <p>Facilitation of knowledge transfer to increase manager competence and capability in people management, as coach/critical friend</p> <p>Strategic advice through workforce insight for senior leaders to inform business decisions</p> <p>Provision of meaningful workforce intelligence for managers</p> <p>Shape of the workforce – including resource planning, statutory compliance for collective redundancies, EVRS, workforce monitoring</p> <p>Effective Trade Union relations</p> <p>Shared Services: Preparation for Opportunity for , Client and Retained Functions’</p> <p>Management of HR&OD contracts</p> | <p>Provision of professional ER advice on a wide range of complex casework, TUPE and change management processes.</p> <p>Provision of statutory HR advice to maintained schools</p> <p>Work on new intranet about to commence.</p> <p>Manager’s Driving Licence live and completion rates monitored monthly, including completion rates for newly appointed managers</p> <p>Skills workshops on for managers reviewed and refreshed</p> <p>Workforce dashboards updated during the year.</p> <p>Provision of monthly and quarterly reporting through workforce reports, and strategic workforce plans.</p> <p>Business as usual and ongoing, refreshed as needed when, eg changes in structure occur.</p> <p>Regular defined and agreed channels of engagement with both a wide range of regional and local trade union and professional association representatives. These range from strategic interface to local arrangements. Partnership working with regional officers to raise understanding and role of trade unions by introduction of workshops for managers.</p> <p>HR restructure to define accountability for retained functions</p> <p>Business as usual and ongoing</p> |
| <p>Deliver a Total Reward Framework</p> | <p>Role profile guidance will ensure the right people, with the right knowledge and skills are doing the right things</p> <p>Fair, equitable and appropriate pay within a national collective bargaining context</p> | <p>Refreshed guidance and process for role profiles, including e-learning package. Encouragement to managers to use generic role profiles.</p> <p>All role profiles graded through job evaluation. Review of Total Reward for Senior Leaders underway with Members.</p> <p>Assimilation to the new national pay spine taking place for</p> |

| | | |
|--|---|---|
| | <p>Addressing Low Pay – through adoption of foundation living wage principles</p> <p>Programme of Employee Recognition linked to employee engagement</p> <p>Employee Benefits – as part of Total Reward offering</p> <p>Introduction of Total Reward Statements</p> | <p>implementation on 1 April 2019 for employees on NJC for Local Government Services.</p> <p>Principles of foundation living wage adopted for 2018/19 through a discretionary top up. No longer required from 1 April 2019, as minimum NJC salary is at the same rate as the foundation living wage.</p> <p>Annual programme in place, which includes annual Star Awards event, recognition of 25 and 40 years’ service, introduction of digital solution for compliments, and availability of ‘thank you’ cards (physical and digital) for particular internal recognition.</p> <p>Use of Tracey’s Team Talk for particular thanks</p> <p>Local initiatives also in place.</p> <p>Our employee benefit brand is iChoose.</p> <p>iChoose Employee Benefits portal in place, offering employees shopping and leisure discounts. Childcare vouchers in place, salary sacrifice for car parking.</p> <p>iChoose to purchase additional annual leave successful and achieves a saving of over £200k per annum.</p> <p>Opportunities for additional benefits ongoing – currently introducing a new method of pension AVCs for employees.</p> <p>As part of savings exercise, this is on hold for this financial year and will be reconsidered alongside other HR system developments in 2019-2020.</p> |
| <p>Healthy, Motivated, skilled and engaged workforce</p> | <p>Planned response to staff engagement and resilience surveys, supporting staff through organisational change to ensure performance maintained, performance management and development, Team Plymouth, on-boarding processes, functional skills</p> | <p>Departmental action plans for the 2017 staff survey in place and monitored through JCCs.</p> <p>Staff survey results for 2018 will be announced during January 2019. Overview report to be presented to scrutiny during February 2019. Service areas to plan response to specific responses in each area.</p> |

| | | |
|--|---|--|
| | | <p>Strategic Change Specialist appointed December 2018, to replace departure of Senior Business Change Advisor.</p> <p>Team Plymouth and staff Welcome Events continue to be regularly delivered, alongside regular review and revision to ensure maximum benefit to staff.</p> <p>Functional skills programme for English, Maths and ICT continues, number of successful qualifications to be updated at the end of March.</p> <p>Continued support with ongoing delivery of Tea with Tracey sessions.</p> <p>Provision of an EAP which provides free 24/7 advice and guidance on a wide range of subjects not just related to employee health and wellbeing.</p> |
| <p>Making Plymouth City Council an employer of choice and strengthening employer brand</p> | <p>Maximising apprenticeship opportunities, targeted leadership and management development, development of career pathways for career progression</p> | <p>New, refreshed recruitment webpages promoting 'Working for Plymouth City Council'.</p> <p>Strategic work force planning for senior leadership team to be commenced shortly as an element of Total Reward work.</p> <p>Strategic review of apprenticeship taken place. Apprentice First to be launched for 2019/2020 and on target to meet 2.3% of the workforce by the end of 2018/19.</p> <p>Strategic workforce plans and identification of critical roles have supported the development of career pathways for some professions.</p> <p>Co-ordination of the Multi Agency Coaching Network, including the updating and delivery of coaching training.</p> |
| <p>Agile, flexible and responsive working culture, including 'the Way We Work' (TWWW) culture and change support</p> | <p>Technical and business change delivery for the Way We Work programme, technical support for digitalisation of key service areas, enhancing online learning offer</p> | <p>HR & OD in first wave of WWW programme and acting as ambassadors across the organisation.</p> <p>Ongoing work to support the Way We Work project across the council through the delivery of Team Charter</p> |

| | | |
|---|---|---|
| | | <p>workshops and engagement activity, on track to finish at the end of 2019/20. Significant change in working practices and behaviours, as shown through the Way We Work tranche 1 review report and staff survey results.</p> <p>Technical support given through the review and updating of HR policies.</p> <p>Mandatory eLearning now measured corporately each month has led to more than 100% increase in online course completions. Online learning offer continues to be developed. To date this year, 9 new courses have been introduced or existing courses completely refreshed. The management and review of eLearning being evaluated and revamped.</p> <p>Website and digitisation of forms updated to be more user friendly for both internal and external customers.</p> |
| Right people, right role, right skills, right attitude | Targeted OD and change management support to ensure improved service delivery, drive desired culture outcomes as stated in the People Strategy, assessment of value add of OD interventions in terms of behaviour and performance | <p>More focus on use of workforce plans as change pieces undertaken. More consideration and promotion of pre change engagement by HROD BP's where this is beneficial.</p> <p>A move away from a "one size fits all approach".</p> <p>Strategic review of the People Strategy has been undertaken, and a People Plan is being developed</p> |
| Reduce organisational vulnerability to unplanned resignation in business critical areas | Strategic workforce planning, succession planning for business critical roles, talent pool for development of credible internal candidates for key roles | <p>Strategic workforce plans in place.</p> <p>Limited progress due to available resources.</p> <p>This will be part of OD programme during 2019/2020, when appropriate capacity is in place.</p> |
| Strengthen and maintain a contemporary HSW risk profile across all functions | Installation of HSW e-system | A digital health and safety management system (SHE Assure) has been purchased and work has been progressed to configure the system for implementation. The system will enable real time management information to be available to support risk management and health and safety improvement actions. The Go-Live date is 1 st April 2019, |

| | | |
|---|--|---|
| | | following user testing and training in the last quarter of 2018/19 |
| Support service areas to deliver actions arising from the self-assessment process | | The self-assessment process provided a framework for Heads of Service to assess their compliance with the Management of Health and Safety at Work regulations 1999 and to put in place actions required where gaps were identified. The process has enabled PCC to strengthen the risk profile of the organisation and to focus corporate support activity to higher risk areas. The outputs from the self-assessment are monitored by the HSW Steering Group on a quarterly basis and next steps agreed. The next step for 2019/20 will be to instigate a formal auditing programme. |
| Develop new guidance for role profiles in relation to HSW and health surveillance | | Refreshed guidance and process for role profiles, including e-learning package. Encouragement to managers to use generic role profiles |
| Yr 1: working towards achieving ISO45001 (Corporate and Street Services) | | ISO 45001 is the International Organisation Standard for Occupational Health and Safety Management. This work has put on hold due to other priorities; the HSW Steering Group will be receiving revised proposal for implementation at the Q3 meeting in March. In the meantime a Lead Auditor training has been completed by a HSW Assurance Specialist to provide appropriate leadership going forward. |
| Deliver scheduled HSW training programme, ensuring people attain mandatory compliance for taught aspects | | Monthly reports are now published on staff room for Service Areas to monitor compliance with basic HSW Induction for all staff. HSW Induction for Managers taught sessions for Managers have been increased in the last quarter to provide 240 additional places. |
| Commission additional capacity to meet demand for HSW training (risk assessment; IOSH Managing Safely; MH first aid and mindful employer) | | A pilot for IOSH Managing Safely (Mandatory Training for Heads of Service, or equivalent and above) via e-learning has been completed with a positive evaluation. Places have now been commissioned to provide a rolling programme during quarter 4 and into 2019/20. IOSH Managing Safely |

| | | |
|--|--|--|
| | | for Senior Executives has also been purchased, to be completed by all Senior Leaders in quarter 4. Two Mental Health First Aid courses are being provided by Livewell South West |
| | Roll out consistent HSW induction and review programme for all non-PC users using train the trainer approach | HSW Induction in place for all non-PC users. Roll out of new approach deferred until 2019/20 due to other high risk priorities. |
| | Develop SLA for health surveillance and apply variation to IMASS contract | IMASS has been taken over by Medigold Health which has an independent Health Surveillance function led by a Health Surveillance Specialist. A new approach has been implemented including mobile clinics and the principle of only seeing people once (integrated appointments where an employee is subject to more than one type of surveillance). The Specialist Nurse has visited Street Services and advised on suitable HS programmes which are in place. |
| Compliance with HSW mandatory and essential training | Undertake gap analysis against all potential health hazards | A review of all our corporate guidance pertaining to occupational health and health surveillance is due for publication at the end of February. This will be accompanied by appropriate refresher training for Managers |
| | Initiate corporate approach to the wellbeing and resilience survey | The first Corporate Wellbeing and Resilience Survey was undertaken in 2018 and the results have been analysed alongside the staff survey and safety climate survey. Results are being shared with staff in January. |
| | Wellbeing Week | The Wellbeing Champions organised local activities for wellbeing week in 2018 and planning will take place for 2019 in quarter 4 |
| Delivering sustainable health improvement | Flu vaccination programme | The flu vaccination programme for 2018 was led by a Consultant in Public Health. 400 staff requested vouchers to redeem at Boots and at the time of writing the redemption rate stands at 57%. This is in part due to a national shortage of vaccines which impacted on Boots ability to deliver against the contract. The deadline for redemption of the vouchers has been extended to January |

| | | |
|--|--|--|
| | | 31 st Nationally. |
| | Publish new performance standard on health and wellbeing | This work has been put on hold in the light of other priorities |
| | Co-ordinate seasonal programme of lifestyle factors: smoking and drinking | Ongoing work with Public Health and Wellbeing Champions |
| | Complete top 100 case review for mental health related absences | Deferred until 2019/20 due to higher risk priorities |
| | Review of capability process to ensure parity between physical and mental health | On-going |
| Compliance with all corporate policies including HSW, Risk Management etc. (All service managers) | | Managers' Driving Licence in place to ensure all managers understand corporate policies. Delivery of workshops on key policies including managing attendance, managing performance and investigations to transfer knowledge about policies HROD has a HSW Management System in place |

This page is intentionally left blank

HR&OD BUSINESS PLAN 2018/19

March 2018

**1) Vision**

Creating a healthy, motivated, engaged and skilled workforce able to deliver the Council's vision and cultural values.

2) Purpose

HR&OD delivers services and functions as follows:

| Service Area | Functions / Activities |
|--|---|
| <i>Strategic HR&OD Business Partnering</i> | <ul style="list-style-type: none"> • <i>Partnering with directorate senior management teams to commission all HR&OD services and receive customer feedback</i> • <i>Workforce insight to inform business decisions</i> • <i>Early engagement and support to leadership teams in the design and delivery of change</i> |
| <i>Cross-cutting HR&OD</i> | <ul style="list-style-type: none"> • <i>Enable and support organisational change and transformation</i> • <i>Development of Centres of Excellence</i> • <i>Equality and Diversity</i> • <i>Trade Union engagement and consultation</i> • <i>Contract Management</i> <ul style="list-style-type: none"> ○ <i>Pertemps (unallocated)</i> ○ <i>IMASS</i> ○ <i>PAM Assist</i> ○ <i>Training contracts eg: external provision of Managing Fundamentals</i> • <i>Resourcing and Recruitment relationship and Employer Value Proposition, including Employer Brand (yet to be allocated within service)</i> • <i>Retained Services</i> |
| <i>OD & Talent</i> | <ul style="list-style-type: none"> • <i>Managing and embedding planned business change to support greater organisational effectiveness</i> • <i>Commissioning/developing programmes and interventions to support identified business needs</i> • <i>Developing talent throughout the organisation through succession planning and apprenticeship work streams</i> |

| | |
|--|--|
| | <ul style="list-style-type: none"> • <i>Whole workforce development to improve organisational performance</i> • <i>Strengthening leadership to equip, enable and empower managers to lead their teams and enhance performance</i> • <i>Support and embed culture change to achieve the organisation's 'one team' vision and drive up employee engagement</i> • <i>Support effective performance management and career development through effective use of the APR and RPD meetings framework</i> • <i>Respond to the needs of the business as they arise and prioritise interventions in line with corporate priorities</i> • <i>Staff survey and lead on employee engagement</i> • <i>Ensure skill and knowledge transfer into the workplace through evaluation of key programmes</i> |
| <p><i>Health, Safety & Wellbeing</i></p> | <ul style="list-style-type: none"> • <i>Leadership and co-ordination of HSW improvement agenda and any related projects required to deliver the HSW vision</i> • <i>Leadership and co-ordination of wellbeing charter and time to change actions</i> • <i>Corporate HSW assurance; management of HSW governance arrangements; corporate advice and guidance re. legislative compliant and management of risk at strategic, tactical and operational level; direct line to CEX as per HSWA</i> • <i>HSW Audit, training, strategic management of incident reporting, learning and related MI, oversight of HSW risk management and escalation; competent advice</i> • <i>Income generation; selling services to partner organisations</i> • <i>Management of relationship with HSE and reporting of RIDDOR</i> |
| <p><i>Specialist Services</i></p> | <ul style="list-style-type: none"> • <i>Compliance and assurance and best practice</i> • <i>advice and guidance on employment matters,</i> • <i>Review and development of HR policies, guidance, toolkits and changes to terms and conditions,</i> • <i>Trade Union relations – management of TU engagement, corporate consultation and corporate negotiations</i> • <i>Total Reward – Pay and Grading, Employee recognition, Employee Benefits (financial and non-financial)</i> • <i>Facilitation of knowledge transfer to increase competence and capability in people management, as coach/critical friend</i> • <i>Provision of workforce insight and workforce controls</i> • <i>Client Relationship with DELT – fulfilling payroll, pensions and HR System requirements on behalf of PCC?</i> |

Statutory Duties

Provision of competent advice and corporate assurance in accordance with employment and health and safety legislation in respect of:

- All contractual requirements (through employment cycle) stemming from employment legislation, regulations and caselaw
- Health and safety at work etc Act 1974 and all related legislation made under the Act
- HSW Management system
- Reporting of RIDDOR
- Delivery of statutory responsibilities for controlled schools
- Trade Union and Labour Relations (Consolidation) Act 1992 - Advance notification of redundancies (HRI)
- Transparency and Localism Acts – Pay Policy Statement and Publication requirements
- Trade Union Act
- DBS and Right to Work – with administration provided by Service Centre (Recruitment)
- Equality Legislation, including Gender Pay Gap Reporting, Equal Pay
- Apprenticeships

Outcomes

HR&OD services will work towards delivering the following outcomes in 2018/19:

- Become an HR Centre of Excellence with clear marketing and communications about the Service
- Maximisation of self service by managers and employees
- Strategic workforce planning process to support business plans.
- Competent and confident managers able to deliver on the core people, performance and compliance aspects of their role
- Excellent employee relations, including trade union relations
- Employer of Choice – including Total Reward Package – appropriate pay (within a national collective bargaining context) and benefits (financial and non-financial)
- Non HSW qualified workforce able to make competent judgements about the management of HSW
- A functioning HSW management system at corporate, tactical and operational level that effectively directs the management, escalation and resolution of risk as far as reasonably practicable and delivers a contemporary HSW risk profile of the organisation
- Delivery of a co-ordinated health and wellbeing programme
- Positive feedback re customer service
- An effective HSW Steering Group demonstrating clear direction and leadership for the organisation resulting in pro-active leadership of a positive HSW culture across all functions of the Council
- Workforce who are able to demonstrate appropriate behaviours and core values.
- Workforce insight and forecasting, through workforce reports and dashboards
- Apprenticeship targets are met
- Workforce has access to timely support from EAP as needed to support their mental health and wider information and advice re range of health conditions / debt and money management advice
- Managers have access and receive meaningful advice from IMASS

Labour Manifesto Pledges

| Pledge | Outcome | How it will be delivered |
|--|---|---|
| <p>Pledge 62: We will encourage membership of trade unions in the City Council and in the private sector, as we have always believed in the need for strong trade unions since its foundation. There is increasing evidence that a low-wage economy like Plymouth is under further threat because of austerity. Unions can play an important role in protecting the city's spending power from erosion by pay freezes and pay cuts.</p> | <p>Increase in TU membership within the council</p> <p>A two year pay deal is in place for 2018/2019 for the majority of employees.</p> <p>The council continues to lead by example and supports the principles of the foundation living wage and will continue to 'top up' pay for low paid employees up to the foundation living wage rate.</p> | <p>Quarterly confidential TU data for the workforce shared by the trade unions</p> <p>Currently an annual request is made to the trade unions for them to provide confidential information about their trade union numbers. A meeting is planned with the regional trade union officers to discuss the pledge and request that numbers are received on a quarterly basis.</p> <p>Continued support of the principles of the foundation living wage.</p> |

3) Service Priorities for 2018/19

| Service Priority <i>What it is and why you're focussing on it</i> | 'Must do' actions <i>What do you have to do to make the successful deliver against your priorities</i> | Dependencies <i>Who or what (e.g. systems; other departments) are you dependent on to achieve your actions</i> |
|---|--|---|
| <p>Become an HR&OD 'Centre of Excellence'</p> <p>(Alison Mills)</p> | <p>'Back to Basics' - Understanding of Strategic and Operational HR&OD Services by all and how to access them</p> <p>Strategic HR&OD business partnering to enable organisational change and service delivery</p> <p>Compliance and Assurance with employment and equalities legislation through the provision of employment policies, guidance and templates</p> <p>Advice and guidance to support 'Self Service Access' via digital channels- Staff Room, Website and School Room</p> <p>Policy Programme of work</p> <p>Provision of a professional Employee Relations Service</p> <p>Facilitation of knowledge transfer to increase manager competence and</p> | <p>Digital team for digitisation of forms</p> <p>OD & Manager's Driving Licence</p> |

| | | |
|---|--|--|
| | <p>capability in people management, as coach/critical friend</p> <p>Strategic Advice through workforce insight for senior leaders to inform business decisions</p> <p>Provision of meaningful workforce intelligence for managers</p> <p>Shape of the workforce –including resource planning, statutory compliance for collective redundancies, EVRS, workforce monitoring</p> <p>Effective Trade Union Relations</p> <p>Shared Services: Preparation for Opportunity for , Client and Retained Functions’</p> <p>Management of HR&OD contracts</p> | <p>Delt – provision of reports and dashboards from iTrent and other systems</p> <p>Recruitment – Pertemps and other workforce information</p> <p>Reports from iTrent, pensions advice</p> <p>Recognised trade unions and associations</p> <p>Procurement</p> |
| <p>Deliver a Total Reward Framework (Alison Mills)</p> | <p>Role profile guidance will ensure the right people, with the right knowledge and skills are doing the right things</p> <p>Fair, equitable and appropriate pay within a national collective bargaining context</p> <p>Addressing Low Pay – through adoption of foundation living wage principles</p> <p>Programme of Employee Recognition linked to employee engagement</p> <p>Employee Benefits – as part of Total Reward offering</p> <p>Introduction of Total Reward Statements</p> | <p>Payroll and system support</p> <p>Digital team</p> <p>System team</p> <p>DELT</p> |
| <p>Healthy, Motivated, skilled and engaged workforce (Alison Mills)</p> | <p>Planned response to staff engagement and resilience surveys, supporting staff through organisational change to ensure performance maintained, performance management and development, Team Plymouth, on-boarding processes, functional skills</p> | <p>Health safety and wellbeing team, change resources within HROD</p> |
| <p>Making Plymouth City Council an employer of choice and strengthening employer brand (Alison Mills)</p> | <p>Maximising apprenticeship opportunities, targeted leadership and management development, development of career pathways for career progression</p> | |
| <p>Agile, flexible and responsive working culture (Annie Broadbent)</p> | <p>Technical and business change delivery for the Way We Work programme, technical support for digitalisation of key service areas, enhancing online learning offer</p> | |

| | | |
|--|---|--|
| Right people, right role, right skills, right attitude (Annie Broadbent) | Targeted OD and change management support to ensure improved service delivery, drive desired culture outcomes as stated in the People Strategy, assessment of value add of OD interventions in terms of behaviour and performance | |
| TWWW culture and change support (Lisa Woodman) | | |
| Reduce organisational vulnerability to unplanned resignation in business critical areas (Annie Broadbent) | Strategic workforce planning, succession planning for business critical roles, talent pool for development of credible internal candidates for key roles | |
| Strengthen and maintain a contemporary HSW risk profile across all functions (Clare Cotter) | Installation of HSW e-system | DELT, Business change, Project Management, Co-operation of service areas |
| | Implementation of risk assessment module | |
| | Implementation of incident and accident reporting module | |
| | Implementation of the audit module | |
| | Migration of management information to digital system | |
| | Support service areas to deliver actions arising from the self-assessment process | |
| | Develop new guidance for role profiles in relation to HSW and health surveillance | HR Specialists |
| | Yr 1: working towards achieving ISO45001 (Corporate and Street Services) | |
| Compliance with HSW mandatory and essential training (Clare Cotter) | Deliver scheduled HSW training programme, ensuring people attain mandatory compliance for taught aspects | |
| | Commission additional capacity to meet demand for HSW training (risk assessment; IOSH Managing Safely; MH first aid and mindful employer) | Workforce development monies |
| | Roll out consistent HSW induction and review programme for all non-PC users using train the trainer approach | |
| Delivering sustainable health improvement (Clare Cotter) | Develop SLA for health surveillance and apply variation to IMASS contract | |
| | Undertake gap analysis against all potential health hazards | |
| | Initiate corporate approach to the wellbeing and resilience survey | Service area actions |

| | | |
|--|--|--------------------------------|
| | Wellbeing Week | Wellbeing Champions; ODPH |
| | Flu vaccination programme commencing August 2019 | Public health England; ODPH |
| | Publish new performance standard on health and wellbeing | ODPH; TU Lead reps |
| | Co-ordinate seasonal programme of lifestyle factors: smoking and drinking | ODPH; Wellbeing Champions |
| | Complete top 100 case review for mental health related absences | |
| | Review of capability process to ensure parity between physical and mental health | TU lead reps; HR Specialists |
| Compliance with all corporate policies including HSW, Risk Management etc. (All service managers) | | |

Appendices to the Business Plan

1. Budget 2018/19
2. Balanced Scorecard – key performance indicators for your service (to measure progress against your priorities and statutory duties)
3. Risk and Opportunity Register
4. Service Standards – the standards of service you are providing to citizens/internal customers (new)

This page is intentionally left blank

T&C DIRECTORATE CHANGE BUSINESS PLAN 2018/19

March 2018



1) Vision

To make things more efficient and simpler for staff and customers by thinking digital, thinking customer, thinking simpler and thinking smarter.

2) Purpose

| Service Area | Functions / Activities |
|--|--|
| <p><i>Future Shared Services Programme</i></p> | <ul style="list-style-type: none"> • Service Centre Growth • Facilities Management Transformation including Contract Renewal • Procurement Service development • Transfer Services to DELT as follows: <ul style="list-style-type: none"> ○ Payroll and Pensions ○ Systems Admin ○ Digital Services ○ PADS |
| <p><i>The Way We Work Programme</i></p> | <ul style="list-style-type: none"> • Procurement, Build, test and roll-out of new standardised devices to all staff in scope, over 2000 PCC staff • Networking and Wi-Fi survey delivery • Application Rationalisation delivered • Mobile Telephony solution provided • Public facing Technology solutions (Shop and libraries) • Strategic Accommodation Delivery Plans agreed • Asset Repository created and handed to BAU • Quick-win accommodation projects delivered • Provision of Team working areas (soft zones), generic hot desk areas, quiet work zones, breakout areas, meeting spaces. • Long-term accommodation delivery projects • Office 365 (A1 – A4) delivered • EDRMS delivered • Corporate physical storage solution delivered • Define retention periods for data and information |
| <p><i>Transformation of the Corporate Centre Projects (Operational Delivery Group)</i></p> | <ul style="list-style-type: none"> • Revenues & Benefits Automation (support Customer Services department) • Customer Insight developed • Consent Management project • Single View of the Customer project • Star Chambers for Facilities Management, Finance, Legal Services, HR&OD, Business Support • Impact of Welfare Reforms project (support Customer Services department) |

- | | |
|--|--|
| | <ul style="list-style-type: none"> • Digital Services Governance • Payments Projects |
|--|--|

Outcomes

Future Shared Services

- Improved customer / patient experience
- Delivery of savings through 'lowest' net cost per transaction / service
- Increased resilience
- Delivery of savings through 'lowest' annual cost to serve
- Provide service in line with agreed parameters
- Jobs retained in the region
- Income generation
- Increased uptake in self-service
- Increased automation and service accessibility
- Standardised management of low complexity, high volume transactions
- Improved process cycle times
- Reduced internal staff costs
- Standardised structures and role profiles
- Growth of Delt and the dividend income from Delt back to PCC as a shareholder

The Way We Work

- A more flexible and mobile workforce (Staff will have the skills, tools and practices to work where and when they need to)
- Reduction in accommodation utilised (Increased flexible and mobile working capabilities will mean that accommodation usage for office spaces is reduced)
- Reduction in physical administration tasks (Manual inputs, printing, shredding, document filing etc. will be reduced through increased mobile and digital capabilities)
- Modernised, standardised and fit for purpose technology (The majority of staff will use the same technology, have access to the same versions of software applications and only have access to applications that are required for the business need)
- Reduction in need for on premise physical storage (Reduction in printing and other hard-copy documents and improvements in document retention practices will mean improved document storage processes and a reduction in physical storage requirements)
- Improved access to information (Standard ways of working and standard applications for document and information management will enable staff to access digital documents, information and data in any setting)
- Increased information security and compliance (Improved practices, consistent document and record management solutions and better physical storage solutions will make PCC more data and information compliant)
- More technically confident workforce (Staff will be provided with the tools and training to use modern mobile technology to be more competent to work in a digital age)
- Increased collaboration opportunities (Partners will be able to work in PCC premises, data will be more easily shared, within data protection regulations, and technology will support improvements in collaboration)
- Standard, consistent and fit for purpose workspaces (All buildings will be equipped with the required infrastructure, hot-desking and drop-down spaces, to enable all PCC staff to work where and when they are required)

Labour Manifesto Pledges

| Pledge | Outcome | How it will be delivered |
|--|---|--|
| <p>Pledge 6: Labour will review the City Council's procurement procedures to make sure the City Council buys as much as it can locally. We will ensure that all suppliers to the City Council work to the highest standards of ethical behaviour and quality. We will continue to take action to make sure every pound we spend brings the maximum benefit to Plymouth.</p> | <p>An estimated 84% of the contracts awarded in the reprocurement of hard FM went to local business's either within Plymouth or within the Heart of the South West Local Economic Partnership region.</p> | <p>Market engagement sessions to raise awareness of the opportunity and encourage local firms to bid. Bid qualification covered ethical behaviours and quality criteria.</p> |

3) Service Priorities for 2018/19

| Service Priority <i>What it is and why you're focussing on it</i> | 'Must do' actions <i>What do you have to do to make the successful deliver against your priorities</i> | Dependencies <i>Who or what (e.g. systems; other departments) are you dependent on to achieve your actions</i> | Progress so far |
|---|--|--|---|
| <p>Shared Services Programme: TU/Delt recognition agreement in place. Required by Cabinet for the transfer of staff. (May 2018) (Peter Honeywell)</p> | <p>Negotiate an agreement that is approved and implemented by Delt and the TUs</p> | <p>Delt, TUs and some HR support</p> | <p>Completed and implemented Mar 18.</p> |
| <p>Cross party working group. (Peter Honeywell)</p> | <p>Organise meeting and maintain relationships</p> | <p>Leaders office diary support</p> | <p>Completed</p> |
| <p>Delt/Firmstep partnership agreement. To allow Delt to project with confidence additional revenue based on the transfer of the digital team. (April 2018) (Peter Honeywell)</p> | <p>Facilitate both parties to reach an agreement</p> | <p>Delt and Firmstep availability to confirm the arrangements</p> | <p>In Progress : Action is still ongoing, new Chief Operating Officer at Firmstep recently visited Delt to advance this agenda.</p> |
| <p>Additional customers to join Delt for Pensions and Payroll. To create scale and deliver the business case for the transfer. (May 2019) (Peter Honeywell)</p> | <p>Work with Delt to sell to other public sector customers</p> | <p>Availability of 3rd parties</p> | <p>In Progress: Delt have sold Payroll services to 3 new clients since the transfer and we are continuing to work on creating more demand for this service.</p> |

| | | | |
|--|---|--|---|
| Growth of the Service Centre. To consolidate financial transaction processing. (April 2019) (Peter Honeywell) | Secure support from other departments to transfer these services into the service centre | Agreement on what services should be transferred to the service centre | In progress: Land Charges team transferred in May, work is ongoing with other departments to transfer more services. |
| HR leadership. To provide capability and confidence to HR in order that they can participate in testing transferred services including pensions and payroll as well as get ready to transfer themselves. (ASAP) (Peter Honeywell) | Recruit interim HR lead to support the existing team. | Support from CMT for this action to complete | Complete: Interim leadership bought for the period through to Dec 18. |
| Decisions on transfer of PADS and digital teams to Delt. To continue Delt's growth. (May 2019) (Peter Honeywell) | Complete business cases and service specifications, EIAs and decision papers for these transfers | Finance input to business case and legal and financial sign off on decisions | Complete: Transfer of PADS completed in September 18 |
| Testing completion of retained services for transferring services. To provide confidence and knowledge of the additional responsibilities required. (May 2018 for Pensions and Payroll) (Peter Honeywell) | Plan and execute "test scenarios" involving the business. | HR (for pensions and payroll) capacity to participate in testing | Complete: Testing completed as part of the transfer of Payroll. |
| Organisational support for greater use of PADS as the default printing and document management service. To ensure Delt have visibility and access to all PCC printing requirements. (May 2019) (Peter Honeywell) | Understand the reasons why not all printing currently goes to PADS. Use this data to build a case for change in PADS and request PCC use them more | Time at DMTs | In Progress: Good organisational support for the use of PADS under Delt as the default first option for printing needs. |
| The Way We Work Programme: Launch technology Tranche 1 delivery plan roll-out with Cohort 1 (19 March 2018) (Ross Johnston) | Agree S.O.W, Business Case, obtain funds, communication with teams involved, procurement of devices, business change and communications teams engaged, business and technical analysis complete | DELT – develop S.O.W, procure and build devices, roll-out and technical analysis BAs – Business Analysis OD – Business change and charter development Service area(s) – release of staff to | Complete. Business Case, Statements of Works, funding and procurement all completed and work commenced on delivery in April 2018. |

| | | | |
|--|--|---|---|
| | | design and test solutions and sign-off final product | |
| Delivery of Technology Tranche 1 plans (17 cohorts in total by January 2019) (Ross Johnston) | As above and ensure governance, decision-making and project reporting are effective and monitored. | DELT – Highlight reports Project Board attendance | In progress. Over 90% of teams completed with those outstanding requiring specialist devices that are in the progress of being tested, standardised and procured. Additional, teams were also included were opportunities were available throughout the period of April 2018 – January 2019. In excess of 600 devices have been delivered across the organisation in this period. |
| Create and get approval of Technology Tranche 2 delivery case (November 2018 to commence in January 2019) (Ross Johnston) | Agree teams and roll-out plans for the second tranche of technology deployment | Service areas – agree teams and roll-out priorities Project Board – have assurance to approve the delivery plans | Complete. A delivery case for the roll-out of all remaining technology hardware was developed, socialised and agreed in November 2018. Work has commenced on delivering against this plan in December 2018. |
| 0365 Business Case delivered (Summer / Autumn 2018) (Ross Johnston) | Agree business case, S.O.W, delivery plans, resource requirements, budget and payback mechanism | DELT – develop plans and S.O.W and approach to budget and payback mechanism Projects – resources to deliver Accountants – sign-off of capital and inclusion in capital programme (as per ICT business case) | Complete. Business Case, Capital Approval and Statements of Works agreed. Work commenced on delivering secure and connected infrastructure in July 2018 and completed in December 2018. The success of this phase has allowed for multiple capabilities to be exploited and this will be one of the programme's major focus areas in 2019. |

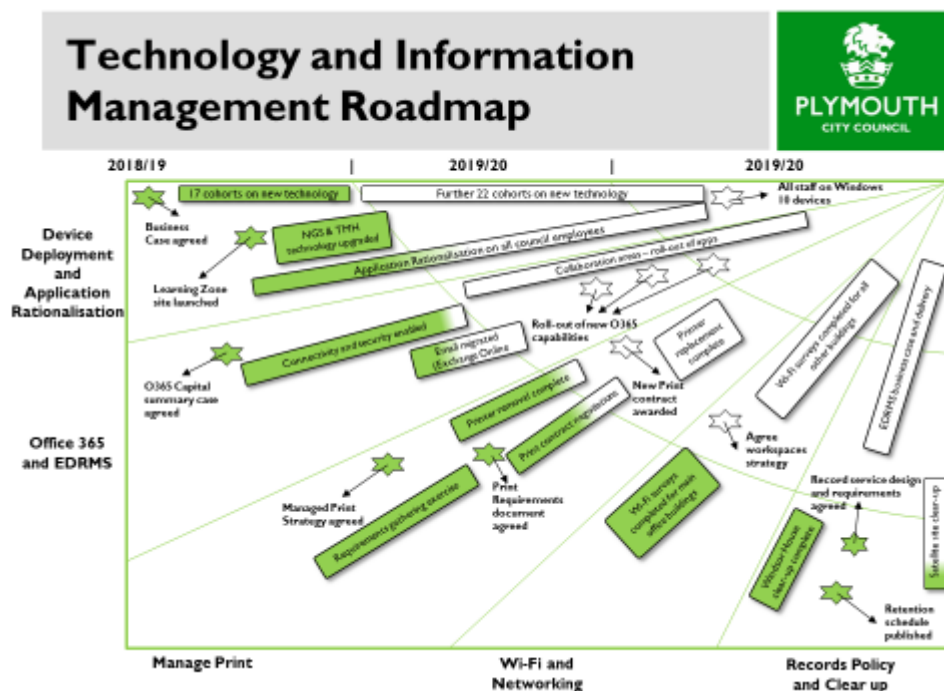
| | | | |
|---|---|--|--|
| <p>EDRMS business case developed and agreed – building on the O365 capability (Ross Johnston)</p> | <p>Agree business case, S.O.W, delivery plans, resource requirements, budget and payback mechanism</p> | <p>O365 to be delivered Microsoft deliver roadmap for records management solution Sharepoint enabled for document management solution DELT – S.O.W complete Project board – receive assurance to approve business case Accountants – receive assurance to pay for EDRMS under service borrowing arrangements</p> | <p>On hold. This will be a focus area in 2019 upon the delivery of O365 capabilities and in line with project priorities. At this stage any effort spent on this will not provide benefits as a number of pre-requisite services and functions need to be in place first.</p> |
| <p>Physical Storage (Record Store) solution and business case (Ross Johnston)</p> | <p>Agree business case, delivery plans, resource requirements, budget and payback mechanism for the storage of hard-copy paper records / documents</p> | <p>Accommodation – build this requirement in to delivery plans Project board – receive assurance to sign-off business case CCIB – provide commitment for borrowing to deliver the case</p> | <p>In progress. Record store options developed and preferred option selected. Facility designs completed. Feasibility study complete and findings are now being assessed. Significant risk associated to feasibility which may cause delays or change in strategy depending on assessment of feasibility.</p> |
| <p>Accommodation principles, strategy, options and delivery plans agreed (Ross Johnston)</p> | <p>Develop and agree with senior managers and Portfolio Holder our principles, approach, preferred option and delivery plans to provide fit for purpose, modern and cost effective accommodation requirements for PCC</p> | <p>CMT – agree principles Portfolio Holder – agree principles, options and plans CCIB – provide accommodation borrowing Project Board – receive assurance to approve business cases and delivery plans</p> | <p>In progress. Principles, high-level strategic approach and strategic options developed and considered with senior management and portfolio holder. As a result an Accommodation Programme Mandate was developed and signed-off on 1 August 2018. Due to size and complexity of this programme a separate programme has been now established in Finance.</p> |

| | | | |
|--|---|---|--|
| <p>New Print contract negotiated and agreed (Mar 2019) (Ross Johnston)</p> | <p>Develop and agree organisational print requirements and use these to test the market for a replacement to the current printer contract</p> | <p>Project Board – agree brief and requirements DELT – negotiate and agree new print contract and reduce unitary charge accordingly</p> | <p>In progress. A managed print strategy, print requirements and printer removal delivery plans developed and agreed in autumn / winter 2018. This has led to contract negotiations beginning with potential new print solution providers and it is expected that a new print contract will be agreed in Q4 2018/19.</p> |
|--|---|---|--|

4/. Service Priorities for 19/20

Plans for the next Financial Year cover 2 main themes:

- Further delivery of The Way We Work – see items in progress or on hold in FY 18/19 for details and the diagram below illustrates progress made on this work: green shading showing what has been completed so far.



- Customer Experience Programme will replace the work on Shared Services, which has nearly completed with only digital services remaining a possible transfer to Delt. The Customer Experience Programme will recognise and respond to the themes emerging from the Customer Peer Review as well as drivers likely to include:
 - Customer expectations
 - Supporting communities
 - Financial sustainability

The Customer Experience Programme is in the process of being planned, it will be the subject to Scrutiny through FY 19/20.

Appendices to the Business Plan

1. Budget 2018/19
2. Balanced Scorecard – key performance indicators for your service (to measure progress against your priorities and statutory duties)
3. Programme Risk Registers
4. Service Standards – the standards of service you are providing to citizens/internal customers (new)

**BUDGET SCRUTINY – CHIEF EXECUTIVE’S
OFFICE BUSINESS PLAN UPDATE**

January 2019



1. OVERVIEW

The Chief Executive's Office (CEX Office) business plan has four strategic goals for 2018/19:

- enable the Council to hear residents voices
- promote Plymouth and the Council and demonstrate regional leadership
- inform organisational effectiveness and promote a learning culture
- be a proactive, supportive and well-run department

The business plan was first drafted in March 2018 and updated in September 2018 following approval by Council of the new Corporate Plan. The purpose of this paper is to summarise progress thus far against the business plan, key actions remaining and likely areas of focus for 2019/20.

Corporate Plan priorities are woven throughout the department's work streams. Examples include: 'providing a strong voice for Plymouth regionally and nationally'; 'listening to our customers and communities' particularly with regards our democratic mandate, insight generate through data analysis and corporate consultations; 'a welcoming city' specifically with regards city marketing campaigns, engagement with the voluntary sector, and equality and PREVENT agendas; informing service improvement and understanding the organisations progress against the Corporate Plan; and making our own contribution to supporting a motivated and skilled workforce and ensuring we spend money wisely with the resources we have.

Please note that this plan was written before Legal Services joined the department in November 2018. Legal Services will be included within the 2019/20 business plan.

2. CEX OFFICE VISION

To drive the development of plans, policies and initiatives that achieve the Council's priorities and provide excellent democratic engagement, communication, insight and oversight to drive desired outcomes for Plymouth.

3. CEX OFFICE PURPOSE

To deliver on our democratic mandate and enable citizens to participate in democracy, enhance the reputation of the Council, promote city and regional leadership, and inform organisational improvement. We strive to deliver this purpose by working together across and through our teams to provide high quality services and experiences for our customers and partners. Our main customers and partners include councillors, senior staff, voluntary organisations, other local authorities, regional bodies and residents themselves.

Business and Executive Support – provides an efficient, effective and coordinated administrative support and research service to the Chief Executive's Office (CEX), political administration and Corporate Management Team, and helps councillors to serve their residents well through professional casework handling and community grants.

Corporate Communications – keeps Plymouth residents and other stakeholders informed about the Council’s services and raise its’ profile and reputation locally and nationally, through multiple digital and other media platforms.

Democratic Support – provides effective governance advice and enables robust, transparent decision-making and scrutiny processes for the Council, its committees and partners.

Electoral Services – deliver elections and electoral registration where voters come first and where three key principles are at work: trust in elections, straightforward to participate in elections and no undue influence.

Lord Mayor’s Office – provides a first class events management service for high profile civic events which preserve historic traditions with a modern twist and supports Plymouth’s first citizen.

Performance and Risk – provides analytical insight and advice with regards performance and risk to help senior leaders and councillors understand and inform improvement of the organisation and its services in the context of our operating environment.

Policy and Intelligence – provides clear strategic direction and positioning in response to local, regional and national agendas, delivery of council/city priorities through positive relationships and collaboration, access to data and intelligence to inform strategic decision-making and effective use of corporate business planning processes.

The Chief Executive’s Office delivers statutory/regulatory responsibilities in relation to:

- the delivery of electoral services
- the formal governance processes of the Council and its quasi-judicial bodies
- equalities legislation
- duties relating to the PREVENT agenda
- school appeals (and exclusions)
- ensuring adherence to the Code of Conduct on Publicity.

We also support other areas to deliver their statutory/regulatory duties for example through performance data, support for inspections and collation of schools’ census data.

The local government sector is changing fast with local authorities needing to swiftly adapt the way they work to adjust to increasing expectations from the public in the face of decreasing budgets. The Chief Executive’s Office is uniquely placed to inform, monitor and evaluate changes in the Council’s external operating environment to help us succeed.

By its very nature, much of the department’s work is already underpinned by the Council’s values. Examples are:

- ‘Democratic’ – the department enables residents’ voices to be heard via elections, scrutiny, corporate consultations, engagement with the Voluntary and Community Sector, and communications in ways that influence or inform decision-making and enables the Council to deliver upon its democratic mandate. ‘Responsible’ – the department uses evidence-based approaches to inform and support decision-making; works

positively to deliver its objectives with an understanding of how our work impacts others, both internally and externally and communicates decisions of and activities by the Council in a responsible way to residents.

- ‘Fair’ – the department ensures fairness in decision-making through robust democratic and electoral processes, intelligence gathering on national developments; effective performance management and leads the Council’s equality and poverty agenda.
- ‘Co-operative’ – the department works collaboratively with city, regional and national partners to promote Plymouth’s interests and successes.

In addition we ensure through our Corporate Communications that the Council’s values are reflected in the way we communicate with all our stakeholders.

4. PROGRESS SO FAR AND KEY ACTIONS REMAINING

The table below summarises progress so far against each objective and key actions remaining.

| No. | Service Priority and Link to Pledge(s) | ‘Must do’ actions | Progress update and key actions remaining |
|--|--|---|---|
| Strategic Goal 1: Enable strong engagement in local democracy | | | |
| I.1 | Ensure Plymouth’s Electoral Register is as complete and accurate as possible. Why: to ensure that every person who is entitled to have an entry in an electoral register is registered and that there are no false entries. | Deliver an effective registration plan | <p>COMPLETE – The canvass plan is fully implemented. Lessons learnt fully gathered and will be actioned for the 2019 canvass.</p> <p>2018 canvass: 89.14% total response as of 4 Dec 2018 43.97% Postal response 36.93% Digital response (9.3% Telephone, 20.13% Internet, 7.5% SMS) 19.1% Data match rate** **Matched 20,440 addresses.</p> <p>Success of 2018 canvass due to:</p> <ul style="list-style-type: none"> • change of canvass form design and wording • digital canvass – sending e-mails (67,000) |
| | | Deliver a service in which residents and other stakeholders can have confidence | |
| | | Fully understand particular electoral registration challenges in Plymouth | |
| | | Develop strategies for responding to the challenges in our registration area | |

| No. | Service Priority and Link to Pledge(s) | 'Must do' actions | Progress update and key actions remaining |
|-----|---|--|---|
| | | Project plan robustly to enable us to maintain an accurate and complete electoral register | <p>reminder e-mails, text messages as well as telephone canvass</p> <ul style="list-style-type: none"> • intelligent canvass - data matching and mining working collaboratively with other council officers using available council data sets • comprehensive engagement plan with identified communities (Homeless, Military, Houses in Multiple Occupation, Nursing Homes, Students, etc.) • timely and targeted communications plan <p>The team will continue to register as many local residents as possible ahead of the 12 April 2019 deadline. This will include sending a pre-election confirmation letter in February/March 2019 to every household to identify anyone who is missing from the register and inviting them to register. In addition, a comprehensive local engagement and communications plan has been drafted to target any under-registered communities and new home movers are given information about the importance of registration to enable them to vote in May 2019.</p> |
| 1.2 | <p>Ensure that planning for and delivery of all elections enable voters to vote easily and know that their vote will be counted in the way they intended</p> <p>Why: so that voters can exercise their democratic right with confidence</p> | Develop and implement robust project management processes | COMPLETE – 2018 elections delivery plan has been fully implemented. Lessons learnt fully gathered and form part of the amended 2019 elections delivery plan. |

| No. | Service Priority and Link to Pledge(s) | 'Must do' actions | Progress update and key actions remaining |
|-------------------|--|---|--|
| | | <p>Evaluate planning for and delivery of previous polls and identify lessons learnt, updating plans as required</p> <ol style="list-style-type: none"> 1. Put in place arrangements to manage contractors and suppliers to ensure that the work is delivered as required 2. Ensure robust processes are in place to ensure no errors on voter materials, notice of poll and notice of election 3. Ensure poll cards are received by voters as soon as possible to enable the maximum amount of time to act on the information <p>Ensure information on the poll, including the notice of election and notice of poll, is easily accessible to voters</p> | <p>COMPLETE – Electoral Management System is fully functional.</p> <p>Full transfer of customer first contact responsibilities to the Contact Centre completed with regular and timely training for Contact Centre staff undertaken by core Electoral Services team members.</p> <p>Wider elections team members, from across the CEX team and the council, identified and fully trained.</p> <p>Full stakeholder engagement strategy drafted and put into action: candidates and agents, political parties, council officers, community groups etc.</p> |
| <p>1.3</p> | <p>Ensure that planning for and delivery of the poll enables people who want to stand for election find out how to get involved, what the rules are, and what they have to do to comply with these rules</p> <p>Why: enable those who want to stand for election are clear what is expected of them and they have confidence in the management of the process and the result</p> | <p>Develop and implement robust project management processes</p> <hr/> <p>Develop guidance and issue directions where necessary to ensure the effective administration of the polls</p> <hr/> <p>Develop and implement a strategy for engaging with electors across the area</p> | <p>COMPLETE – 2018 elections project plan fully implemented. Lessons learnt fully gathered and is now part of the amended 2019 elections delivery plan.</p> <hr/> <p>COMPLETE: Robust process maps developed and implemented. Full and comprehensive training given to all officers and elections staff involved.</p> <hr/> <p>COMPLETE – Full and comprehensive communications and engagement plan implemented. This included targeted social media feeds, timed website messaging tied with Electoral Commission communications and engagement plan.</p> |

| No. | Service Priority and Link to Pledge(s) | 'Must do' actions | Progress update and key actions remaining |
|-----|--|--|---|
| | | <p>Ensure information on the election process and spending is easily available for candidates and agents, including through providing briefing sessions and ensuring they are issued with written guidance</p> <ol style="list-style-type: none"> 1. Ensure that candidates have the opportunity to have their nomination papers informally checked prior to their formal submission 2. Where appropriate, develop a process for receiving and submitting local results. | <p>COMPLETE – All candidates and agents provided with training and guidance on expenses return.</p> <p>All candidates returned accurate and correct completed expenses forms on time.</p> |
| | | <p>Ensure those entitled to attend postal vote opening sessions are able to follow what is happening, where and when</p> | <p>COMPLETE – Robust and fully visible Postal Vote Opening plan and process maps put in place.</p> <p>ALL candidates and agents were notified of sessions and outcome (number of Postal Votes packs opened and verified) of each session via e-mail and onsite.</p> |
| | | <p>Ensure count processes are transparent, with everything at the verification and count carried out in clear view of all those entitled to attend.</p> | <p>COMPLETE – Fully comprehensive Verification and Count processes given to all candidates, agents and stakeholders.</p> |
| | | <p>Ensure count processes secure an accurate result, with a clear audit trail</p> | <p>COMPLETE – There is a clear audit trail for all verification and count process.</p> <p>Verification figures tallied with all results for all Wards and there was no recount.</p> |
| | | <p>Have in place processes to identify any patterns of activity that might indicate potential integrity problems, and steps to deal with such problems</p> | <p>COMPLETE – Full Risk Register in hand and was updated as and when needed.</p> |

| No. | Service Priority and Link to Pledge(s) | 'Must do' actions | Progress update and key actions remaining |
|-----|---|---|--|
| 1.4 | Support councillors to undertake their role well Why: Councillors are elected representatives of the city. By helping them undertake their role well we help provide a good service to the people of Plymouth. | Deliver an improved Councillor Casework experience with good quality responses that are provided in line with Member Enquiry Response standards. | IN PROGRESS – Centralisation of logging and responding to cases is an ongoing action (to complete by end Jan 2019). Training for officers on providing a good response. Software options being explored for managing councillor casework. Latest satisfaction survey identifies 62.5% of councillors who responded (24) are satisfied or very satisfied with the way their casework is handled by officers – we are aiming to improve on this baseline |
| | | Help colleagues better understand Councillors' role: <ol style="list-style-type: none"> 1. Develop relevant e-learning and face-to-face training. 2. Improving guidance available for colleagues on decision-making processes | IN PROGRESS – E-learning on 'An Introduction to Local Government' introduced for a new staff from April 2018. Political Awareness e-learning to be developed (will roll into 19/20 business plan action) Guidance for colleagues on decision-making improved through update report templates, new intranet webpage for Democratic Support and roadshow drop-in sessions. |
| | | Improve internal communications with Councillors, including through a monthly newsletter and refreshing the Toolkit. | COMPLETE – Monthly e-newsletter Councillor News developed and distributed from March 2018. |
| | | Assess the approaches Councillors employ to engage with residents/businesses in their wards and advise on additional or alternate mechanisms. | YET TO START – Focus has been and remains on improving responses to councillor casework which has required more time and resource than originally anticipated. This action will roll into the 19/20 business plan. |

| No. | Service Priority and Link to Pledge(s) | 'Must do' actions | Progress update and key actions remaining |
|---|--|--|---|
| | | Explore the potential for (including reviewing all risks) a 'bring your own device' approach to member ICT. | IN PROGRESS – Roll out of new technology from March 2018 with proposals for 'Bring Your Own Device' being explored currently with Cabinet Member via Systems Architecture team. |
| | | Implement refreshed approach to new Councillor induction and broader training, specifically for Scrutiny and Finance | COMPLETE – New induction programme introduced in May 2018 and well received. Specific training provided for councillors on local government finance and scrutiny. |
| Strategic Goal 2: Promote Plymouth and the Council and regional leadership | | | |

| No. | Service Priority and Link to Pledge(s) | 'Must do' actions | Progress update and key actions remaining |
|-----|---|--|--|
| 2.1 | <p>Support effective regional partnership arrangements including developing strong links neighbouring councils and in particular with Exeter City Council and Cornwall Council, and leading the engagement with Government on behalf of the Heart of the South West Joint Committee</p> <p>Why: to help ensure the partnership arrangements are successful with regards benefits expected</p> | <p>Continue to promote and develop the concept of a high growth corridor; provide support to council leaders and other politicians; involve both universities; gain the support of MPs and other influencers; support Plymouth's lead in engaging with Government and working closely with the National Infrastructure Commission.</p> <p>Establish a dialogue with senior officers at Cornwall Council to explore areas of common interest in relation to their Devolution Deal, and Plymouth's Asks, including the growth corridor themes.</p> | <p>ONGOING – Steering group formed in April 2018, chaired by the Director of Place. This was made up of chief executives and senior officers from other regional councils, Plymouth and Exeter universities and Heart of the South West (HotSW) Local Enterprise Partnership (LEP). The group coordinated the work of an external advisor (commissioned through the HotSW Joint Committee) which led to a proposal being submitted to the Chancellor (and sent to all HotSW MPs) in October, jointly signed by the LEP and the Joint Committee. Whilst this did not result in an announcement in the autumn statement, further encouragement was received from the chair of the National Infrastructure Commission (NIC) to continue to pursue a growth corridor study.</p> <p>Plymouth expressed an interest in being a case study in a separate NIC work stream. Whilst not selected as a case study city we have been invited to remain part of the wider study group. This will ensure we continue to have a close dialogue with the NIC. A further round of lobbying for the growth corridor study is being planned to feed into the Government's Corporate Spending Review process.</p> <p>IN PROGRESS – Initial meeting with senior Cornwall Council officers to follow up specific themes. Further development work planned in 2019.</p> |

| No. | Service Priority and Link to Pledge(s) | 'Must do' actions | Progress update and key actions remaining |
|-----|--|---|--|
| | | Lead the development of the Delivery Plan and Investment Framework for the HotSW Productivity Strategy; continue to lead on engagement with Government on a set of HotSW priorities and Asks; manage the collective input of the HotSW programme office to develop and coordinate the HotSW Joint Committee work programme; help to establish and coordinate a HotSW housing task force to engage directly with Government. | COMPLETE – Support for the chief executive as the HotSW Joint Committee work programme throughout 2018 to secure the formal establishment of the Joint Committee and the adoption of the Productivity Strategy: the initiation and development of the Delivery Plan; ongoing development of the Joint Committee's work programme including engagement with Ministers and senior civil servants; and review of the structures and support arrangements for the Joint Committee. The Housing Task Force was set up in November. Further support will be provided to set out the approach and objectives. |
| 2.2 | <p>Maximise the networks and partnerships we lead and contribute to across the city, with particular emphasis on our relationship with the voluntary and community sector (VCS)</p> <p>Why: support a strong and vibrant VCS to co-produce and co-deliver front line services and to provide a voice for communities</p> | <p>Facilitate stronger connections between councillors and the VCS, particularly to address issues that are priorities for residents and communities.</p> <p>Work with key VCS partners to ensure that Mayflower 400 reaches as many residents as possible</p> <p>Work with the VCS to access external funding through partnership bids</p> | <p>IN PROGRESS - This work will now progress following the appointment of the new Plymouth Octopus Project (POP), CEO. POP is the city's third sector infrastructure organisation commissioned by PCC to provide an access point into the sector.</p> <p>IN PROGRESS - Improving Lives Plymouth are delivering the Mayflower Makers volunteering training programme and Vital Sparks are delivering the Mayflower Community Sparks funding programme to encourage communities to deliver related projects in their neighbourhoods.</p> <p>ONGOING – One successful bid so far – Connected Communities bid for Cities of Service in partnership with Tamar Grow Local, Food Plymouth and Food is Fun.</p> |

| No. | Service Priority and Link to Pledge(s) | 'Must do' actions | Progress update and key actions remaining |
|-----|--|---|---|
| | | Ask the VCS to be our “critical friend” in terms of policy and decision making. | ONGOING – A budget consultation event was held with POP for the 2018 budget. |
| | | Develop “Our Plymouth” in partnership with organisations from the public, private and voluntary sector to celebrate the contributions of residents to the city. | ONGOING – “Our Plymouth” is a digital platform that promotes positive social actions e.g. volunteering, campaigning, developing networks etc. The project is funded by a cross sector partnership including the business, private and public sectors. Live testing of the new website is currently taking place with a final launch date in March 2019. |
| 2.3 | <p>Strengthen our public affairs capability focused on our ‘Offers and Asks’</p> <p>Why: to strengthen our ability to influence public policy and build and maintain a strong reputation for Plymouth.</p> | Continue to support the Council’s public affairs agenda. | COMPLETE – Horizon scanning activity has been undertaken and intelligence shared with Cabinet and CMT. The policy brief has continued to evolve throughout 2018 to include a comments section; a consultation tracker and parliamentary timetable. The public affairs documents have been reformatted to fit with MP meetings. |
| | | Greater engagement and ownership of public affairs activity across Chief Executives’ Office, including political/legislative monitoring, organising events/visits, and media management. Maintain strong relationships between team leads and senior managers across all services to develop and refine the Council’s response to Government consultations and policy announcements, and help to translate emerging Council priorities into ‘Asks’ where appropriate. | COMPLETE – Clear links have been forged between Policy team leads and service managers to improve the flow of information and the quality of the narrative that feeds into the public affairs activities. Greater engagement with Comms and Business support on tubemapping, Devonport campaigns and across public affairs. |
| | | Developing a focused/responsive intelligence offer in support of the Council’s public affairs agenda. | IN PROGRESS – A data repository has been established and continues to be updated and verified. |

| No. | Service Priority and Link to Pledge(s) | 'Must do' actions | Progress update and key actions remaining |
|-----|---|--|--|
| | | Use our external networks more effectively to align public affairs activity on key topics, including key partners on the city's leadership group. | ONGOING – The city's leadership group's agenda includes regular updates on the City's public affairs activities plus 'spotlight' sessions on topics, with a particular focus on the impact of Brexit in the second half of 2018. Attending STP Communications leads meetings and regular meetings with LA and category 1 responder communications leads. |
| | | Develop staff capacity and capability in political monitoring, lobbying and stakeholder management | ONGOING – A cross departmental team meet regularly to discuss current public affairs activity and to identify future opportunities. This includes horizon scanning covering national, regional and local activity. Regular briefing notes for use with MPs. Stakeholder mapping done for public affairs and for all communications plans. |
| 2.4 | <p>Produce a suite of campaigns to support delivery of key Council priorities and promote the PCC and Ocean City Brands</p> <p>Why: To help position the city locally, regionally and nationally and deliver behaviour change to deliver key priorities</p> | Work with administration and senior leaders to identify and agree a suite of prioritised campaigns to be delivered within available resources and linked to Pledge delivery and the Offers and Asks where relevant | IN PROGRESS – Discussion with administration and senior leaders has focused priority on delivery of pledges with campaign elements, management of risk and general reputation building through introducing e-newsletter and campaign to build subscription, building social channels and reputation campaign launching Jan 2019. |
| | | Deliver six corporate/city campaigns which may be citizen behaviour change or public affairs dependent on priorities | IN PROGRESS - See above. In addition, behaviour change campaigns around Registering to vote, Recycling behaviours and public affairs campaigning on Devonport and the Offers and Asks. Continued support for a wide range of public health and Western locality system campaigns and uplift of national campaigns where relevant to Plymouth residents. |

| No. | Service Priority and Link to Pledge(s) | 'Must do' actions | Progress update and key actions remaining |
|-----|---|--|--|
| 2.5 | <p>Create a shift in the Corporate Communications work towards greater digital engagement</p> <p>Why: Recognition of the changes in the way people access information and news and changes in the media/publishing industries</p> | Training and development for staff to increase skills and confidence | ONGOING – Quarterly half day training sessions for whole team to develop skills in social marketing, crisis management, social media and communications planning. All staff in 2017/18 and 2018/19 undertaken some form of training. |
| | | More use of flexible and mobile working to allow greater digital content creation | COMPLETE – Corporate Communications team now fully mobile enabled and supported in flexible working. Much greater use of digital video content as part of narrative mix leading to increases in social channel subscription. |
| | | Greater use of social media including use of video, GIFs, infographics, memes and other content. | ONGOING – Significant growth in social channels with much greater use of photos, images and video content giving better engagement. Evidenced through weekly and monthly reports supplied to senior leaders. |
| | | Greater use of e-marketing to build engagement | COMPLETE – Team members undertaken training in social marketing and application of “Nudge” theory and applying to campaigns’ work. Limited use of paid for advertising as part of emarketing due to budget restrictions. |
| | | Build and develop tracking and performance measures for digital engagement | COMPLETE – Weekly and monthly reporting of communications enhanced to provide more performance measures on digital reach and engagement. |

| No. | Service Priority and Link to Pledge(s) | 'Must do' actions | Progress update and key actions remaining |
|-----|---|--|--|
| | | Develop resident e-newsletter (Pledge 75) | COMPLETE – Resident e-newsletter launched in September 18. Good engagement rates at 45-50% compared with sectoral average at 20-25% (using statistics provided by Granicus who supply the Gov delivery system used by majority of local authorities). Focus is on organic growth of audience to retain high engagement rate. Note – rapid growth in subscription can lead to falls in engagement, smaller more engaged audiences give better Return on Investment. |
| 2.6 | <p>Deliver a consistent approach to the way the Council and its subsidiary companies brand and market our services in the city</p> <p>Why: To help position the city locally, regionally and nationally; protect our reputation and help generate revenue</p> | Develop a marketing community of practice within PCC to share best practice, arrange training and develop consistent approaches across all services. | COMPLETE – Social media community of practice with over 60 colleagues engaged set up and two meetings held. Training and skills development programme planned for Feb/Mar 2019. |
| | | Create a marketing leads group for our professional marketers within PCC and our subsidiary companies to promote professional best practice, effective marketing and correct use of brand. | COMPLETE – Marketing leads meeting internally on informal basis to look at issues and promote best practice. |
| | | Work with city marketing group and Marketing leads on positioning of the city on a regional, national and international stage through enhanced use of the Britain's Ocean City (BOC) brand | ONGOING – Using the existing Plymouth marketing group to help promote best practice and reinforce BOC brand. |
| | | Conduct a brand review to ensure clarity for use of BOC. PCC and subsidiary brands | IN PROGRESS - Specification for brand review being developed. |

| No. | Service Priority and Link to Pledge(s) | 'Must do' actions | Progress update and key actions remaining |
|---|---|---|--|
| Strategic Goal 3: Inform organisational effectiveness and promote a learning culture | | | |
| 3.1 | Enhance organisational capability in deriving intelligence from city data, performance analysis and business planning Why: to better understand our organisation within its context, ensure our data is accessible, valid and reliable, and priorities for improvement and adjustment are clear. | Map 2018/19 business plans to Corporate Plan to identify shared corporate priorities and evaluate 2018/19 business planning approach. | COMPLETE – 2018/19 business planning approach evaluated and determined to follow similar model for future iterations. Mapping exercise was undertaken but its benefits have not been fully realised due to capacity challenges. Will review mapping approach for 2019/20 business plans to provide greater assurance around Corporate Plan delivery. |
| | | Learn from best practice in the identification, monitoring and reporting of corporate indicators. | COMPLETE – Review of performance indicators undertaken to inform new performance indicator set against the corporate plan. |
| | | Ensure an appropriate balance between performance support for services and performance support for corporate needs. | COMPLETE – Performance and Risk team portfolio's adjusted and capacity increased from April 2018 meaning that corporate and directorate performance needs are better balanced and served. |
| | | Continue to better use/purchase comparator data so we better understand organisational performance in context. | ONGOING – Comparator data used much more in refreshed Corporate Performance reports so that organisational context can be better understood. Some additional use of external data sources has taken place. Will be a continued focus for 2019/20. |
| | | Work with internal audit to evaluate and ensure the quality of source data for corporate indicators. | IN PROGRESS – An internal audit of a sample of source data for new corporate performance indicators, focussed on customer experience, has been commissioned and is underway. Due to report in March 2019. |

| No. | Service Priority and Link to Pledge(s) | 'Must do' actions | Progress update and key actions remaining |
|-----|--|---|---|
| | | Expand on Data Plymouth as a Plymouth observatory to strengthen access to high quality data that derives intelligence. | IN PROGRESS – Data Plymouth website to develop a communications plan to ensure people are aware of it and for it to be expanded by March 2019 to include easy access to the most used key facts e.g. population data. |
| | | Explore corporate options for a management information system. | NOT YET STARTED – This action is yet to start due to competing priorities and will be rolled into the 2019/20 business plan. |
| | | Fully realise the potential of the City and Council surveys particularly in terms of leveraging the data for modelling and stratification (recommendation from Customer Experience Peer Review) | IN PROGRESS – City Survey completed in Spring 2018 and has been used to direct resources and funding e.g. community cohesion funding bid targets those wards identified in the survey as having reduced community cohesion, and the Mayflower 400 Community Sparks Fund has been targeted at those neighbourhoods that say they do not feel part of the city's ambitions in relation to the commemoration. Council Survey distributed with a closing date in December 2018; analysis of the data is underway. |

| No. | Service Priority and Link to Pledge(s) | 'Must do' actions | Progress update and key actions remaining |
|-----|--|---|---|
| | | Undertake specific research to inform pledges 9, 10, 11 and 64, working with scrutiny committees and the Cooperative Councils Innovation Network where relevant | <p>COMPLETED – Research completed resulting in actions for all four pledges to be completed within the agreed timelines.</p> <p>Pledge 9 – Inclusive Growth - Inclusive Growth Group commenced and an action plan is being developed to promote Inclusive Growth in the city.</p> <p>Pledge 10 – Cooperative Economy - Mapping of the cooperatives and mutuals in the city has been completed and an action plan has been developed to double the size of the sector by 2025.</p> <p>Pledge 11 – Brexit - The Policy and Intelligence team directly support the Brexit, Infrastructure and Legislative Change Scrutiny Panel and all papers are made available to the public via the Council website.</p> <p>Pledge 64 – WASPI women - Plans are being developed with Customer Services and the relevant Portfolio Holder to develop a campaign to support WASPI women.</p> |
| | | Respond to the Customer Experience Peer Review in terms of performance related aspects, including development of a basket of indicators | IN PROGRESS – Basket of customer experience indicators drafted, informed by a review of best practice from other Local Authorities. Visualisation of the data currently underway to finalise by end of January 2018. |
| 3.2 | <p>Improve internal communication</p> <p>Why: to help ensure staff understand what's happening within the Council and city</p> | Develop an Internal Communications and Engagement Plan for 2018/19 | IN PROGRESS – Draft plan developed; will update following engagement with the new Strategic Director for Customer and Corporate Resources. |

| No. | Service Priority and Link to Pledge(s) | 'Must do' actions | Progress update and key actions remaining |
|-----|--|--|--|
| | | Ensure we have a consistent narrative about the organisation supported by appropriate materials | IN PROGRESS – Narrative being reviewed in January 19 with development of materials. |
| | | Develop a network of Communications Champions across the authority | CARRIED OVER TO 2019/20 –The aim is to the social media community of practice as starting point for evolving communications champions. |
| | | Provide training for staff across the organisation so they are better equipped to communicate and engage with their teams and customers | IN PROGRESS – Initial work is focusing on the social media community of practice skills development so they can make more effective use of the council's existing social and digital channels. |
| 3.3 | <p>Ensure we meet our statutory duty for equalities and strengthen our relationships with our diverse communities</p> <p>Why: to ensure we meet our statutory duty both as an employer and a city leader and to assist us in making Plymouth a Welcoming City.</p> | Deliver the Welcoming City Action Plan by ensuring we have regular meaningful interactions with our diverse communities. | ONGOING – the six specific projects within Welcoming City are being delivered. |
| | | Meet our statutory duty in terms of the Equality Act 2010.. | COMPLETE – Statutory Duty timelines met. Gender Pay Gap reduced. Equality Targets achieved e.g. Community Cohesion improved in our four least cohesive neighbourhoods. Hate Crime reporting figures have decreased and financial support has been given to Community Connections and the Police to develop the network of third party reporting centres across the city. |
| | | Facilitate stronger connections between councillors and people from diverse communities to ensure they have a civic voice and celebrate diversity of the city. | ONGOING – Councillors have formally and informally attended key events in the city that promote diversity and equality e.g. Respect, Pride and Diwali/Eid. The Lord Mayor has also hosted events for diverse communities e.g. Holocaust Memorial Day and Plymouth Centre for Cultural Diversity Crowdfund launch. |

| No. | Service Priority and Link to Pledge(s) | 'Must do' actions | Progress update and key actions remaining |
|-----|--|---|---|
| | | Ensure equality impact assessments are completed for key decisions and any recommended actions are completed. | COMPLETE – Equality Impact Assessments are required for all key decisions and it is the responsibility of the decision-making officer to ensure that actions recommended are completed. |
| | | Link to child poverty and welfare reform actions taking place within customer services | IN PROGRESS – Child Poverty Needs Assessment refreshed in January 2018 with a new action plan in place for April 2019. Customer Services linked into Plymouth Children in Poverty – the business sector response to Child Poverty. Policy and Intelligence work with Customer Services quarterly to produce the Welfare Reform Quarterly Dashboard. |

| No. | Service Priority and Link to Pledge(s) | 'Must do' actions | Progress update and key actions remaining |
|-----|--|---|---|
| | | Pursue actions relevant to Pledges 60 , 65, 71, 72, 74 and 78 | <p>ONGOING</p> <p>Pledge 60 –Access to Financial Services - Policy and Intelligence sit on an advisory group that is looking to improve Credit Union capacity in the city.</p> <p>Pledge 65 – Plymouth Fairness Commission - Plans being developed with the relevant portfolio holder.</p> <p>Pledge 71 – Women’s Right to Vote - Support given to the Soroptomists successful funding bid to organise a march to celebrate the 100th anniversary of women being given the vote and support also given to Plymouth Women in Business regarding the Crowdfund campaign to build a statue to commemorate Lady Nancy Astor</p> <p>Pledge 72 – Holocaust Memorial Day – plans are in progress for Holocaust Memorial Day on 27 January 2019. Advance diary invites have been issued and arrangements underway.</p> <p>Pledge 74 – Armed Forces Covenant - Completed. Veteran’s Advocate in place and the military covenant has been refreshed to include four distinct themes</p> <p>Pledges 78 – Welcoming City - Welcoming City action plan in place with all 6 individual projects on target. Partnership work ongoing with Community Connections regarding positive relationships with our Asylum Seeker and Refugee Community.</p> |

| No. | Service Priority and Link to Pledge(s) | 'Must do' actions | Progress update and key actions remaining |
|---|---|--|--|
| Strategic Goal 4: Be a well-run department | | | |
| 4.1 | <p>Improve staff morale across the department</p> <p>Why: staff morale is low (27%) as identified in the 2017 Staff Survey. Good morale is linked to higher productivity with staff feeling more valued and in control of their work.</p> | <p>Engage staff across the department in team discussions on the type of culture we wish to see/feel in the department and act on those suggestions where possible</p> <p>Continue to develop the role of Department Management Team (DMT) in providing effective leadership across the department, including through engaging staff in the development and implementation of the CEX business plan.</p> | <p>ONGOING: Some Individual teams have had discussions on how they work within their teams. This has not yet been taken forward across the department although an initial conversation occurred during the staff discussions in November 2019 which looked at the way we work. We will reenergise our approach to this action in light of the recent Staff Survey and Wellbeing and Resilience survey results. Quarterly staff briefings have been introduced with the aim of encouraging better connections across the department and updating and involving staff in key proposed changes (e.g. service review).</p> <p>ONGOING – Summary notes of DMT meetings introduced and circulated to all CEX staff to improve communication, as well as monthly joint meetings between DMT and team leaders. Staff were consulted with on development of the business plan and quarterly staff briefings have been introduced.</p> |

| No. | Service Priority and Link to Pledge(s) | 'Must do' actions | Progress update and key actions remaining |
|-----|---|---|--|
| | | Identify ways for joint working across CEX where it makes sense and adds value | ONGOING – Cross-working opportunities have been identified and implemented throughout the year, including, for example, between Democratic Support and Communications and Policy and Intelligence to help better plan for committee agendas and outcomes. Staff reported as part of a recent Service Review engagement exercise that cross-team working has improved over the year and identified areas for further improvements. This is an ongoing action. |
| | | Make adjustments, where possible, to the working environment of the CEX office. | IN PROGRESS: Display Screen Equipment assessments updated for staff where relevant and associated desk of chair adjustments made. Need to engage staff more broadly on any other environmental improvements. |
| | | Encourage and support greater work-life balance through Team Charters for flexible working and role modelling from DMT. | IN PROGRESS – Team charters for flexible working introduced where relevant. All teams scheduled for equipment upgrades to enable greater flexible working from March 2019. DMT endeavour to role model positive working practices. |
| 4.2 | <p>Promote health, safety and wellbeing (HSW) among CEX staff</p> <p>Why: to ensure our staff are safe at work and we are doing everything we can to support their health and wellbeing</p> | Ensure we have an action plan for our HSW self-assessment to ensure we have all our risks covered. | IN PROGRESS – Action plan produced and actively reported against to internal Health, Safety and Wellbeing Group. Reviewed at DMT. |
| | | Prepare for the new e-system for HSW – training for staff who will input data and engagement with rest of department on need for timely appropriate reporting | IN PROGRESS: Wellbeing lead engaging with the HSW team to ensure the department is prepared for the new e-system roll out. |

| No. | Service Priority and Link to Pledge(s) | 'Must do' actions | Progress update and key actions remaining |
|-----|---|--|---|
| | | Engage with Councillors around their HSW needs, consider the possibility of a Councillor well-being champion for each group and also Councillors to consider behaviours towards staff re HSW | IN PROGRESS – Health, Safety and Wellbeing training included as part of new Councillor induction and relevant materials relating to health and safety for councillors placed on Councillors Toolkit with reference in Councillor News. Discussion about ways of working together held between Cabinet members and Corporate Management team re behaviours. Action to roll into 2019/20 business plan. |
| | | Follow through with actions arising from the Stress and Resilience (S&R) and staff surveys to ensure we make progress | IN PROGRESS – Action plan produced, to include Staff Survey Results, and actions taken including flexible working (with supporting team charters), better communications from the Departmental Management Team; and more regular opportunities for department wide activities. |
| | | Identify cyclical pressures on teams to help mitigate and support as much as possible | IN PROGRESS – Cyclical pressures identified – particularly due to the cycle of the local elections and dates of the civic events. Further discussions required between relevant colleagues to identify ways to more effectively plan for known pressure periods to reduce be more effectively prepared. |
| 4.3 | <p>Pursue realistic and sustainable income generation or efficiency savings</p> <p>Why: to promote innovation and balance the departments' budget for 2018/19, with a look ahead to 2019/20</p> | Explore opportunities to bring in additional income to Corporate Communications by offering services to more external customers. | ONGOING Discussions held with partners in the city and with neighbouring Local Authorities. |

| No. | Service Priority and Link to Pledge(s) | 'Must do' actions | Progress update and key actions remaining |
|-----|--|---|--|
| | | Pursue opportunities for governance support to subsidiaries and other partners, and position to bid for governance support to a Combined Authority. | COMPLETE: Governance support contract provided for Delt Shared Services from June 2018. There has been no opportunity to bid to provide governance support for a Combined Authority during 2018/19 (to roll into 2019/20 business plan). |
| | | Position to bid to provide network support if relevant. | COMPLETE – agreed to undertake Communications for Peninsula Transport 18/19 and 19/20 which will add capacity to the service. |
| | | Ensure staff time is appropriately coded to central budgets and recoup costs. | COMPLETE: Staff costs reviewed for the service and confirmed are appropriately coded. |
| | | Identify more efficient processes and systems which will positively impact the budget position. | COMPLETE: More efficient processes introduced in the Lord Mayor's Office to save both staff time and cost by introducing more electronic processes. Subscriptions reviewed and reduced where appropriate. This action will also roll over to 2019/20 as we continuously improve more efficient ways of doing things. Significant efficiency work undertaken in electoral services. |
| | | Give a higher priority to responding to or coordinating bids to respond to funding opportunities. | IN PROGRESS – Successful bids include Nesta's Community Connections funding to promote volunteering in the city, Cooperative Council Innovation Funding to develop the Cities of Service volunteering model and Esmee Fairbank/POP funding to develop the Our Plymouth social action digital platform. Funding opportunities and information are identified and shared across the Council in the weekly policy briefing. |

| No. | Service Priority and Link to Pledge(s) | 'Must do' actions | Progress update and key actions remaining |
|-----|--|-------------------|---|
| | | | |

5. LIKELY AREAS OF FOCUS FOR 2019/20

The department is required to make efficiencies in the region of £120-150k during 2019/20 to meet the budget set in the MTFS. We also appreciate that further in-year savings may be required depending on the Council's overall position. We are committed to achieving this challenge while minimising disruption to the quality of services we provide insofar as possible with the resources available. We are starting the full process for our 2019/20 business plan in the coming weeks, however we anticipate our key focus areas to be:

External positioning and reputation

- review of the city branding and narrative
- further work with regional partners to promote the region and influence national agendas
- understanding the implications of Brexit for the city and Council services
- cross-departmental support for major corporate projects, particularly Mayflower 400 and The Box
- continued management of reputational risks
- communications support and advice for major corporate projects
- develop further our public affairs approach with improved planning and proactivity

Community and partners

- develop and implement improved systems for stakeholder management
- cross-departmental support for key actions from the Customer Experience Programme
- cross-departmental planning for and delivery of forthcoming local and potential snap general elections
- continued work with diverse communities and support for the VCS sector

Internal

- restructure the CEX senior management line to expand spans of control and derive cost savings
- further develop the council's legal services functions
- further support the health and wellbeing of CEX staff
- develop news ways to derive and convey insight from multiple data sources to help deepen understanding about the performance of the organisation and associated risks
- continue to pursue additional income generation activities where possible

- seek efficiencies by modernising manual processes and supporting digital transformation

The above and other issues will be considered in more detail in light of the restructure of the senior management line during the early part of 2019 and full development of our 2019/20 business plan.

This page is intentionally left blank

LEGAL SERVICES BUSINESS PLAN 2018/19

March 2018

**1) Vision**

To provide assurance to Council that decisions taken are lawful and provide a range of legal services and products to support the Council in carrying out its statutory duties and its roles as an employer and land owner.

2) Purpose

| Service Area | Functions / Activities |
|-------------------------|--|
| <i>Legal Services</i> | <ul style="list-style-type: none"> • Professional legal advice services which are regulated by the solicitor's regulation authority. • Legal research, drafting, options analysis, negotiation, drafting and advocacy in the following areas of law: <ul style="list-style-type: none"> ○ Local authority law ○ Local authority meetings, ○ Public law childcare matters, ○ Licensing trading standards and environmental health, ○ Social care, ○ Education, ○ Housing, ○ Debt recovery, ○ Antisocial behaviour, ○ Council tax, ○ Land and property, ○ Renewal of contracts on the Councils standard terms, ○ Employment law excluding health and safety at work and industrial relations, ○ Planning highways and road traffic regulation, • Specialist services to assist with major projects where such services are within the expertise of staff within the legal team, can provide best value and funding is available as part of the project costs to fund the cost of those services. • Land charges service • Maintain Service ISO Accreditation |
| <i>Coroners Service</i> | <ul style="list-style-type: none"> • Establishing the cause of deaths and deciding on whether to hold an investigation. • In certain circumstances, the coroner may decide a post-mortem of the deceased body is needed |

Statutory Duties

Providing assurance to the Council that the decisions being taken are legal.

The coroner is responsible for establishing the cause of death and deciding on whether to hold an investigation. In certain circumstances, the coroner may decide a post-mortem of the deceased body is needed

Outcomes

- Providing assurance to the Council that the decisions being taken are legal
- Minimise cost of legal services to the Council through efficient and robust work processes
- Continue to investigate options to increase use of digital services in relation to litigation and provision of legal products

3) Service Priorities for 2018/19

| Service Priority <i>What it is and why you're focussing on it</i> | 'Must do' actions <i>What do you have to do to make the successful deliver against your priorities</i> | Dependencies <i>Who or what (e.g. systems; other departments) are you dependent on to achieve your actions</i> |
|--|---|---|
| ISO reaccreditation in September 2018 (Dave Shepperd) | Review ISO arrangements and update to comply with the new standard | Support from the Centre of Excellence for Business Support |
| Deal with Land, Planning, Highways and Contractual Agreements in respect of: <ul style="list-style-type: none"> ○ the Forder Valley Link Road ○ Colin Campbell Court/ Bath Street ○ Railway Station Redevelopment ○ Old Town Street Redevelopment We are focusing on it as a Council corporate priority. (Alison Critchfield, Alwyn Thomas, Julie Parkin) | Deal with conveyancing, and other land agreements such as options for acquisitions, easements, compulsory purchase orders, section 106 agreements, section 278 agreements, road traffic regulation orders, contracts for works and services to deliver the project. | Receipt of instructions from the Place Directorate. Receipt of information from and co-operation of developers, landowners and Network Rail. |
| Act as workstream lead on the governance and legal workstream for the Children's partnership with Torbay. To enable Plymouth City Council's Director of Children's Services and Children's Services Departmental Management Team to take full operational responsibility for Torbay Council's Children's Services, including education and social care, | Agree and draft contractual terms and conditions Agree governance arrangements for the project Agree how future constitutional decisions will be taken contract for review by DFE | Other agreed actions within the project being completed on time. Receipt of information from Children's services and Torbay Council |

| | | |
|--|--|---|
| as per the terms of Children Act 2004. (Linda Torney) | | |
| Act as workstream lead on the governance and legal workstream for the Planning partnership with Torbay (Julie Parkin) | Attend workstream meetings Prepare reports and advice to the project Provide assurance on the legality of the process to the Board and Cabinet | Other agreed actions within the project being completed on time. Receipt of information from Planning Services and Torbay Council |
| Land Registry project in respect of Local Land Charges (Julie Parkin) | To be agreed following receipt of further information from the land registry | Receipt of further information from the land registry |
| Deal with conveyancing in respect of acquisitions to deliver the Asset Investment Programme. (Alison Critchfield) | Provide draft transfers of land and register title with land registry following successful completion of the transaction | Receipt of instructions from Economic Development Department. |
| Provide legal advice on the Review of the Gambling Act statement of policy (Ann Gillbanks) | Provide technical advice on draft policy and decision making process including consultation requirements and draft reports | Receiving draft policy and report documents from Public protection department |
| Compliance with all corporate policies including HSW, Risk Management etc. (All service managers) | | |

Appendices to the Business Plan

1. Budget 2018/19
2. Balanced Scorecard – key performance indicators for your service (to measure progress against your priorities and statutory duties)
3. Risk and Opportunity Register
4. Service Standards – the standards of service you are providing to citizens/internal customers (new)

This page is intentionally left blank

ECONOMIC DEVELOPMENT BUSINESS PLAN 2018 - 2021



1) Vision

TO SUPPORT GROWTH, RAISE PRODUCTIVITY AND DRIVE PROSPERITY THAT BENEFITS AS MANY PEOPLE AS POSSIBLE

Through our economic strategy and in support of the Corporate Plan, we are seeking to create quality jobs, valuable skills, attract investment and drive productivity by focussing on our strengths including a vibrant visitor offer.

The Local Economic Strategy identifies six flagships: Ocean City Infrastructure, Learning and Talent, Peoples Communities and Institutions, Visitor Economy and Culture, Business Growth and Investment and Digital Economy.

The Economic Department also plays a major role in generating income for the Council through the Asset Investment Fund and our property estate.

2) Purpose

The Economic Development department was created in 2009 to support the delivery of Plymouth's growth agenda. Working through the Plymouth Growth Board, the department has overall responsibility for delivering Plymouth's Economic Strategy, bringing together all the Council's economic resources and levers into a single place.

In a hugely innovative step the functions set out below were combined to create a department entirely focussed on delivery. We use the concept of **star projects** to identify our strategic priorities to 2021.

3) Performance Overview

- FTE – **123.2**
- Net Budget – **£(447)**
- Department Income – **£16.4m (an increase of £10m since 2014)**
- External Funding - **£69.9m**
- Development Pipeline - **£500m**
- Jobs pipeline – **3,873**
- Assets under management - **£150m**
- Staff Survey – **Engagement: 85%; Response Rate: 92.8%**
- Absence – **2.86%**

| Service | HOS & FTE | Net Budget 000's £ | Service Income £ | Star Projects | Service Functions |
|---------------------------------|-----------------------------|-----------------------|---------------------|---|---|
| Economy & Enterprise | Amanda Ratsey/Amanda Lumley | 696 | 3405 | <ul style="list-style-type: none"> • Mayflower 400 • Plymouth Science Park • Co-operatives and Mutuels • Visitor Plan Refresh • Fishing Sector infrastructure development & support | <ul style="list-style-type: none"> • City Business & East End Business Park • Tourist Information Centre • Events • Inward Investment • Inclusive Growth |
| Heritage & Arts | Paul Brookes/Nicola Moyle | 1.875 | 2580 | <ul style="list-style-type: none"> • The Box • Mount Edgumbe | <ul style="list-style-type: none"> • Elizabethan House • Merchants House • Smeaton's Tower • Records Office |
| Land & Property | James Watt | (3.684) | 9291 | <ul style="list-style-type: none"> • Asset Investment Fund • Growth Dividend • Direct Development | <ul style="list-style-type: none"> • Plymouth City Market & Shops • Derriford Business Park • Plymouth International • Asset Management |
| Strategic Projects | Mark Brunsdon | 0.318 | 320 | <ul style="list-style-type: none"> • City Centre Development Programme • Plymouth Railway Station • Hotel Development • Range HQ | <ul style="list-style-type: none"> • Development and Valuation • Site acquisition and assembly |
| City Deal | Patrick Hartop | 1.082 | 456 | <ul style="list-style-type: none"> • Oceansgate & Marine Enterprise Zone | <ul style="list-style-type: none"> • Three phases of commercial development |
| Management & Support | | 0.159 | 405 | | |
| ED Total | | 0.447 | 16.461 | | |

The service activity and outputs can best be grouped in 5 main areas:

1. **ECONOMIC GROWTH THAT BENEFITS AS MANY PEOPLE AS POSSIBLE**
2. **QUALITY JOBS AND VALUABLE SKILLS**
3. **INCREASED INVESTMENT**
4. **ENHANCED VIBRANT CULTURAL & VISITOR OFFER**
5. **DRIVING INCOME & FUNDING**

The tables below show our activities starting with our priority 'Star' projects and also our other service delivery and the enabling projects that we deliver with external partners. These also address the Pledges from the Plymouth Labour Manifesto 2018 which are summarised in the appendices.

1. **ECONOMIC GROWTH THAT BENEFITS AS MANY PEOPLE AS POSSIBLE**

In the HOTSW Productivity Plan, we worked with our partners to introduce 'Inclusive Growth' into the thinking about economic growth and productivity. In Plymouth we have a strong focus on inclusive economic development initiatives such as community economic development trusts, co-operatives, social enterprises and optimising economic opportunities through community activities. The enabling activities run through the projects, service delivery and enabling where we can influence the activities of our colleagues, suppliers and partners.

| Star Projects | Description | Accountability (KPI/Lead) |
|--|--|---|
| Co-operatives and mutual Action Plan (pledge 10) | Plan to double the size of the co-operative sector by 2025 | Anna Peachey <i>KPI Gross weekly pay (gap between 80th/20th percentile)</i> |
| Co-operative Business Investment Fund (pledge 10) | A £2m PCC fund, informed by the co-operatives and mutual action plan, to enable growth. | Anna Peachey <i>KPI Gross weekly pay</i> |
| Fishing Sector Infrastructure Development and support (pledges 37-39) | Adoption of a sustainable fishing plan and appointment of fishing co-ordinator. Further development of lifejackets project. | Amanda Ratsey <i>KPI Gross weekly pay</i> |

| Service Delivery | Description | Accountability |
|---|--|--|
| Inclusive Growth campaign (pledge 9) | A campaign, rolled out across Plymouth's businesses and agencies that targets interventions that optimise the contribution to and benefit from economic growth of all citizens. | Anna Peachey |
| District Shopping Centres (pledge 4) | A plan for the revival of Mutley Plain, Marlborough Street, Ernesettle | Patrick Knight |
| Enablers | Description | Accountability |
| Millfields Community Trust | PCC supported community economic development trust focussed on managed workspace to build a more sustainable community | Rodger Pipe |
| Wolseley Community Trust | PCC supported CEDT (Community Economic Development Trust) focussed on developing/managing business parks and community facilities | Sarah Taylor |
| Four Greens Community Trust | PCC supported new CEDT focussed on creating community led economic development and improved community health and well being | FGCT Board |
| Procurement (pledge 6) | Ensure that Economic Development Procurements maximise the benefit to Plymouth through development of local suppliers and requirements for all suppliers to deliver the highest standards of ethical behaviour and quality | Andrew Hardingham/Anna Peachey <i>KPI PCC spend on SMEs</i> |
| Brexit research (pledge 11) | Contribute to the publication of research into the impact of Brexit where appropriate. | Nina Sarlaka |
| Credit Union and Fair for You (pledge 60) | Continued support for the Credit Union and Fair for You | Amanda Ratsey |

2. QUALITY JOBS AND VALUABLE SKILLS

The Local Economic Strategy and HOTSW Productivity Plan target productivity and job growth by focussing on our key economic strengths; marine, nuclear, advanced manufacturing, fishing, tourism & culture. Pledge 1

| Star Projects | Description | Accountability (KPI/Lead) |
|---|---|--|
| Oceansgate (pledges 2/3) | A 7.5 hectare marine business park with deep water access, 3 dry docks and 1200 new jobs | Patrick Hartop <i>KPI: Jobs facilitated by the Council & Inward Investment</i> |
| Plymouth Science Park (pledges 3/ 5) | Jointly owned with Plymouth University, the Park's focus is to create high value jobs linked to the science of the University | Ian McFazden <i>KPI: gval/hour & inward investment</i> |
| Direct Development | A £75m programme of direct development supporting jobs and growth | James Watt <i>KPI: employment floor space created</i> |
| Range HQ | Joint venture with CDS leading to major inward investment of national HQ creating 570 new jobs and safeguarding 250 | Mark Brunson <i>KPI: Jobs facilitated by the Council</i> |
| | | |
| Service Delivery | Description | Accountability |
| Business Parks (pledge 3) | 183 business units providing 57,000ft ² of managed workspace. Work towards highest standards of digital connectivity. | Amanda Ratsey |
| Plymouth Market | 150 stalls, 6 cafes and 40 shops | James Watt |
| Marine Business Technology Centre | Innovation support for marine businesses and new in-sea test range | Patrick Hartop |
| Growth Hub | The LEP managed growth Hub will deliver c 1,000 businesses support interventions across HOTSW, which is about 100 businesses just for Plymouth, from light touch signposting and referrals to more intensive face to face | Amanda Ratsey |

| | | |
|---------------------------------|---|-----------------------|
| | engagements across HOTSW LEP (Heart of the South West Local Enterprise Partnership) area | |
| Sector Support | Bespoke support for key sectors such as marine, digital, nuclear, health and medical, fishing, tourism, retail and cultural. This includes support to the Royal Navy at Devonport to win contracts including the new frigates (pledge 1). | Amanda Ratsey |
| Brexit | Supporting businesses and signposting through the growth Hub. | Amanda Ratsey |
| | | |
| Enablers | Description | Accountability |
| Plymouth Growth Board | Our strategic economic partnership with the private sector monitors and scrutinises delivery of the Local Economic Strategy. | Amanda Ratsey |
| Heart of the SW LEP | Strategic regional economic partnership with private sector and conduit for government funding | Amanda Ratsey |
| Devonport Taskforce | Cross party political and lobbying group supporting the dockyard and naval base | Amanda Ratsey |
| South Coast Marine Cluster | Marine network promoting investment across the South and SW of England | Sheldon Ryan |
| Digital/Connected Plymouth | Network supporting digital businesses | Nina Sarlaka |
| Building Plymouth (pledge 7) | Network of Construction companies and stakeholders. | Nina Sarlaka |
| Construction Charter (pledge 7) | Unite the Union charter to maximise the impact of construction in the local economy. Implemented through procurement | David Draffan |

3. INCREASED INVESTMENT

We are developing a strong investment pipeline focussing on existing businesses, our target sectors and fully utilising our land and property assets. Development activity is focussed in 2 major growth hubs in the City Centre/Waterfront and Derriford areas. Pledges 2/3/82

| Star Projects | Description | Accountability |
|--|--|---|
| City Centre Development Programme | £350m development programme including BL Campus, Drakes Leisure, Colin Campbell Court, Derrys and public realm. | Mark Brunson <i>KPI: employment space created & inward investment</i> |
| Hotel Development (pledge 8) | Support the development of New Hotel product | Mark Brunson <i>KPI: employment space created & inward investment</i> |
| Plymouth Station (pledge 14) | Regeneration of railway station to create new gateway and commercial heart. | Mark Brunson <i>KPI: employment space created & inward investment</i> |
| Oceansgate | 50 office and light industrial units to be let in phase 1 and phase 2. Disposal of Phase 3 to operator | Patrick Hartop <i>KPI: employment space created & Inward Investment</i> |
| | | |
| Service Delivery | Description | Accountability |
| Business relationship programme | Programme of aftercare visits for our largest 60 businesses | Amanda Ratsey |
| Royal William Yard | Joint venture with Urban Splash to drive development of the yard | Mark Brunson |
| Weston Mill | Sports improvement and food retail investment opportunity | James Watt |
| Woolwell | Land ownership agreement enabling urban expansion | Mark Brunson |
| Colin Campbell Court | Site acquisition programme to enable major mixed used development to support West End | Mark Brunson |
| Bath Street | Site acquisition and demolition programme to enable major mixed use development | Mark Brunson |

| | | |
|---|---|-----------------------|
| Civic Centre | Supporting Urban Splash to enable regeneration of Civic Centre | Mark Brunson |
| Millbay | Supporting Muse to enable regeneration of Millbay & delivery of boulevard | Mark Brunson |
| MIPIIM | Promotion of Plymouth's development sites in UK's biggest property event | Amanda Ratsey |
| | | |
| Enablers | Description | Accountability |
| HOTSW LEP Inward Investment & Department of International Trade | Strategic investment partnership with the LEP and DIT to manage inward investment enquiries | David Ralph |
| Economic Intelligence | In house economic analysis and statistical capability | Amanda Ratsey |
| Events | Annual programme of inward investment events and activities | Amanda Ratsey |
| Plymouth Plan | Identifies a Pipeline of future development opportunities | Mark Brunson |

4. ENHANCED VIBRANT CULTURAL & VISITOR OFFER

We have placed Culture at the heart of our economic strategy and service plans acting as a major catalyst, through Mayflower 400, to reposition the City nationally and internationally. We also provide an award winning programme of events and cultural programmes and work with colleagues to enable development of phone apps and digital technology to enrich the tourism experience (pledge 70).

| Star Projects | Description | Accountability |
|----------------------------------|--|---|
| Mayflower 400 (pledge 68) | Transformational year long programme of cultural and signature events | Charles Hackett <i>KPI: increased visitor numbers & visitor spend</i> |
| The Box (pledge 83) | New flagship cultural destination combining Plymouth Museum, Records Office, SWFTA, SWIB and a new contemporary art gallery | Paul Brookes <i>KPI: increased visitor numbers & visitor spend</i> |

| Star Projects | Description | Accountability |
|------------------------------------|---|--|
| Mount Edgcumbe | Grade 2 listed country house and grade I listed landscape gardens jointly owned with Cornwall and managed by Plymouth. | Nicola Moyle <i>KPI: increased visitor numbers & visitor spend</i> |
| Visitor Plan refresh | Refresh of existing plan to take city up to 2030 building on success of current plan which expires 2020 | Amanda Lumley <i>KPI: increased visitor numbers and visitor spend</i> |
| | | |
| Service Delivery | Description | Accountability |
| Historic Houses and Records Office | Operational management of Smeaton's tower, Elizabethan House, records office and Merchants House | Nicola Moyle |
| Events Programme | Plymouth's celebrated events programme including National Fireworks, MTV Presents, Pride (pledge 76) and Armed Forces Day | Amanda Ratsey |
| Tourist Information Centre | Operational management of Barbican TIC | Amanda Ratsey |
| Museum on Tour (pledge 83) | HLF funded activity programme building to BOX opening in 2020. | Nicola Moyle |
| Marketing | Delivering visitor marketing for DP and BIDs, plus inward investment marketing. | Amanda Ratsey |
| International visitor marketing | Programme of international activity supporting growth in overseas visitors | Amanda Lumley |
| Cruise Plymouth (pledge 36) | Programme of international marketing supporting growth in cruise visits | Amanda Lumley |
| NPO Core Programme | ACE funded programme of activities that deliver against the goals of excellence, access for all, leadership, sustainability and children and young people. | Nicola Moyle |
| Marine National Park (pledge 34) | A partnership with stakeholders of Plymouth Sound and its associated areas to maximise accessibility and enjoyment of Plymouth's marine environment for current and future generations. | Patrick Knight |

| Star Projects | Description | Accountability |
|--|---|-----------------------|
| Cruise Liner Terminal at Millbay (pledge 36) | Partnership with ABP and Brittany Ferries | David Draffan |
| Landmark Illuminations (pledge 73) | Extension of existing programme, starting with Royal Navy Memorial and other memorials on the Hoe | David Draffan |
| Blue Plaques (pledge 77) | A People's Choice Competition for new blue plaques | Nicola Moyle |
| | | |
| Enablers | Description | Accountability |
| Destination Plymouth Ltd. | Plymouth's accredited Destination Management Organisation | Amanda Lumley |
| Plymouth City Centre Company Ltd. | PCC supported City Centre BID | Steve Hughes |
| PWP Ltd. | PCC supported Waterfront BID | Sarah Gibson |
| Plymouth Culture | Partnership leading Plymouths cultural strategy | Dom Jinks |
| Arts Council England | Strategic partnership with ACE across 11 NPOs and £ 8M investment in The Box (pledge 83) | Phil Gibby/Nema Hart |
| Heritage Lottery Fund | £14.8m investment in The Box | Nerys Watts |
| RIO | Arts Council bridge organisation working with PCC on Ocean Studios and Devonport Market hall | Lindsey Hall |
| Theatre Royal | PCC & ACE supported award winning regional producing theatre | Adrian Vinken |

5. DRIVING INCOME AND FUNDING

The department plays a major role in generating income, sponsorship and grant funding for the Council – Over £67m in 2017/18. The department will also generate £15.6m service income in 2018/19, which is an increase of £9m since 2014.

| Start Projects | Description | Accountability |
|---------------------------------|--|---|
| Plymouth Growth Dividend | Accumulation of Business rates, New Homes Bonus and Council Tax from development activity to support wider council services | Andy Sharp <i>KPI: growth dividend quarterly report</i> |
| Asset Investment Fund | £155m investment fund to acquire commercial property assets to support economic and employment growth and regeneration in Plymouth and TTWA (Travel to Work Area) and deliver long-term income generation (via rental receipts) to the Council. | James Watt <i>KPI: AIF quarterly report</i> |
| | | |
| Service Delivery | Description | Accountability |
| Asset Management | Active management of c 450m commercial and corporate property portfolio of which the investment portfolio comprises circa £140m, with a rent roll in excess of £10m (7%+return). | James Watt |
| European programmes | Maximising EU funding into Plymouth | Amanda Ratsey |
| External Grant Funding | Proactive identification, analysis and bid writing capability | Amanda Ratsey |
| Direct Development | £75m programme of direct development creating future commercial job creating and income producing assets for the Council in addition to further NNDR revenue Langage Phase 1 - 30,000sq ft Langage Phase 2 - 30,000sq ft Langage phase 3 - 25,000sq ft Broadley Park – 20,000sq ft Plymouth International – 15,000sq ft | James Watt |

| | | |
|--------------------|--|-------------------------------|
| | Land at Embankment Road Land at Outland Road Weston Mill Site Blue Monkeys Site | |
| | | |
| Enablers | Description | Accountability |
| PIP | Wholly owned PCC economic development delivery vehicle. Income from property assets supports ED service. Tavistock Road improvement properties to be leased to PIP Ltd to navigate right to buy issues and provide housing and income during holding period. | James Watt, company secretary |
| External assurance | Working with specialist consultants to validate business cases and provide quality assurance. | James Watt |

3 Service Priorities for 2018/19 and 2019/20

Our strategic service priorities are defined by our star projects

- a. **Co-operatives and Mutuals Action Plan**
- b. **Co-operative Business Investment Fund**
- c. **Fishing sector infrastructure development and support**
- d. **Oceansgate**
- e. **Plymouth Science Park**
- f. **Direct Development**
- g. **Range HQ**
- h. **City Centre Developments**
- i. **Hotel Development**
- j. **Plymouth Station**
- k. **Mayflower 400**
- l. **The Box**
- m. **Mount Edgcumbe**
- n. **Visitor Plan refresh**
- o. **Growth Dividend**
- p. **Asset Investment Fund**

| Service Priority <i>What it is and why you're focussing on it</i> | 'Must do' actions <i>What do you have to do to make the successful deliver against your priorities</i> | Dependencies <i>Who or what (e.g. systems; other departments) are you dependent on to achieve your actions</i> |
|--|--|--|
| Oceansgate | <ul style="list-style-type: none"> • Secure £11m to close Oceansgate funding gap in Phase 3 • Secure anchor tenant for phase 3 by March 2019 • Launch Marine Business Technology Centre in July 2018 • Maintain FAST autonomy cluster to ensure development of test range and growth of autonomy technology sector • Secure £3.2m ERDF for phase 2 • Construct Phase 2 of Oceansgate commencing Jan 19 | <ul style="list-style-type: none"> • Economy Enterprise and Employment service support in marketing and inward investment and links to the LEP • Land and Property support for lettings and property management • Legal and procurement support for construction of phase 2 and phase 3 • Finance support for maintenance of financial model and EZ implementation |

| Service Priority <i>What it is and why you're focussing on it</i> | 'Must do' actions <i>What do you have to do to make the successful deliver against your priorities</i> | Dependencies <i>Who or what (e.g. systems; other departments) are you dependent on to achieve your actions</i> |
|---|--|---|
| Direct Development | To facilitate direct development, key priorities/sites are: <ul style="list-style-type: none"> • Sufficient financial viability. • Ensure that the completed development will attract and secure occupier demand. • Langage Phase 2 – 30,000 sq ft • Broadley Park – 20,000 sq ft • Plymouth International – 15,000 sq ft • Land at Embankment Road • Land at Outland Road • Weston Mill Site • Blue Monkeys Site | <ul style="list-style-type: none"> • Sufficient property market conditions and levels of occupier demand. • Efficient procurement process • Legal/finance to support on commercial transactions |
| Range HQ | <ul style="list-style-type: none"> • To support the Range in completing the development of the new head office development • To support the Range in recruitment and relocation of 450 new jobs • Maximise the benefit to Plymouth of the new Range Training Academy | <ul style="list-style-type: none"> • Coordination with SPI and planning and transport issues • Support from PESB on skills issues • Legal to support on commercial transactions |
| City Centre Developments | <ul style="list-style-type: none"> • Support British Land in the development and opening of Drakes Leisure scheme maximising the impact for the City • Work with British Land to develop plans for investment in the New George Street block linked to Batter Places public realm programme. • Work with City Centre Company to identify a development partner and bring forward plans for the regeneration of Colin Campbell Court • Support Urban Splash to bring forward plans for the redevelopment of the Civic Centre • Continue to undertake strategic acquisitions to facilitate/de-risk private sector inward investment | <ul style="list-style-type: none"> • Work in partnership with the Better Places public Realm team to lever in private investment on the back of public realm improvements. • Work with the City Centre Company to manage the impact of development works • Legal to support on commercial transactions |

| Service Priority <i>What it is and why you're focussing on it</i> | 'Must do' actions <i>What do you have to do to make the successful deliver against your priorities</i> | Dependencies <i>Who or what (e.g. systems; other departments) are you dependent on to achieve your actions</i> |
|---|--|--|
| Hotel Development | <ul style="list-style-type: none"> Actively promote hotel development at PCC sites including the railway station and Quality Inn site. Support hotel development on third party sites including Millbay and Pavilions. Stimulate visitor demand through the refreshed visitor plan. | <ul style="list-style-type: none"> Visitor Plan refresh Mayflower 400 |
| Plymouth Station | <ul style="list-style-type: none"> Foster closer working arrangements between the 4 key stakeholders involved with the Station regeneration proposals Exploit the Council's covenant strength to directly engage with the funding and delivery of upfront enabling works De-risk development sites freed up by the enabling works to facilitate private sector inward investment Continue to work with external organisations to continue lever in additional funding sources such as growth Deal and OPE Continue to raise the profile of the project with Government Secure an anchor tenant | <ul style="list-style-type: none"> Co-ordinate partners through cross party railway steering group – GWR, Network Rail, UOP, CIOS LEP and DFT Legal to support on commercial transactions |
| The Box | <ul style="list-style-type: none"> To complete the capital project within financial envelope To procure and deliver the exhibition fit out contract To prepare for the recant and exhibition fit out To complete the staff restructure and appoint senior team To firm up the opening programme working with international artists To develop a 'plan for opening' | <ul style="list-style-type: none"> Work with the Box shadow board to become an institutional board Work closely with corporate comms on marketing plan SPI to support/complete public realm and enabling transport schemes Support from finance on financial modelling Support from HR on Box restructure |
| Mayflower 400 | <ul style="list-style-type: none"> To work with the Arts Council to appoint a Creative Director and submit funding bids to deliver a series of national moment through the Creative Programme To firm up the signature events in the annual programme including The Box opening, Festival of Sail, Mayflower Muster and Illuminate. | <ul style="list-style-type: none"> Support Destination Plymouth to deliver with support from Events Team on signature events and Arts and Heritage Teams with the BOX Strategic partnerships with ACE and HLF Work closely with corporate comms on marketing plan |

| Service Priority What it is and why you're focussing on it | 'Must do' actions What do you have to do to make the successful deliver against your priorities | Dependencies Who or what (e.g. systems; other departments) are you dependent on to achieve your actions |
|---|---|---|
| | <ul style="list-style-type: none"> To work with Reg & Co to deliver against corporate sponsorship targets Secure the appropriate national political support to formally make an ask of government for strategic funding for Mayflower 400 To continue to build community engagement through the Cultural and Community funds. To deliver the Mayflower Capital programme including the Elizabethan House, Mayflower Trails and Mayflower Monument To ensure an appropriate Marketing plan is in place and funded to deliver against our national and international ambitions | <ul style="list-style-type: none"> To set up a City readiness group 12 months ahead of the opening programme. |
| Mount Edgcumbe | <p>To deliver agreed targets set out in the commercial business plan, towards cost neutrality, whilst maintaining free access. Funded through the approved revenue and capital investment plan.</p> <ul style="list-style-type: none"> Development of holiday accommodation Increase in Day Visitors Development of commercial rents Growth of weddings, conferences and events plans | <ul style="list-style-type: none"> Continue to work closely with Cornwall Council and the Mount Edgcumbe Joint Committee |
| Growth Dividend | <ul style="list-style-type: none"> To maximise the business rates and new homes bonus available to the City Council To continue to drive a long term development pipeline for the City including Derriford district centre, Sherford, City Centre and Waterfront To ensure of current schemes and stalled schemes working with key regeneration bodies including Homes England, Heritage England and MHCLG High Streets fund | <ul style="list-style-type: none"> Joint Local Plan Hotel Study |
| Asset Investment Fund | <ul style="list-style-type: none"> Acquire income-producing, direct development and forward funding commercial property schemes in Plymouth and TTWA to deliver:- Stimulation of economic and employment growth and | <ul style="list-style-type: none"> Continued oversight from cross party investment panel Finance support for provision debt finance and modelling |

| Service Priority <i>What it is and why you're focussing on it</i> | 'Must do' actions <i>What do you have to do to make the successful deliver against your priorities</i> | Dependencies <i>Who or what (e.g. systems; other departments) are you dependent on to achieve your actions</i> |
|---|--|---|
| | <ul style="list-style-type: none"> regeneration in the city • Long-term income generation (via rental revenues) to support the wider financial position of the Council | |
| Visitor Plan Refresh | <ul style="list-style-type: none"> • To work with Destination Plymouth to produce a new strategic document for the Visitor Economy by March 19 • To develop a detailed delivery plan to 2030 • To maximise the impact for the visitor economy of current investments including the Box, Elizabethan House, Mayflower steps etc. | <ul style="list-style-type: none"> • Plymouth Culture • Mayflower 400 • Hotels Study • Events |
| Plan for cooperatives and Mutuals | <ul style="list-style-type: none"> • We believe there is scope to increase the number of businesses owned by the people that employ them. As we've shown with community energy, people should be able to come together to use their buying power to improve the quality of the goods and services they receive. We will map the current work of co-operatives and mutuals within the city and set out an action plan to double the size of this sector by 2025. • Plymouth City Council is the first council in the country to commit to doubling the size of its cooperative economy – helping local people to take more control of jobs, livelihoods and to keep more money in the city. Creating the right environment for organisations to be established that are owned and run by their own staff and customers – signalling a return to the city's cooperative's roots. • Plymouth City Council has launched its strategic action plan that outlines how we will double the co-operative economy by 2025. The plan focuses on creating the right conditions for co-operative formation, promoting and supporting pathways into co-operation for local businesses/organisations. There is also a specific focus on health and social care in terms of encouraging and | Anna Peachey |

| Service Priority <i>What it is and why you're focussing on it</i> | 'Must do' actions <i>What do you have to do to make the successful deliver against your priorities</i> | Dependencies <i>Who or what (e.g. systems; other departments) are you dependent on to achieve your actions</i> |
|---|--|--|
| | supporting co-operative approaches in the wellbeing economy. | |
| Cooperative business investment fund | <ul style="list-style-type: none"> We are in the process of developing a new investment/loan fund to support the growth of this important sector. | Anna Peachey |

Summary of ED delivery of the Plymouth Labour Party pledges

| Pledge | Growth for all | Jobs and skills | Cultural and visitor | Investment | ED lead | Lead/Support |
|---|----------------|-----------------|----------------------|------------|-------------------------------|-------------------------------|
| 1 We will strongly fight attempts by the Conservative Government to cut Devonport-based amphibious ships and cut Plymouth-based Royal Marines. We will also support the campaign for the new Royal Navy frigates to be based in Devonport | | ✓ | | | Amanda Ratsey | S |
| 2 Labour will support Plymouth's entrepreneurs and small businesses by creating more small business and business start-up spaces. We will build more factories and invest in better quality office space in the city and encourage private investors to do the same. To boost manufacturing, we will also sign up to support the GMB's Making It campaign | | ✓ | | | James Watt/ Amanda Ratsey | L |
| 3 We will continue to demand the highest standards of digital connectivity to give Plymouth's data and digital-dependent businesses the tools they need to compete in today's world. The council's own business parks should lead by example. | | ✓ | | | James Watt / Amanda Ratsey | L |
| 4 Working alongside local residents and businesses we will launch a plan for the revival of district shopping centres to help reopen empty shops. Our initial focus will be on Mutley Plain, Marlborough Street in Devonport and Ernesettle shops. | ✓ | | | | David Draffan | L |
| 5 Labour will continue to invest in science and innovation by supporting the growth of the Plymouth Science Park - the largest in southern England - as we have done since Labour created it. | | ✓ | | | Ian McFadzen | L |
| 6 Labour will review the City Council's procurement procedures to make sure the City Council buys as much as it can locally. We will ensure that all suppliers to the City Council work to the highest standards of ethical behaviour and quality. We will continue to take action to make sure every pound we spend brings the maximum benefit to Plymouth. | ✓ | | | | | S to Simon Arthurs |
| 7 We set up Building Plymouth to encourage jobs in the construction industry. We will continue to support its work and will be encouraging opportunities for older workers, whether they are looking for a change of job or are out of work. We will sign up to Unite the Union's Construction Charter. | ✓ | | | | | S to Ed Coley/ Emma Hewitt |
| 8 To support Plymouth's ever-growing tourism industry and to capitalise on the legacy of Mayflower 2020, we will attract more high-quality hotels to open in the city. | | | ✓ | | Mark Brunsdon | L |

| Pledge | Growth for all | Jobs and skills | Cultural and visitor | Investment | ED lead | Lead/Support |
|--|----------------|-----------------|----------------------|------------|--|---------------------|
| 9 Many local businesses work hard for the good of Plymouth, going the extra mile to help meet the city's needs and working for inclusive growth. We will explore ways in which we can help businesses and social enterprises that go further than a standard corporate social responsibility programme to grow. | ✓ | | | | Anna Peachey | S to Matt Garrett |
| 10 We believe there is scope to increase the number of businesses owned by the people that employ them. As we've shown with community energy, people should be able to come together to use their buying power to improve the quality of the goods and services they receive. We will map the current work of co-operatives and mutuals within the city and set out an action plan to double the size of this sector by 2025. | ✓ | | | | Jane Hunt/ Anna Peachey/ Amanda Ratsey | L |
| 11 Under the Conservatives not enough work has been done on the economic impact of Brexit – both positive and negative - on the City Council and Plymouth in general. We will make sure that research is undertaken and is made available to the public. | ✓ | | | | | S to Kevin McKenzie |
| 14 Working with Network Rail, Plymouth University, Great Western Railway and Government partners, we will support the development of the new gateway project at Plymouth Train Station. This will include plans for a grand new entrance overlooking the city, a new car park and more spaces for business and retail. | | | | ✓ | Mark Brunsdon | L |
| 34 We will support the campaign being run by Plymouth Labour and Co-operative MP, Luke Pollard, for Plymouth Sound to be designated the country's first National Marine Park. | | | ✓ | | Patrick Knight | S to Kat Deeney |
| 36 Labour supports the creation of a cruise liner terminal at Millbay. We will work with ABP and Brittany Ferries to support the creation of better quayside facilities and the protection of cross-channel crossings and welcoming more cruise ships to Plymouth. | | | ✓ | | David Draffan | L |
| 37 Britain's Ocean City is not just a brand; it is a celebration of Plymouth's maritime role. That is why we will work with Plymouth's fishing industry to launch a Plan for Sustainable Fishing to secure the industry's future in the city. | | ✓ | | | Amanda Ratsey | L |
| 38 We will also review the proposals for improved facilities for the fishing sector. These proposals have come from the local fishing industry, and include better infrastructure at the east of Sutton Harbour and a fishing-related building development. | ✓ | | | | Amanda Ratsey | L |
| 39 The life-saving lifejacket scheme started by Labour for Plymouth fishermen has been copied by many other councils. We will continue to give it our full support. | ✓ | | | | Amanda Ratsey | L |

| Pledge | Growth for all | Jobs and skills | Cultural and visitor | Investment | ED lead | Lead/Support |
|---|----------------|-----------------|----------------------|------------|-----------------|--------------|
| 60 In 2012 we took on Wonga, and in 2016 we introduced Fair For You to Plymouth. High street banks have disappeared from many neighbourhoods and many low earners are denied access to bank accounts altogether. So, it is important that we continue to fight for affordable access to financial services through continued support for the City of Plymouth Credit Union and Fair For You. | ✓ | | | | Jane Hunt | L |
| 61 We will examine how the Council can best support South West Mutual, a new regional savings and loan bank for small and medium sized businesses, community groups and people of ordinary means. | ✓ | | | | Amanda Ratsey | L |
| 68 Mayflower 2020 is now only two years away. We will work with Mayflower 400 to ensure that Plymouth is not only at the heart of national and international commemorations, but that the benefits from this year of events last long into the future, creating a legacy for the whole city, not just those communities along the waterfront. | | | ✓ | ✓ | Charles Hackett | L |
| 69 Having illuminated Charles Church, we will continue the investment in this important war memorial by restoring the plaques that tell the story of Charles Church. | | | ✓ | | Nicola Moyle | L |
| 73 We will continue the successful Labour programme of lighting up our landmarks by extending the illuminations to other city landmarks, starting with the Royal Navy Memorial and other memorials on the Hoe. | | | ✓ | | David Draffan | L |
| 76 2017 saw the biggest Plymouth Pride event ever on the Hoe. We will continue to support the organisers and we will arrange to have Pride flags flown from the Hoe flagstaffs and illuminate Smeaton's Tower with the rainbow. | | | ✓ | | Victoria Allan | L |
| 77 Plymouth has too few blue plaques that celebrate and commemorate our city's long history and high achievers. Labour will start a People's Choice competition for new blue plaques that enable nominations, voting and crowd-funding of new blue plaques. | | | ✓ | | Nicola Moyle | L |
| 82 We will work with investors to create new shop units to attract retailers currently missing from our city centre. | | | | ✓ | Mark Brunsdon | L |
| 83 By tripling the size of our museum, we will make sure The Box is the biggest cultural investment in the south outside London. It will be big enough to tell the story of Plymouth properly for the first time. The Box will also contain a major celebration of Plymouth's Naval history, which will reflect the contribution Plymouth has made to the country and the world. We | | | ✓ | ✓ | Paul Brook | L |

| Pledge | Growth for all | Jobs and skills | Cultural and visitor | Investment | ED lead | Lead/Support |
|---|-----------------------|------------------------|-----------------------------|-------------------|----------------|---------------------|
| will also ensure it becomes the home to the National Figurehead Collection. | | | | | | |
| 88 We are committed to not charging organisations like Park Run to use Plymouth City Council land for major events. COMPLETE | | | ✓ | | Amanda Ratsey | L |

Appendices to the Business Plan

1. Budget
2. Balanced Scorecard – key performance indicators for your service (to measure progress against your priorities and statutory duties)
3. Risk and Opportunity Register
4. Service Standards – the standards of service you are providing to citizens/internal customers (new)
5. Strategic Workforce Plan
6. ED Scorecard
7. Info graphic

This page is intentionally left blank

Street Services Business Plan Update – January 2019

| Service Priority | 'Must do' Actions | January 2019 Update |
|---|--|--|
| <p>To deliver the Plymouth City Council 100 pledges for which the service is responsible.</p> <p>Why: to respond actively to what customers have told us are a priority for them in order to improve the city we live in.</p> | <p>Proactively monitor the progress of each pledge Street Services is responsible for delivering (See Appendix 5) to ensure timely delivery.</p> | <p>Pledge delivery continues to be a focus within the service, working with officers across the council and partners to achieve progress. Pledges continue to be monitored on a regular basis and are aligned to the existing performance management arrangements. Each pledge is discussed regularly within the service and at the department management level as well. In addition, regular discussions are held with the Portfolio Holder to ensure delivery is in line with the spirit of the pledge and within an appropriate timeframe.</p> <p>The service has now signed off 2 of the 11 pledges:</p> <ul style="list-style-type: none"> ▪ Pledge 79: Increasing parking within the west of the city ▪ Pledge 17: relates to our program of pavement repair. <p>Progress is being made against the remaining pledges with more expected to be completed within this financial year.</p> |

| Service Priority | 'Must do' Actions | January 2019 Update |
|--|---|--|
| <p>To ensure that the Service has a safety first culture.</p> <p>Why: for the wellbeing of our staff, residents and to ensure we learn when things do not go as well as they should have</p> | <p>Embed and deliver the full Coaching for Safety programme of activities across the Service. The programme provides a rounded approach to creating a healthy, efficient and safety focused culture.</p> <p>Delivery the Health and Safety Executive (HSE) Improvement Plan to ensure we improve the management and wellbeing of Grounds Maintenance staff.</p> | <p>The Coaching for Safety initiative has been superseded by a wider Health, Safety and Wellbeing programme of activities to improve our approach across the service this includes a focus on creating a healthy, efficient and safety focused culture. This programme includes training, coaching, briefings and targeted communications.</p> <p>Delivery of the Health and Safety Executive (HSE) Improvement Plan continues. This is improving the management and wellbeing of Grounds Maintenance staff.</p> <p>To ensure the service continue to improve, a long term strategic action plan is being developed to guide the future direction of Health Safety and Wellbeing of the service.</p> |
| <p>Delivery of the Street Services Information Management System (SSIMS) across the entire service.</p> <p>Why: to optimise the delivery of services to ensure maximum efficiency and value for money. To collect valuable data to ultimately improve the front line delivery of services.</p> | <p>Delivery of the detailed programme plan which carries a significant number of discreet actions for both Plymouth Highways and Street scene and Waste. A key requirement is aligning back office processes, procedures and data capture to ensure they fit neatly with new electronic systems.</p> <p>A significant cultural shift is required along with other elements of the modernisation work underway within the service.</p> | <p>Waste 'in cab' technology devices have been fitted into refuse vehicles with all 22 crews now reporting waste collection issues on devices. This helps to inform follow up action by the service to improve service delivery, compliance and participation.</p> <p>We are now looking at how we can allocate specific 'ad hoc' tasks using a software system already used by the council which is used to manage all customer contacts. This is in the early stages of implementation.</p> |

| Service Priority | 'Must do' Actions | January 2019 Update |
|---|---|--|
| | | <p>The SSIMS project team are working alongside the service management to help embed the new processes and cultural shift.</p> <p>Street cleansing and green space schedules are being input into SSIMS along with the mapping of all our green spaces, trees and cleansing locations.</p> |
| <p>Improve the customer experience following contact for service requests. Why: to get things right first time, avoiding duplication, wasted efforts but mainly to ensure our customers receive the best possible service.</p> | <p>Delivery of the Service Improvement Programme of activities within the Street Services Modernisation Plan to inform potential efficiencies and opportunities for reduced costs, better practice and improved service provision. The end to end review will include:</p> <ul style="list-style-type: none"> ▪ Reviewing customer contact processes from end to end to consider opportunities for more efficient alignment of processes within Street Services or within the Contact Centre, ▪ Overhauling and optimising back office processes and operational procedures to ensure both day to day service delivery and the fulfilment of service requests is efficient, consistent and reliable, <p>Actions are monitored through a bi weekly working group and supported</p> | <p>Our key performance information, evidences that we have improved our performance against our Service Standards.</p> <p>The processes for managing customer requests has been redeveloped to ensure all service requests and complaints are dealt with quickly and effectively. Significant improvements have been made between those administrating task queues and the frontline service.</p> <p>A revised approach to Casework Management to centralise the coordination, rolled out in late 2018, has helped improve Councillor response times.</p> <p>We are improving our use of intelligence to support continued improvements to delivering an effective waste collection service, for example Team Leaders are now able to cross reference SSIMS data captured by waste crews against customer requests around missed bins.</p> |

| Service Priority | 'Must do' Actions | January 2019 Update |
|---|---|--|
| | by a bi-weekly performance group who look at the reasons behind trends and route cause analysis when issues occur. | |
| <p>Put in place and review current processes and systems that are used to monitor our service standards</p> <p>Why: to ensure robust monitoring of customer satisfaction with the services we provide by being confident we are meeting our own standards and customer expectation.</p> | <p>Delivery of the Service Improvement Programme activities within the Street Services Modernisation Plan. This includes successful implementation of electronic recording systems (SSIMS/HIMS) to ensure efficient working practices inform strategic service intelligence with which evidence based decisions can be made to improve the customer experience.</p> | <p>The Street Scene and Waste policy and associated service standards are being reviewed and monitored as part of the Street Services Modernisation Programme.</p> <p>The intelligence used for evidencing the efficiency of our working practices are reports which include the volume of cases raised and the average time taken to close the cases. This is then compared to the service standard to understand how each process is performing. Back office administration processes have also been reviewed and amended to create further efficiencies within our practice. This data is reported to the Street Service Modernisation Board.</p> <p>This information is also fed into Street Services bi-weekly performance meetings which then inform evidence based decisions which are focused on improving the customer experience.</p> <p>To increase our understanding of our performance we have adopted use of the Association for Public Sector Excellence street cleanliness inspection tool. Inspections are being undertaken bi-monthly.</p> |

| Service Priority | 'Must do' Actions | January 2019 Update |
|--|---|---|
| <p>Improving back office processes, systems and scheduling of activities, including tree maintenance, maintaining green spaces, play parks, street cleansing, litter bin collection and residential waste collections.</p> <p>Why: to ensure service delivery balances quality with the optimisation of resources to ensure value for money.</p> | <p>Delivery of the Service Improvement Programme of activities within the Street Services Modernisation Plan. This includes overhauling and optimising back office processes and operational procedures to ensure both day to day service delivery and the fulfilment of service requests is efficient, consistent and reliable. Actions are monitored through a bi weekly working group and supported by a bi-weekly performance group who look at the reasons behind trends and route cause analysis when issues occur.</p> | <p>The scheduling of service activities is gradually being digitised away from paper records. This will provide greater transparency and allow for the better use and allocation of resources.</p> <p>Where possible, schedules are being matched against assets to provide a record of maintenance.</p> <p>Processes and systems are under development to support digital tasking for inspections such as playgrounds, litterbins and trees, as opposed to relying on paper records</p> |
| <p>Increase domestic recycling rates to 50% by 2034 as set out in the Joint Local Plan.</p> <p>Why: the current recycling rate is 40% (as at June 2018). The stretched target is necessary as part of the city's aspirations to be cleaner and greener.</p> | <p>The service will continue to work in partnership with other internal and external agencies to encourage improved recycling rates. This forms part of an ongoing communications and engagement strategy targeting positive waste messaging.</p> | <p>We are tackling communal bulk bin recycling contamination by working with housing providers. We have trialled new restricted aperture bin lids which has been successful in reducing incorrect use of the bins. This has led to high quality recyclate being collected. A Business Case to roll out this type of bin to the 10-12% of households who have this type of collection has been written and will be considered.</p> <p>We are using information from the new 'in cab' technology to better support households to improve their recycling. The current focus is on ensuring that identified households have access to recycling facilities and householders understand what can be recycled.</p> |

| Service Priority | 'Must do' Actions | January 2019 Update |
|--|---|--|
| | | <p>A case study of a specific area with various persistent issues has occurred. The findings are being used to improve the quantity and quality of recycling. Further pilots will help us review our waste education approach.</p> |
| <p>Review contracts managed within the service including onward disposal contracts at the Household Waste and Recycling Facilities and any subcontracting.</p> <p>Why: to ensure both compliance and that the Council is getting best value.</p> | <p>Benchmarking and regular reviews of performance.</p> | <p>We are updating the contract specification for managing Wood Waste before the tender process starts.</p> <p>A review of the Green Waste contract, currently in year four of a five year contract, is underway. There is consideration of a two year extension for this contract.</p> <p>Review and evaluation of contracts continues, in order of value.</p> |
| <p>Maximise new and existing commercial opportunities to increase market share within Plymouth and surrounding areas. Specifically related to the Commercial Waste Team and the Prince Rock garage.</p> <p>Why: to capitalise on resources and infrastructure to win and retain new business</p> | <p>Improve back office business processes and systems, including better capture of customer intelligence data.</p> <p>Improved marketing and promotion of services to raise profile.</p> <p>Review existing service and identify any requirements to modify or upgrade equipment to meet needs of the market.</p> | <p>A Business Case is being developed to secure investment for improving systems.</p> <p>External advice is being obtained to identify methods of improving the market share of the trade and commercial waste sector. This includes the bulky waste collection service.</p> <p>Work is currently underway to explore how we can maximise opportunities to increase commercial income at the garage.</p> |

| Service Priority | 'Must do' Actions | January 2019 Update |
|--|--|--|
| <p>To ensure the safe operation of the Council's fleet and promote a safe driver culture, complying with our Operator's Licence issued by VOSA.</p> <p>Why: to ensure the Council is meeting its obligations for its Operator Licence.</p> | <p>Ensuring there is a formal Fleet Operating Policy and comprehensive set of written processes and procedures for all activities undertaken.</p> <p>Provide skills and training required across the organisation to properly manage fleet vehicles and drivers.</p> | <p>A Fleet Manager was appointed in late 2018 and the Fleet Operating Policy continues to be developed.</p> <p>A Drivers Handbook is being developed with a view to implement in 2019.</p> <p>Annual Driver Licence checks have been completed for 2018.</p> <p>Adherence with the requirement for staff to have Certificate of Professional Competence qualifications is ongoing to meet September 19 deadline.</p> |
| <p>Fully adopt a risk based approach to highway inspections as per the new Highways Code of Practice.</p> <p>Why: to enable the Council to robustly defend against litigation</p> | <p>Reviewing asset management and inspection policies relating to each highways asset type, including gullies, carriageways, footways and structures.</p> | <p>A new Highways Inspection Manual has been developed. This was reviewed in consultation with other Local Authorities, Legal and Insurance advice. The manual gives clarity to what the City Council considers a safety defects to be for each asset. It describes how the Council will adopt a risk based approach as recommended in the new national Code of Practice. In addition all of our inspectors have been trained and accredited to ensure consistency and demonstrate good level of competency.</p> |
| <p>Maximise the efficiency of the highway to support those who live, work and visit Plymouth in line the Council's integrated network approach.</p> <p>Why: to balance the ever increasing parking demand for parking alongside the</p> | <p>Reviewing existing restrictions to ensure they are still required.</p> | <p>Work has been undertaken to review existing highway restrictions against the latest guidance, road safety principals and national standards to identify where any existing restrictions can safely be removed. This is linked to work being undertaken around the delivery of pledge 13 to create 1,000</p> |

| Service Priority | 'Must do' Actions | January 2019 Update |
|--|---|--|
| <p>requirements to have an effective and efficient network.</p> | | <p>spaces and work on the delivery of Controlled Parking Spaces. Each current Controlled Parking Scheme considers the most effective use of the Highway network based on local demand and the aforementioned principals and standards of road safety.</p> <p>There is a current programme of Controlled Parking Zones, incorporating reviews to ensure effective and efficient use of highway, over the next 12 months.</p> |
| <p>To provide a highway network that is excellent value.</p> <p>Why: giving customers confidence in the maintenance investment decisions we make.</p> | <p>Basing investment programmes around data and risk led methodologies such as whole life costings, mechanical surveys and cutting edge asset management tools.</p> | <p>Our new Asset Management Framework, consisting of a Policy, Strategy and Plan, demonstrate how we have adopted best practice with regard to the investment decisions we make. We now understand our highways assets better than ever before. Whole life costing and depreciation modelling of assets using our new Highways Information Management Systems mean that we have a data and evidence led approach.</p> |
| <p>All appropriate competencies for roles are identified and overlaid against existing establishment to identify gaps.</p> <p>Why: to ensure we have a competent level of staff delivering best value decisions, leading to the Highway Authority having a more robust defence when facing litigation.</p> | <p>Undertake a Training Needs Analysis to identify the requirement and help prioritise any intervention.</p> | <p>All roles have new role profiles which clearly identify core competencies, training and qualification requirements. These have been benchmarked against industry best practice, an independent gap analysis and other leading LA role profiles. Officers in post are already in the process of/or have already completed identified requirements e.g. Safety Inspectors Accreditations, Chapter 8 Traffic Management Training, Highways Asset Management Toolkit and educational qualifications. In addition to</p> |

| Service Priority | 'Must do' Actions | January 2019 Update |
|--|--|--|
| | | individual role requirements a generic Health and Safety and New Starter Training Matrix has been developed for all Plymouth Highways. |
| <p>Within the highway network hierarchy the resilient network is continued to be given priority for maintenance and other treatment measures.</p> <p>Why: in order to maintain economic activity and access to key services, including prioritising interventions during extreme weather events.</p> | <p>Maintain and periodically review existing mapping and definitions. Also review and update following new strategic developments.</p> | <p>The Resilient Network has been reviewed again this year following the severe weather events of last winter, and have taken into account new developments. We have also worked with the NHS to further improve access to facilities during snow events. In addition, we are one of a limited amount of authorities to have adopted a Footway Resilient Network in addition to the carriageway. This recognises that sustainable travel plays a major part in how the city travels and our commitment to keeping the city moving. We have prioritised this network as it carries the most movements which serves major locations of employment and main routes around the city.</p> |

Likely areas of focus for 19/20:

- Ensure a Safety First Culture by continuing to improve health, safety and wellbeing processes, monitoring and management across the Service,
- Continue to deliver improvements to the consistency, efficiency and quality of the service, including:
 - Improved use of intelligence to inform operational delivery and targeted information and advice to residents
 - Digital scheduling
 - Quality management
 - Workforce development
- Ensuring the right level of capacity is within the Service to deliver the service standards,

- Continue to deliver improvements to customer service standards,
- Increase the market share and efficiency of commercial activities,
- Continue to deliver the remaining Plymouth City Council Pledges,
- Continue to roll out of the Street Services Information Management System (SSIMS) across the Service,
- Continue to improve the Depot facilities for the Health, Safety and Wellbeing benefit of all employees,
- Identify opportunities for using technology and systems within the Parking service to make it even easier for customers to use our facilities.
- Evaluate the impact of emerging government waste strategy,
- Increase household recycling rates by increasing the quality and quantity of recyclate collected by:
 - Ensuring that every household has access to recycling facilities, and
 - Improving recycling and waste education and awareness.

SP&I BUSINESS PLAN 2018/19

HALF YEAR PROGRESS REPORT



Service Priorities for 2018/2019 – 2020/2021 14th October 2019

| Service Priority <i>What it is and why you're focussing on it</i> | 'Must do' actions <i>What do you have to do to make the successful deliver against your priorities</i> | PROGRESS / UPDATE |
|---|--|--|
| Delivering Sustainable Growth | Adopt the Plymouth and South West Devon Joint Local Plan by December 2018 March 2019. <i>Richard Grant</i> | REPROGRAMMED. Revised target of March 2019 given delays caused by timescales that the JLP inspectors are working to. |
| Delivering Sustainable Growth | Adopt the Plymouth Policy Area and Thriving Towns and Villages Policy Area Supplementary Planning Documents by March 2019 July 2019. <i>Jonathan Bell</i> | REPROGRAMMED. Revised target of July 2019 as consultation draft cannot be taken to Cabinet until JLP adopted. |
| Delivering Sustainable Growth | Publish the Joint Local Plan Annual Monitoring Report and Annual Housing Statement by December 2019 January 2019. <i>Richard Grant</i> | ON TRACK. Development data being collected and collated for presentation to Portfolio Holder in January 2019. |
| Delivering Sustainable Growth | Establish strategic partnering and governance framework for monitoring, implementation and review of the Joint Local Plan, and strategic work programme, by December 2018. <i>Jonathan Bell</i> | REPROGRAMMED. Revised target of March 2019 given delays caused by timescales that the JLP inspectors are working to. |

| Service Priority <i>What it is and why you're focussing on it</i> | 'Must do' actions <i>What do you have to do to make the successful deliver against your priorities</i> | PROGRESS / UPDATE |
|---|---|--|
| Delivering Sustainable Growth | Determine major planning applications efficiently and effectively, ensuring that all comply with the revised planning guarantee and national planning performance thresholds through to March 2019. In existing 'themed' teams, or area teams as proposed from 01/01/19. <i>Carly Francis/Kate Saunders/Chris Watson</i> | ON TRACK. Continuation of the outstanding performance with 100% of major applications being determined in time. |
| Delivering Sustainable Growth | Determine minor and other planning applications efficiently and effectively, ensuring that all comply with the revised planning guarantee and national planning performance thresholds through to March 2019. In existing 'themed' teams, or area teams as proposed from 01/01/19. <i>Carly Francis/Kate Saunders/Chris Watson</i> | ON TRACK. Minor and other planning applications consistently being determined on target in over 90% of cases, significantly in excess of National Government's current target of 70%. |
| Delivering Sustainable Growth | Prepare and support funding bids to deliver the Sustainable Transport Programme identified in the Joint Local Plan through to March 2019. <i>Rosie Starr</i> | ON TRACK. An Expression of Interest to the Transforming Cities Fund to secure investment in improving sustainable transport has been shortlisted. Continuing to scan for funding opportunities for walking and cycling investment post 2020. |
| Delivering Sustainable Growth | Publish the Plan for Transport, setting out the detailed programme of transport investment by March 2019. <i>Rosie Starr</i> | ON TRACK. Work on the development of a Plan for Transport is underway, linked to the Infrastructure Needs Assessment of the Joint Local Plan. |

| Service Priority <i>What it is and why you're focussing on it</i> | 'Must do' actions <i>What do you have to do to make the successful deliver against your priorities</i> | PROGRESS / UPDATE |
|---|---|--|
| Delivering Sustainable Growth | Prepare and support funding bids for the strategic transport projects identified in the joint Local Plan through to March 2019. Sally Farley | ON TRACK. The outcome of a bid to Highways England's Growth and Housing Fund for £5 Million towards Woolwell To the George is awaited. The Transforming Cities Fund bid for £104 Million has been shortlisted. Other bids for various funds are being considered on an on-going basis. |
| Delivering Sustainable Growth | Deliver the Strategic Transport Programme on time, to budget through to March 2020. Sally Farley | ON TRACK. <u>The following bids and projects are being developed and delivered:</u> <u>Mannamead Road</u> On track: construction 2018/2019. <u>Derriford Transport Scheme</u> Slippage for final elements of the works: estimated construction completion November 2018. <u>Charlton Road</u> Approval to proceed in principle, subject to contract. <u>Eastern Corridor Junctions (Plymouth Road)</u> On Track: Pre-works for this scheme have started at Marsh Mills and Larkham Lane. Construction in phases through 2018 to 2019 with Cot Hill construction planned 2019 <u>Charles Cross</u> |

| Service Priority <i>What it is and why you're focussing on it</i> | 'Must do' actions <i>What do you have to do to make the successful deliver against your priorities</i> | PROGRESS / UPDATE |
|---|--|---|
| | | <p>On track: construction planned 2018 to 2019.</p> <p><u>Forder Valley Link Road</u></p> <p>On track: construction planned 2018 to 2020.</p> <p><u>Forder Valley Interchange</u></p> <p>On track: construction planned 2019 to 2020</p> <p><u>Morlaix Drive</u></p> <p>On track: construction planned 2019 to 2020</p> <p><u>Woolwell to the George</u></p> <p>On track: construction planned 2021 to 2022</p> |
| Delivering Sustainable Growth | <p>Determine Section 278, Section 38, and other highway consents including the discharging of conditions, focussing on Joint Local Plan allocated sites to ensure there are no highway impediments to delivery through to March 2019.</p> <p><i>Sally Farley</i></p> | <p>ON TRACK.</p> <p>The modernisation of the Section 38 and Section 278 processes are in train with the development of a specific module in IDOX due for commencement in January 2019.</p> |
| Delivering Sustainable Growth | <p>Prepare Plan for Homes 3 with suite of funded initiatives by March 2019.</p> <p><i>Nick Carter</i></p> | <p>NEW SEPTEMBER 2018 BUSINESS PLAN ACTION.</p> <p>ON TRACK.</p> <p>Initial workshop with Portfolio Holder undertaken in September 2019 to scope actions.</p> |

| Service Priority <i>What it is and why you're focussing on it</i> | 'Must do' actions <i>What do you have to do to make the successful deliver against your priorities</i> | PROGRESS / UPDATE |
|---|---|--|
| Delivering Sustainable Growth | Implement detailed actions arising from Plan for Homes 3 Investment Programme through to March 2020. <i>Nick Carter</i> | NEW SEPTEMBER 2018 BUSINESS PLAN ACTION. ON TRACK. Initial workshop with Portfolio Holder undertaken in September 2019 to scope actions. |
| Delivering Sustainable Growth | Prepare and support funding bids for housing and regeneration projects through to March 2019. <i>Nick Carter</i> | ON TRACK. Numerous funding bids made and secured including: SOAHP - £5.1 Million to support 105 new homes. SOAHP - £6.9 Million bid for North Prospect Phase 4. HIF - £2.8 Million bid for North Prospect Phase 4 Accelerated Construction - £4.4 Million to support 490 new homes. Land Release Funding – £3.9 Million to support 660 new homes. |
| Delivering Sustainable Growth | Establish and Implement a Delivery Strategy for all housing sites within the Joint Local Plan by December 2018. <i>Nick Carter</i> | REPROGRAMMED. Limited progress to date due to delays with JLP adoption. Certain individual sites and work on stalled sites are being progressed but comprehensive delivery strategies for all JLP sites yet to be developed. |

| Service Priority <i>What it is and why you're focussing on it</i> | 'Must do' actions <i>What do you have to do to make the successful deliver against your priorities</i> | PROGRESS / UPDATE |
|---|---|--|
| Delivering Sustainable Growth | Establish and Implement a Delivery Strategy for all employment sites within the Joint Local Plan by December 2018. <i>Peter Ford</i> | ON TRACK. Review of Commercial Development Sites document produced by Economic Development completed. Identification of lead officers for all sites commenced and work to establish a mechanism for proactive delivery being designed. |
| Delivering Sustainable Growth | Establish and Implement a Delivery Strategy for all retail sites within the Joint Local Plan by December 2018. <i>Peter Ford</i> | ON TRACK. Identification of lead officers for all sites commenced and work to establish a mechanism for proactive delivery being designed. |
| Delivering Sustainable Growth | Prepare a City Centre and Waterfront Growth Area Delivery Plan and Development Programme, as a primarily web-based marketing resource, by March 2019. <i>Stuart Wingfield</i> | ON TRACK. The team are currently working on the storyboard/ format and gathering content in a sites database. |
| Delivering Sustainable Growth | Prepare a Derriford and Northern Corridor Growth Area Delivery Plan and Development Programme, as a primarily web-based marketing resource, by March 2019. <i>Stuart Wingfield</i> | ON TRACK. The team currently working on the storyboard/ format and gathering content in a sites database. |
| Delivering Sustainable Growth | Prepare an Eastern Corridor Growth Area Delivery Plan and Development Programme, as a primarily web-based marketing resource, by December 2019. <i>Stuart Wingfield</i> | ON TRACK. The team currently working on the storyboard/ format and gathering content in a sites database. |

| Service Priority <i>What it is and why you're focussing on it</i> | 'Must do' actions <i>What do you have to do to make the successful deliver against your priorities</i> | PROGRESS / UPDATE |
|---|---|---|
| Delivering Sustainable Growth | Establish and implement a Delivery Strategy for all sites within the 3 Growth Areas in the Joint Local Plan by December 2018. <i>Stuart Wingfield/Gina Small</i> | ON TRACK. The team currently working on the storyboard/ format and gathering content in a sites database. |
| Delivering Sustainable Growth | Implement a programme of public realm and place making improvements across the city centre and make significant progress with the delivery of the Millbay Boulevard through to March 2020. <i>Stuart Wingfield</i> | ON TRACK. The City Centre Design Framework, supporting evidence and concept designs have all been completed. Member approval for the delivery of Old Town St/ New George St as a first phase project has been secured. Options for the delivery of the Millbay Boulevard and associated works are being explored; in the meantime a project board has been established, programmes of work drafted. |
| Delivering Sustainable Growth | Prepare and support funding bids in support of low carbon and climate change initiatives set out in the Joint Local Plan through to March 2019. <i>Alistair Macpherson</i> | ON TRACK. ELENA consortium bid with Bristol, Devon and Exeter submitted for technical assistance grant for Energy Efficiency Investments. Reg Energy INTEREG NWE project submitted in July 2018 exploring innovative urban and rural energy supply partnerships across the JLP area. Sun people INTEREG 2 SEAs project in development for submission in October 2018. |

| Service Priority <i>What it is and why you're focussing on it</i> | 'Must do' actions <i>What do you have to do to make the successful deliver against your priorities</i> | PROGRESS / UPDATE |
|---|---|--|
| Delivering Sustainable Growth | Deliver, in partnership with Plymouth Energy Community, the Climate Active Neighbourhoods project by March 2019 June 2019. <i>Alistair Macpherson</i> | REPROGRAMMED. The end date for the project activity has now extended to June 2019. |
| Delivering Sustainable Growth | Complete the HEATNET-funded district heating scheme project by December 2019. <i>Alistair Macpherson</i> | ON TRACK. Pilot bore holes for a scheme at Civic Centre commenced in October 2018. |
| Delivering Sustainable Growth | Complete the ELENA-funded local energy efficiency projects by March 2021. <i>Alistair Macpherson</i> | ON TRACK. Project governance is currently being established with a start date anticipated in early November 2018. |
| Delivering Sustainable Growth | Prepare and support funding bids in support of electric car charging infrastructure. <i>Alistair Macpherson</i> | ON TRACK. Initial scoping work has been completed. Awaiting Portfolio Holder approval of concept and development funds. |
| Delivering Sustainable Growth | Deliver improvements to Sutton Harbour Lock Bridge by January 2019 March 2019. <i>Hrach Agobiani</i> | REPROGRAMMED. A Funding Agreement and Access Licence Agreement are in place with Sutton Harbour Holdings and the Environment Agency which has allowed a temporary route to have been implemented over Summer 2018 whilst detailed design work has been underway for the replacement bespoke bearing for the lock bridge. This process has delayed the initial delivery programme from January to March 2019. |

| Service Priority <i>What it is and why you're focussing on it</i> | 'Must do' actions <i>What do you have to do to make the successful deliver against your priorities</i> | PROGRESS / UPDATE |
|---|--|--|
| Delivering Sustainable Growth | Deliver Cot Hill (West) railway bridge replacement and associated works by March 2020. <i>Hrach Agobiani</i> | ON TRACK. Topographical surveys to enable highway design options are underway. Preliminary meetings have been held with Network Rail to consider construction options. Initial budget costs for the removal of the Embankment Road disused railway bridge are being developed with Network Rail. |
| Delivering Sustainable Growth | Deliver the Peninsula Rail Task Force "20 Year Plan" through to March 2021. <i>Phil Heseltine</i> | ON TRACK. The Cross Country franchise response was approved at Cabinet on 14 August 2018. The Leader has written to Chris Grayling MP and to Plymouth MP's. MP briefings for PRTF priorities for the period 2018-2021 have been prepared. The City Council continues to provide the secretariat for PRTF Board meetings and now chairs the PRTF Project Officer Group. Meetings with Network Rail on the process for getting Speed to the West track enhancements included in the CP6 track renewal programme have been held. Liaison with DfT on the Great Western Direct Award starting in 2020 has continued. |
| Delivering Sustainable Growth | Complete a successful retendering of Plymouth's existing supported bus network and new service to Sherford by December 2018. <i>Debbie Newcombe</i> | COMPLETED. The tendering exercise has been completed and all contracts awarded, with the Sherford service commencing on Sunday 9 th September 2018. |

| Service Priority <i>What it is and why you're focussing on it</i> | 'Must do' actions <i>What do you have to do to make the successful deliver against your priorities</i> | PROGRESS / UPDATE |
|---|--|---|
| Delivering Sustainable Growth | Issue Untidy Land Notices, by October 2018, on 10 key stalled development sites to secure visual improvements, to act as a potential catalyst for beneficial development, including the provision of new homes. <i>Chris Watson</i> | NEW OCTOBER 2018 BUSINESS PLAN ACTION. COMPLETED. Initial workshop with Portfolio Holder undertaken in September 2019 to scope actions. 8 Untidy Land Notices issued in October 2018 on stalled housing sites. Untidy Land actions on other sites also being taken. |
| Delivering a Sustainable Natural Environment | Establish and Implement a Delivery Strategy for all strategic green space sites within the Joint Local Plan by December 2018. <i>Kat Deeney</i> | ON TRACK. Most sites already have delivery plans in place. The final sites will have plans produced before December 2018 so that this is an over-arching delivery strategy for these sites. |
| Delivering a Sustainable Natural Environment | Deliver the European Marine Site Marine Recreational Impacts Programme to ensure that growth does not have an adverse impact on protected sites by March 2019. <i>Kat Deeney</i> | ON TRACK. Delivery on this project is in line with the business case. |
| Delivering a Sustainable Natural Environment | Establish and Implement a Delivery Strategy for priority projects within the Plan for Playing Pitches through to March 2019. <i>Kat Deeney</i> | ON TRACK. 3 key improvement projects at Efford, Bond Street and Central Park are all underway. The Review of the Plan for Playing Pitches is progressing well and will be complete by the end of the year. Future priorities will be informed by this review. |

| Service Priority <i>What it is and why you're focussing on it</i> | 'Must do' actions <i>What do you have to do to make the successful deliver against your priorities</i> | PROGRESS / UPDATE |
|---|---|--|
| Delivering a Sustainable Natural Environment | Designate 2 further Local Nature Reserves and expand the number of wildflower meadows by March 2019. <i>Kat Deeney</i> | ON TRACK. 3 LNR designations received approval from Cabinet on 10th July 2018 and the declarations are now going through the legal process. Options for expanding the wildflower meadow network will be presented to the Portfolio Holder in December 2018 for implementation early in 2019. |
| Delivering a Sustainable Natural Environment | Deliver the Plan for Plastics and prepare a detailed supporting action plan by March 2019. <i>Kat Deeney</i> | ON TRACK. The Plan for Plastics was successfully launched on World Ocean's Day on 8th June 2018. The next few meetings of the Plastics Task Force will focus on the development of the detailed Action Plan under the agreed 4 themes. |
| Delivering a Sustainable Natural Environment | Review the Flood Risk Management Strategy by March 2019. <i>Andy Cottam</i> | ON TRACK. Flood risk priority locations and catchments are being reviewed with reference to the new Environment Agency information and recorded incidents. Related technical guidance is also being updated. |

| Service Priority <i>What it is and why you're focussing on it</i> | 'Must do' actions <i>What do you have to do to make the successful deliver against your priorities</i> | PROGRESS / UPDATE |
|---|--|--|
| Delivering High Quality Services | Explore opportunities across all teams within Strategic Planning & Infrastructure for additional income and to simplify operations, sharing operations, integrating services and managing customer demand by June 2018. <i>Paul Barnard</i> | COMPLETED. A review of income generating options was undertaken to feed into the corporate "Project 151" initiative over summer 2018 and these are now being implemented and worked up. Options for simplifying operations have been raised with all managers. Options for sharing or integrating services have been discussed with a number of partners and will be considered further linked to the Corporate Customer Peer Challenge. |
| Delivering High Quality Services | Refresh and relaunch the Plymouth Plan and its governance and monitoring arrangements, by December 2018 March 2019. <i>Jonathan Bell</i> | REPROGRAMMED. Target revised to March 2019 given delays caused by the timescales that the Joint Local Plan inspectors are able to work to. |
| Delivering High Quality Services | Implement in full all the recommendations from the New Compliance Audit Report (November 2017) by December 2018. <i>Chris Watson</i> | ON TRACK. The key recommendations have been implemented in full, and action is being taken to complete all others by December 2018. |
| Delivering High Quality Services | Adopt a Building Control Quality Assurance System by December 2018. <i>Guy Cooper</i> | COMPLETED. The accredited LABC Building Control Quality Assurance System was completed in July 2018. |

| Service Priority What it is and why you're focussing on it | 'Must do' actions What do you have to do to make the successful deliver against your priorities | PROGRESS / UPDATE |
|---|---|--|
| Delivering High Quality Services | Regularly hold Safety at Sports Ground meetings to ensure that safety certification is up to date for all relevant sporting venues and activities through to March 2019. <i>Guy Cooper</i> | ON TRACK. Meetings continue to be held. |
| Delivering High Quality Services | Digitise the Highways Register and supporting documents into IDOX by March 2019. <i>Nick King</i> | ON TRACK. An order placed with DELT in August 2018 has enabled a start with migrating the register to be included within IDOX. |
| Delivering High Quality Services | Initialise and Implement the IDOX modules for listed buildings and Tree Preservation Orders by March 2019. <i>Nick King</i> | ON TRACK. An order placed with DELT in August 2018 has enabled a start with migrating the register to be included within IDOX. |
| Delivering High Quality Services | Make significant improvements to the organisation and governance of spatial data and create improved on-line interactive mapping by March 2019. <i>Tom Lowry</i> | ON TRACK. An order has been raised with DELT to test database options. A pilot of new interactive mapping system is planned shortly. |
| Delivering High Quality Services | Review Plymouth's Statement of Community Involvement as part of a wider joint review with South Hams and West Devon for the Joint Local Plan, by March 2019. <i>Tom Lowry</i> | ON TRACK. The project team has been established and work is underway on the project plan. |
| Delivering High Quality Services | Prepare a Neighbourhood Planning Protocol as a framework for advising and supporting local communities in their neighbourhood planning work by December 2018. <i>Tom Lowry</i> | ON TRACK. A draft Neighbourhood Planning Protocol has been produced and is currently being reviewed. |

| Service Priority <i>What it is and why you're focussing on it</i> | 'Must do' actions <i>What do you have to do to make the successful deliver against your priorities</i> | PROGRESS / UPDATE |
|---|---|--|
| Delivering High Quality Services | Review the process for allocating the 'neighbourhood proportion' of CIL by December 2018. <i>Tom Lowry</i> | ON TRACK. The Review is underway and proposals are currently being drafted. |
| Delivering High Quality Services | Make significant improvements in developing an open data culture through opening up Strategic Planning & Infrastructure datasets to the public by March 2019. <i>Tom Lowry</i> | ON TRACK. Improvements to the "Data Place Plymouth" portal are complete. Improvements to the graphical content on "Data Plymouth" are also complete. A full set of Open Data standards and guidance is being produced to enable training of colleagues to take place. The Next external "DATAPlay" and an internal mini-"DATAPlay" are scheduled for October 2018. |
| Delivering High Quality Services | Establish a fully on-line, interactive Joint Local Plan and Plymouth Plan by March 2019. <i>Tom Lowry</i> | COMPLETED. The on-line interactive plan is now live. The contents will be updated in accordance with the examination and adoption of the JLP. |
| Delivering High Quality Services | Provide support to Neighbourhood Forums to bring forward Neighbourhood Plans for submission through to March 2019. <i>Tom Lowry</i> | ON TRACK. Current neighbourhood forums are receiving support and enquires from new groups are being considered. The Plympton Neighbourhood Plan is expected to be formally submitted in October 2018, with a view to a referendum in May 2019. |

| Service Priority <i>What it is and why you're focussing on it</i> | 'Must do' actions <i>What do you have to do to make the successful deliver against your priorities</i> | PROGRESS / UPDATE |
|---|--|--|
| Delivering High Quality Services | Establish a robust performance monitoring regime for highway consents by March 2019 <i>Sally Farley</i> | ON TRACK. The monitoring of highways consents has been changed to an electronic system designed by the Technical Support Team. The system continues to be refined. |
| Delivering High Quality Services | Deliver engineering services to a range of internal and external clients on a cost neutral basis through to March 2020. <i>Hrach Agobiani</i> | ON TRACK. Appropriate capital and revenue recharges continue to be made through the provision of engineering, drainage and other services to deliver a cost-neutral service through to March 2020. |
| Delivering High Quality Services | Establish a sustainable funding model for Plymouth Energy Community by December 2018. <i>Paul Barnard</i> | ON TRACK. Initial discussions have been held with the Chief Executive of PEC, but further progress needs to be made within the context of the Budget Review 2019/2020. |
| Delivering High Quality Services | Complete database and introduce new CIL and Section 106 reporting by July 2018. <i>John Dixon</i> | SLIPPAGE. The proposed new reporting format was presented to the SP&I Management Team on 10 th September 2018. The roll out of the new reporting arrangement to Members is still to be implemented. |
| Delivering High Quality Services | Approval of business case for the expansion of viability services by October 2018. <i>John Dixon</i> | ON TRACK. Options for expanding the services already provided to other councils being tested, linked to proposals in the SP&I restructure published in August 2018. |

| Service Priority <i>What it is and why you're focussing on it</i> | 'Must do' actions <i>What do you have to do to make the successful deliver against your priorities</i> | PROGRESS / UPDATE |
|---|---|---|
| Delivering High Quality Services | Creation of a strategically aligned capital programmes with key partners by March 2019. <i>John Dixon</i> | ON TRACK. Key partners have been identified and now consideration is being given to identifying where there might be project/programme alignment with the City Council Capital Programme. |
| Delivering High Quality Services | Complete Commence a review of the CIL Charging Schedule by December 2018. <i>John Dixon</i> | REPROGRAMMED. Having established Member and senior officer agreement to align the review of CIL with the infrastructure planning issues arising from the work on the Joint Local Plan, the commencement of this coordinated review will start in December 2018. |
| Delivering High Quality Services | Complete Concessionary Fares Improvement Plan in response to Audit Review by September 2018. <i>Debbie Newcombe</i> | ON TRACK. The scope of the review was agreed in August 2018 with Devon Audit Partnership. |
| Delivering High Quality Services | Deliver an on-line concessionary travel pass application process for senior citizens and people with disabilities by September October 2018. and to roll this out to include those applying on the grounds of a disability by March 2019. <i>Debbie Newcombe</i> | ON TRACK. The final stages of testing were completed by August 2018, with the launch and go live planned for the end of October 2018 for all applicants for new applications, renewals and replacements including the taking of payments. |

| Service Priority <i>What it is and why you're focussing on it</i> | 'Must do' actions <i>What do you have to do to make the successful deliver against your priorities</i> | PROGRESS / UPDATE |
|---|---|--|
| Delivering High Quality Services | Complete the upgrade of the Real Time Passenger Information system and ensure upgrades are delivered through robust contract management by November 2018. March 2019. <i>Debbie Newcombe</i> | REPROGRAMMED. This is linked to Pledge 23 and has been brought forward as a consequence. UAT system checks are currently in progress. The target for accuracy is not currently being met but further pressure is being applied to 21 st Century to rectify the system faults. A detailed update to the Portfolio Holder is planned for 5 th November 2018. |
| Delivering High Quality Services | Quarterly reporting of performance and service standards under the Learning Through Experience initiative to the Strategic Planning & Infrastructure Management Team, throughout 2018/2019. <i>Rosie Starr (Nick King)</i> | ON TRACK. Quarter 1 and Quarter 2 reports produced. 2018/19 Q1 LTE report. |
| Delivering High Quality Services | Complete a Productivity and Resource Review in partnership with the Planning Advisory Service by April 2018. <i>Peter Ford</i> | COMPLETED. The results of the review were presented on 8 th May 2018 by the Planning advisory Service. |
| Delivering High Quality Services | Complete a Peer Review in partnership with the Planning Advisory Service by March 2019. <i>Peter Ford</i> | ON TRACK. Initial scope of the peer review being considered. |
| Delivering High Quality Services | Consider restructuring options for Strategic Planning & Infrastructure to reflect budget scenarios by June 2018. <i>Paul Barnard</i> | COMPLETED. The SP&I Restructure proposals were published on 31 st August 2018. |

| Service Priority <i>What it is and why you're focussing on it</i> | 'Must do' actions <i>What do you have to do to make the successful deliver against your priorities</i> | PROGRESS / UPDATE |
|---|--|---|
| Delivering High Quality Services | Implement the 2017 Strategic Planning & Infrastructure Staff Survey Action Plan by March 2019. <i>Paul Barnard</i> | ON TRACK. Progress with the Staff Survey Action Plan is regularly discussed at the SP&I Staff Forum and most of the actions have been completed or are underway. Some actions are behind schedule. |
| Delivering High Quality Services | Undertake an Audit Review with Devon Audit Partnership of the effectiveness of the procedures and controls in operation for Concessionary Fares by July 2018. <i>Phil Heseltine</i> | ON TRACK. The Terms of Reference to benchmark Plymouth against other authorities on reimbursement, eligibility criteria and management processes and identify drivers of expenditure on reimbursement and management over next 5 years have been agreed with Devon Audit Partnership. Evidence gathering is underway. |
| Delivering High Quality Services | Undertake an Audit Review with Devon Audit Partnership of the governance arrangements and relationships, both financial and legal (existing and potential for the future) of Plymouth Energy Community by September 2018. <i>Phil Heseltine</i> | SLIPPAGE. Little progress has been made on this. Currently working to a revised deadline of December 2018. |
| Delivering High Quality Services | Undertake an Audit Review with Devon Audit Partnership on the processes following various national building control reforms by June 2019. <i>Peter Ford</i> | COMPLETED. A draft report was received in October 2018. |

| Service Priority <i>What it is and why you're focussing on it</i> | 'Must do' actions <i>What do you have to do to make the successful deliver against your priorities</i> | PROGRESS / UPDATE |
|---|--|---|
| Delivering High Quality Services | Undertake an Audit Review with Devon Audit Partnership of the Development Enquiry Service by March 2019. <i>Peter Ford</i> | ON TRACK. Discussions with Devon Audit Partnership are scheduled for October 2018. |
| Delivering High Quality Services | Update all information in relation to web pages related to Strategic Planning & Infrastructure annually every December. <i>Tom Lowry</i> | ON TRACK. A full review, updating, and simplification of SP&I webpages is currently underway with teams across the whole department. |
| Delivering High Quality Services | Investigate and implement a Consultants Partnering Framework to ensure high quality specialist support for the delivery of the Joint Local Plan and other priority work of the department by March 2019. <i>Jonathan Bell</i> | ON TRACK. A draft framework document has already been produced and is now with potential local authority partners for comments. It is likely this will be delivered by December 2018 now, ahead of schedule. |
| Delivering Corporate Initiatives | Identify improvements in response to the Hackett Report by September 2019. <i>Guy Cooper</i> | ON TRACK. To date this has formed part of a recent collaborative peer review by LABC and also forms part of the new ISO QA accreditation. Recommendations from these will be implemented in the staff work programme, relevant training sourced, calls for evidence completed and senior management briefings. The SP&I Management Team is due to review the implications of the Hackett Review on 14 th January 2018. |

| Service Priority <i>What it is and why you're focussing on it</i> | 'Must do' actions <i>What do you have to do to make the successful deliver against your priorities</i> | PROGRESS / UPDATE |
|---|---|---|
| Delivering Corporate Initiatives | Undertake a review of the future management of green spaces by September 2018. <i>Kat Deeney</i> | COMPLETED IN PART. The first phase of this review has been complete and recommendations have been made on how to better manage the City Council Green Estate to senior managers. The SP&I restructure also brings forward a new approach to the management of green spaces. |
| Delivering Corporate Initiatives | Support effective regional partnership arrangements, including the Plymouth-Exeter-Torbay High Growth Corridor Initiative through to March 2020. <i>Paul Barnard</i> | ON TRACK. The department has contributed to an update of the Plymouth Asks and Offers document, the LEP Housing Summit and on-going meetings with partners. |
| Delivering Corporate Initiatives | Input into the Delivery Plan and Investment Framework for the Heart of the South West Productivity Strategy and work programme of the Joint Committee through to March 2020. <i>Phil Heseltine</i> | ON TRACK. Work in relation to road and rail is on schedule, but port activities still need to be reviewed. Evidence to support investment and funding for junctions capacity on the A38 and the emerging MRN has been produced and submitted. |
| Delivering Corporate Initiatives | Input into the Peninsula Sub National Transport Body through to March 2020. <i>Phil Heseltine</i> | ON TRACK. Agreement for Plymouth City Council to join a Shadow Sub National Transport Body was approved by Cabinet on 10th July 2018. Draft Terms of Reference, governance arrangement and a Collaboration Agreement have been prepared and considered for an initial meeting of Board Members in October 2018. |

| Service Priority <i>What it is and why you're focussing on it</i> | 'Must do' actions <i>What do you have to do to make the successful deliver against your priorities</i> | PROGRESS / UPDATE |
|---|---|--|
| Delivering Corporate Initiatives | Continue to make the case for investment in the A38 to improve Plymouth's strategic connectivity through to March 2019. <i>Phil Heseltine</i> | ON TRACK. The A38 Case for Action summary report and Technical report has been completed and circulated to MPs and partners. The next steps will be to respond to the RIS 2 announcements from the DfT, which are expected in November 2018. |
| Delivering Corporate Initiatives | Review the housing, transport, planning and infrastructure provisions of the Plymouth "Asks and Offers" document by June 2019. <i>Paul Barnard</i> | ON TRACK. The existing "Plymouth Asks and Offers" document has been reviewed and a first working draft replacement is planned ahead of schedule in January 2019. |
| Delivering Corporate Initiatives | Undertake a review of Capital Programme priorities and affordability by June 2018. <i>John Dixon</i> | COMPLETED. The results of this extensive review were reported to the Portfolio Holder on 3 rd October 2018. |
| Delivering Corporate Initiatives | Undertake a review of capitalisation options by May 2018. <i>John Dixon</i> | COMPLETED. The exercise was completed as part of Project 151 in May 2018. |
| Delivering Corporate Initiatives | Complete the Strategic Options Analysis of planning and related functions with Torbay Council and agree future working arrangements by May 2018. <i>Paul Barnard</i> | COMPLETED. The work looking at options with Torbay was completed in June 2018 and both authorities decided not to pursue a collaborative planning arrangement. |

This page is intentionally left blank

STRATEGIC PLANNING & INFRASTRUCTURE BUSINESS PLAN 2018/19

28th September 2018



1) Vision

To drive the delivery of sustainable growth that meets the needs of all citizens through targeted and integrated strategic planning and infrastructure interventions, and to provide high quality and customer focussed planning, housing, transport, building control, natural environment, and low carbon services to the city and its communities. In doing so, to be one of the top performing local planning and highway authorities in England, with a focus on quality, innovation and the needs of citizens, increasingly through new models of delivery and partnership.

2) Purpose

The Strategic Planning & Infrastructure Department was created on 1st January 2014 in response to the Council's prioritisation of Plymouth's growth agenda, which is now a central component of the GAME Programme, and in recognition of the need to integrate strategic planning and delivery functions to drive that growth in a sustainable way. The department aims to deliver a fundamentally new approach to spatial, investment and infrastructure planning which will require a re-imagining of how these functions can be delivered in the context of a new relationship with the citizen. This will involve a proactive positive approach to strategic planning, building upon a long track record of successful local planning in the city going back decades and built around the concept of "public value" and "systems leadership".

The department delivers sustainable growth through 3 functional areas: Development Planning, Development Management, and Transport, Infrastructure and Investment. Staff resources are arranged in 15 teams that will together deliver these functions. The teams provide a mix of services to business, developers, landowners and agents and local people. The department creates the strategic frameworks to guide and deliver growth whilst also establishing a positive and proactive climate for investors. It also acts on behalf of local people on a range of matters. It is responsible for a range of planning, housing, transport and other function, most of which are statutory.

By their very nature, many programmes of work within the department are already underpinned by the values of the Council. Examples are: "Democratic" – the department has protocols to engage people in the democratic decision-making on planning applications as well as undertaking consultation and community engagement exercises; "Responsible" – the department works positively to deliver services that meet the needs of people and look after the future; "Fair" – the department has statutory and other duties to act impartially on how it makes its decisions; "Partners" – the department has many external partners of influence to the Plymouth growth agenda (Homes England, Historic England, Highways England, the Plymouth Housing Development Partnership, Plymouth City, Tamar Estuaries Consultative Forum, Bus and many others).

Corporate Plan priorities are contained throughout the department's work streams. For example: the Plymouth Energy Community supports the "Pioneering" priority. Additionally, the various housing initiatives pursued by the department over the years (for example "Get Plymouth Building" and the "Plan for Homes") and now the "Homes for Plymouth" Programme are core areas of delivery inextricably linked to the GAME programme. Specifically the department has the joint lead for the delivery of over £23.2 Million additional New Homes Bonus income through the delivery of the Plymouth Growth Dividend. This also includes exploring new delivery models, such

as for green space management. The department has for many years also been instrumental in assisting other departments in driving income for the City Council. In the period of the business plan this will be taken to a new level, working within the framework of opportunity set out in the Plymouth and South West Devon Joint Local Plan.

As part of a strong managerial commitment to continuous improvement, various operational efficiency activities have been undertaken over the years, whilst also seeking to establish a renewed focus on the citizen. These include: value for money analysis, benchmarking, core function reviews, activity-based costing exercises, business process reviews, zero-based budgeting, restructures, external audits and inspections, shared service arrangements, resource and productivity reviews and investigation of alternative delivery models. The Strategic Planning & Infrastructure Department, working with South Hams District Council and West Devon Borough Council, has played the lead role in preparing the Plymouth and South West Devon Joint Local Plan. It will also support several other key capital projects and other corporate initiatives over the next 3 years.

The department is seeking to deliver 4 strategic outcomes:

1. Delivering Sustainable Growth

We will prioritise working proactively to deliver the growth commitments on new homes, new employment and new retail development set out in the Plymouth and South West Devon Joint Local Plan. This includes setting in place a robust spatial planning framework for growth, targeting key areas and sites that will make the biggest impact, delivering transport and infrastructure programmes and projects that unlock growth, an integrated approach to investment, actively promoting Plymouth's strategic connectivity, and planning for a green and low carbon city where growth can be sustained without harm to people or the natural environment.

2. Delivering a Sustainable Natural Environment

We will deliver strategic initiatives that safeguard, enhance and make best use of the city's natural assets, both land and water resources, in support of Plymouth's growth agenda and Britain's Ocean City branding.

3. Delivering High Quality Services

We will provide a range of services to individual customers and to the city as a whole. This includes planning and building control consents, the Plymouth and South West Devon Joint Local Plan, delivering transport programmes as well as a range of services to improve and protect the natural environment and support and meet the needs of neighbourhoods. We will deliver our services using the value-led strategic principles of The Blueprint as follows:

Vision and Purpose

We will be cooperative and work with customers and communities as one joined up team.

Measures: good practice identified through Learning Through Experience programme.

Customer and Channels

We will know our customers' needs in a consistent way and proactively manage their expectations, making it easier and faster for them to use our services, ensuring they are kept informed and influence decisions.

Measures: balanced scorecard indicators met; corporate customer standards met, customer survey.

Commissioning and Service Delivery

We will work with communities to deliver services, supporting their capacity to do so whilst prioritising, stopping, changing and growing services as appropriate to meet our financial budget.

Measures: balanced scorecard indicators met; Corporate Customer standards met.

People, Organisation and Culture

We will provide adaptable and flexible services with creative, empowered and resilient people who are professionally competent and financially astute, taking responsibility to help find solutions.

Measures: appeals won; awards won; decisions in accordance with pre-application advice; complaints not upheld; compliments received; Learning Through Experience quarterly reporting.

Processes and Transactions

We will remove all unnecessary processes and be outcome and cost focussed through robust cost control.

Measures: accurate value for money benchmarking; audits, peer reviews; capital programme monitoring, department budget outturn.

Technology and Information

We will treat information as an asset, protect it, and integrate information with partners to meet business needs having understood what technology we need.

Measures: FOI and other information requests.

Accommodation

We will support collaborative working with partners and help to align assets to our priorities to support the growth agenda of the city.

Measures: Learning Through Experience quarterly monitoring.

Planning and Performance

We will jointly plan with partners and communities and drive organisational and personal accountability by ensuring we deliver on our individual promises, operating with integrity, openness, honesty and transparency, and measuring the right things regularly.

Measures: Departmental Balanced Scorecard "dashboard"; Learning Through Experience quarterly monitoring, department budget outturn.

4. Delivering Corporate Initiatives

We will be an active partner in the key agendas that are set by the Senior Leadership Team, proactively driving income, and modernising services.

SP&I Achievements since 2014

- 2018 – Delivered £4,048,000 of additional income and efficiencies over 5 years.
- 2018 – Approved £1.23 Billion of development in the last 5 years of which 71% is already completed or is under construction.
- 2018 – Agreed a response to the Cross-Country Rail Franchise Consultation (July 2018).
- 2018 – Awarded a new Bus Services Contract (July 2018).
- 2018 – Secured approval for Local Nature Reserve Designations (July 2018).
- 2018 – Secured agreement to a Sub-National Transport Body (July 2018).
- 2018 – Secured ISO Accreditation for Building Control for its quality management system.
- 2018 – Secured approval for the Plan for Plastics (March 2018).
- 2018 – Secured approval for a Compulsory Purchase Order in support of the regeneration of Phase 4 of North Prospect (January 2018).
- 2018 – Secured agreement to explore a planning collaboration with Torbay Council (January 2018).
- 2017 – Submitted the Plymouth and South West Devon Joint Local Plan (July 2017).
- 2017 – Secured approval for a Compulsory Purchase Order in support of the regeneration of Phase 5 of North Prospect (May 2017).
- 2017 – Secured approval for the Plymouth and South West Devon Joint Local Plan (February 2017).
- 2017 – Secured approval for the Plymouth Plan Refresh (February 2017).
- 2017 – Completed the £2.32 Million Derriford Hospital Interchange project (January 2017).
- 2016 – Completed the £4.85 Million Plymouth Coach Station project (September 2016).
- 2016 – Secured agreement for the Plan for Homes 2016-2021 (February 2016).
- 2015 – Secured approval for Part I of the Plymouth Plan (September 2015).
- 2015 – Completed the £2.3 Million Marjon Hill Link Road at Derriford (September 2015).
- 2015 – Secured approval for a Compulsory Purchase Order in support of the regeneration of Phase 3 of North Prospect (July 2015).
- 2015 – Completed the £4.2 Million refurbishment of the former Laira Rail Bridge for a new walking and cycling link (May 2015).
- 2014 – Secured approval for the Consultation Draft of the Plymouth Plan (December 2014).
- 2014 – Secured approval for the Growth and Assets Business Case (June 2014).

- 2014 – Secured approval for the Local Development Scheme (March 2014).
- 2014 – Secured agreement to designate Ham Woods and Radford Woods as Local Nature Reserves and an extension to the Efford Marsh Local Nature Reserve (March 2014).
- 2014 – Sought delegated authority to streamline capital schemes (March 2014).
- 2014 – Completed a Park & Ride Services Review (February 2014).
- 2014 – Reported on the Derriford and Seaton Area Action Plan (February 2014).
- 2014 – Awarded a contract for the refurbishment of Laira Rail Bridge (January 2014).

SP&I Awards since 2014

- The Nelson Project, Plymouth City Council
RTPI South West Awards for Planning Excellence 2018
Large Schemes (20 or more homes)
- The Nelson Project, Form Design/Plymouth City Council/Liverty
Mitchelmores Property Awards 2018
Alternative Property Investment Project of the Year
- Thelma Cunningham Empty Homes work
Empty Homes Network Awards at the National Empty Homes Conference 2017
Empty Homes Practitioner of the Year
- Plymouth Coach Station and Mayflower West Car Park
South West Concrete Society Awards 2017
Best Civils Project
- Plymouth Coach Station and Mayflower West Car Park
British Parking Awards 2017
Best Surface Level Car Park
- Jim Woodley, Direct Property Services
Local Authority Building Control (LABC) Building Excellence Awards 2017
Best Local Builder or Traditional Craftsperson
- John Taylor, Galliford Try
Local Authority Building Control (LABC) Building Excellence Awards 2017
Site Supervisor of the Year
- City to Sea Wildflower Planting Project
Grow Wild Awards Kew Gardens 2016
Best Use of Promotion by a Community Project
- Plan for Homes
Royal Town Planning Institute (RTPI) Awards for Planning Excellence 2016
Silver Jubilee Cup
- Strategic Planning and Infrastructure
Royal Town Planning Institute (RTPI) Awards for Planning Excellence 2016
Local Authority Planning Team of the Year
- Plan for Homes
Royal Town Planning Institute (RTPI) Awards for Planning Excellence 2016
Excellence in Planning to Deliver Housing

- Plan for Homes
*Royal Town Planning Institute (RTPI) South West Awards for Planning Excellence 2016
Best Overall*
- Plan for Homes
*Royal Town Planning Institute (RTPI) South West Awards for Planning Excellence 2016
Excellence in Spatial Planning*
- Marjon Link Road Scheme
*Considerate Constructors Scheme National Awards 2016
Silver Cup*
- The Plymouth Plan Consultation
*European Council of Spatial Planners' 11th Urban and Regional Planning Awards 2016
Special Mention Award*
- The Plymouth Plan
*The Planning Awards 2015
Award for Strategic Planning*
- Strategic Planning and Infrastructure
*The Planning Awards 2015
Local Authority Team of the Year*
- Genesis Building, Millfields Trust, Union Street, Plymouth
*Building Forum for Devon and Cornwall 2015
Building of the Year Award*
- Millbay Plot A1/Quadrant Quay, Plymouth
*Insider Property Awards South West 2015
Residential Development of the Year*
- The Plymouth Plan
*Royal Town Planning Institute (RTPI) Awards for Planning Excellence 2015
Excellence in Plan Making Practice Award*
- The Plymouth Plan
*Royal Town Planning Institute (RTPI) South West Awards for Planning Excellence 2015
Other Planning Work Award*
- North Prospect Regeneration
*Inside Housing Top 60 Developments 2015
Regeneration Scheme of the Year*
- Plymouth University Marine Station
*Michelmores Property Awards 2015
Commercial Project of the Year Award in the Under £5M Category*
- Help for Heroes Personnel Recovery Centre, Plymouth
*Michelmores Property Awards 2015
Commercial Project of the Year Award in the Over £5M Category*
- Low Carbon City Team/Plymouth Energy Community (PEC) and PEC Renewables
Ashoka, European Competition Around Social Innovation to Tackle Poverty 2015
- Ham Woods Local Nature Reserve (secured by the Natural Infrastructure Team)
Green Flag Awards 2015

- Low Carbon City Team/Plymouth Energy Community (PEC) and PEC Renewables
Observer Ethical Awards 2015
Best Community Energy Project
- Low Carbon City Team/Plymouth Energy Community (PEC) and PEC Renewables
IESE Improvement and Efficiency Awards 2015
Enabling Community Share Capital
- Andy Shepherd, Kier Construction
Local Authority Building Control (LABC) Construction Excellence Awards South West Regionals 2015
LABC Site Supervisor of the Year
- The Endeavour Building, HMS Drake, HM Naval Base, Plymouth Capita
Local Authority Building Control (LABC) Construction Excellence Awards South West Regionals 2015
Best Inclusive Building
- George House
Abercrombie Awards 2014
Best New Housing Project
- Low Carbon City Team/Plymouth Energy Community (PEC) and PEC Renewables
UK Community Energy Awards 2014
Volunteer of the Year
- Low Carbon City Team/Plymouth Energy Community (PEC) and PEC Renewables
UK Social Enterprise Awards 2014
Investment Deal of the Year
- Low Carbon City Team/Plymouth Energy Community (PEC) and PEC Renewables
Green Energy Awards 2014
Best Community Initiative
- Low Carbon City Team/Plymouth Energy Community (PEC) and PEC Renewables
Abercrombie Awards 2014
Best Green Project
- Rob Gutteridge, Positive Building Services
Local Authority Building Control (LABC) Construction Excellence Awards South West Regionals 2014
Site Supervisor of the Year
- Gillespie Yunnie Architects and Plymouth Building Control Partnership
Local Authority Building Control (LABC) Construction Excellence Awards South West Regionals 2014
Best LABC Partnership with a Local Authority Building Control Team

In addition to the work of the department being shortlisted on many occasions, SP&I has been won the following City Council Star Awards:

- 2017 - Leadership Star Award - Rebecca Boyde
- 2017 – Plymouth City Council Ambassador Award - Liz Dunster
- 2017 - Special Recognition Award - Richard Bara, Andy Sharp and Thelma Cunningham

- 2017 - The Leader's Award - Joint Local Plan Team
- 2016 - Living our Values Award - Hannah Sloggett
- 2016 - Special Recognition Award - Plan for Homes Team
- 2014 - STAR Award – Sarah Carey
- 2014 - Leaders Award – Alistair MacPherson

2018 Corporate Plan

In relation to corporate drivers from the new 2018 Corporate Plan, this identifies “A Growing City” and “A Caring Council” as the 2 long term priorities for the City Council. Clearly the department will be playing a leading role in delivering the “growing city” agenda through its work on creating an efficient transport network, delivering a broad range of homes, supporting economic growth, creating quality jobs through new employment and retail provisions from the Joint Local Plan, supporting a vibrant cultural offer through the commitments in the Plymouth Plan, and leading on delivering a green and sustainable city through its natural infrastructure and low carbon work. In addition the department works actively in collaboration with other departments and will be supporting the “caring council” agendas through its support for new school infrastructure, its work with the Police to create a safe city through designing out crime, the support it provides to public health in tackling health inequalities, and to Economic Development on creating a welcoming city. The restructure of the department currently underway will allow for the 5 corporate approaches to how we deliver services to be embedded.

New Administration Pledges

Strategic Planning & Infrastructure is leading on the delivery of more pledges (25, with priority pledges in bold) than any other department:

- | | |
|------------------|--|
| Pledge 12 | Delivery of the Forder Valley, Charles Cross and Woolwell to the George Transport Schemes - Sally Farley |
| Pledge 15 | Installing more Electric Charging Points – Alistair Macpherson |
| Pledge 16 | Appointing a Cycling Champion – Rosie Starr |
| Pledge 20 | Campaign for faster, more frequent and reliable rail services – Phil Heseltine |
| Pledge 21 | Safeguarding the airport – Richard Grant |
| Pledge 22 | Campaign to upgrade the A38 – Phil Heseltine |
| Pledge 23 | Review the Real Time Passenger Information System and ensure it is fit for purpose – Debbie Newcombe |
| Pledge 25 | Encourage more truly affordable homes and deliver 1,000 homes per annum – Nick Carter |

- Pledge 26** **Review the waiting list and set up an arrangement with Registered Providers to deliver much more housing for affordable social rent – Nick Carter**
- Pledge 27** **Support building new bungalows and extra care facilities – Nick Carter**
- Pledge 28** **Encourage more self and custom build housing – Nick Carter**
- Pledge 29** **Create more opportunities for accommodation for veterans – Nick Carter**
- Pledge 34 Campaign for Plymouth Sound to be a National Marine Park – Kat Deeney
- Pledge 35 Work with Sutton Harbour Holdings and the Environment Agency to re-open the Sutton Harbour Lock Bridge – Hrach Agobiani
- Pledge 79 Deliver more parking spaces in the West End – Stuart Wingfield
- Pledge 80 Refresh the pedestrian areas of the City Centre – Stuart Wingfield
- Pledge 81 Encourage more homes in the City Centre – Nick Carter
- Pledge 86 Deliver upgrades to Central Park and Seaton Park – Kat Deeney
- Pledge 87 Drawing up a programme of investment in sports pitches and children’s play areas – Kat Deeney
- Pledge 89 Support the Agent for Change campaign – Peter Ford
- Pledge 95 Introduce and expand Bee Corridors and Wild Flower Meadows – Kat Deeney
- Pledge 96 Investigate a network of drinking water fountains – Kat Deeney
- Pledge 97 Trial use of a “sea bin” – Kat Deeney
- Pledge 99 Look for opportunities for renewable energy generation – Alistair Macpherson
- Pledge 100 Re-commit to become a carbon-neutral city by 2050 – Alistair Macpherson
- Strategic Planning & Infrastructure is also making major inputs into the following 9 pledges:
- Pledge 4 District Shopping Centres (Economic Development) – Stuart Wingfield
- Pledge 7 Building Plymouth (Children’s Services) – Peter Ford
- Pledge 8 Mayflower 400 (Economic Development) – Stuart Wingfield
- Pledge 13** **1,000 new car parking spaces (Street Services) – Kat Deeney**
- Pledge 14 Plymouth Railway Station (Economic Development) – Stuart Wingfield

| | |
|-----------|---|
| Pledge 36 | Cruise Liner Terminal (Economic Development) – Stuart Wingfield |
| Pledge 38 | Sutton Harbour Fish Market (Economic Development) – Richard Grant |
| Pledge 82 | New City Centre Shops (Economic Development) – Stuart Wingfield |
| Pledge 98 | Tree Maintenance (Street Services) – Kat Deeney |

3) Service Priorities for 2018/2019 – 2020/2021

| Service Priority <i>What it is and why you're focussing on it</i> | 'Must do' actions <i>What do you have to do to make the successful deliver against your priorities</i> | Dependencies <i>Who or what (e.g. systems; other departments) are you dependent on to achieve your actions</i> |
|---|--|--|
| Delivering Sustainable Growth | Adopt the Plymouth and South West Devon Joint Local Plan by March 2019 <i>Richard Grant</i> | South Hams District Council West Devon Borough Council Legal Department |
| Delivering Sustainable Growth | Adopt the Plymouth Policy Area and Thriving Towns and Villages Policy Area Supplementary Planning Documents by July 2019. <i>Jonathan Bell</i> | South Hams District Council West Devon Borough Council Legal Department |
| Delivering Sustainable Growth | Publish the Joint Local Plan Annual Monitoring Report and Annual Housing Statement by December 2019. <i>Richard Grant</i> | South Hams District Council West Devon Borough Council Legal Department |
| Delivering Sustainable Growth | Establish strategic partnering and governance framework for monitoring, implementation and review of the Joint Local Plan, and strategic work programme, by March 2019. <i>Jonathan Bell</i> | South Hams District Council West Devon Borough Council Legal Department |
| Delivering Sustainable Growth | Determine major planning applications efficiently and effectively, ensuring that all comply with the revised planning guarantee and national planning performance thresholds through to March 2019. <i>Carly Francis/Kate Saunders/Chris Watson</i> | Legal Department All consultee departments |

| Service Priority <i>What it is and why you're focussing on it</i> | 'Must do' actions <i>What do you have to do to make the successful deliver against your priorities</i> | Dependencies <i>Who or what (e.g. systems; other departments) are you dependent on to achieve your actions</i> |
|---|--|--|
| Delivering Sustainable Growth | Determine minor and other planning applications efficiently and effectively, ensuring that all comply with the revised planning guarantee and national planning performance thresholds through to March 2019. <i>Carly Francis/Kate Saunders/Chris Watson</i> | Legal Department All consultee departments |
| Delivering Sustainable Growth | Prepare and support funding bids to deliver the Sustainable Transport Programme identified in the Joint Local Plan through to March 2019. <i>Rosie Starr</i> | Finance Department |
| Delivering Sustainable Growth | Publish the Plan for Transport, setting out the detailed programme of transport investment by March 2019. <i>Rosie Starr</i> | Department for Transport Finance Department Legal Department |
| Delivering Sustainable Growth | Prepare and support funding bids for the strategic transport projects identified in the joint Local Plan through to March 2019. <i>Sally Farley</i> | Department for Transport Highways England Finance Department Legal Department |
| Delivering Sustainable Growth | Deliver the Strategic Transport Programme on time, to budget through to March 2020. <i>Sally Farley</i> | Department for Transport Local Enterprise Partnership Finance Department Legal Department |
| Delivering Sustainable Growth | Determine Section 278, Section 38, and other highway consents including the discharging of conditions, focussing on Joint Local Plan allocated sites to ensure there are no highway impediments to delivery through to March 2019. <i>Sally Farley</i> | Legal Department |
| Delivering Sustainable Growth | Prepare Plan for Homes 3 with suite of funded initiatives by March 2019. <i>Nick Carter</i> | Finance Department |

| Service Priority <i>What it is and why you're focussing on it</i> | 'Must do' actions <i>What do you have to do to make the successful deliver against your priorities</i> | Dependencies <i>Who or what (e.g. systems; other departments) are you dependent on to achieve your actions</i> |
|---|---|--|
| Delivering Sustainable Growth | Implement detailed actions arising from the Plan for Homes 3 Investment Programme through to March 2020. <i>Nick Carter</i> | Finance Department Legal Department Homes England |
| Delivering Sustainable Growth | Prepare and support funding bids for housing and regeneration projects through to March 2019. <i>Nick Carter</i> | Finance Department Homes England |
| Delivering Sustainable Growth | Establish and Implement a Delivery Strategy for all housing sites within the Joint Local Plan by December 2018. <i>Nick Carter</i> | Economic Development Department Community Connections Department |
| Delivering Sustainable Growth | Establish and Implement a Delivery Strategy for all employment sites within the Joint Local Plan by December 2018. <i>Peter Ford</i> | Economic Development Department |
| Delivering Sustainable Growth | Establish and Implement a Delivery Strategy for all retail sites within the Joint Local Plan by December 2018. <i>Peter Ford</i> | Economic Development Department |
| Delivering Sustainable Growth | Prepare a City Centre and Waterfront Growth Area Delivery Plan and Development Programme, as a primarily web-based marketing resource, by March 2019. <i>Stuart Wingfield</i> | Economic Development Department |
| Delivering Sustainable Growth | Prepare a Derriford and Northern Corridor Growth Area Delivery Plan and Development Programme, as a primarily web-based marketing resource, by March 2019. <i>Stuart Wingfield</i> | Economic Development Department South Hams District Council |
| Delivering Sustainable Growth | Prepare an Eastern Corridor Growth Area Delivery Plan and Development Programme, as a primarily web-based marketing resource, by March 2019. <i>Stuart Wingfield</i> | Economic Development Department South Hams District Council |

| Service Priority <i>What it is and why you're focussing on it</i> | 'Must do' actions <i>What do you have to do to make the successful deliver against your priorities</i> | Dependencies <i>Who or what (e.g. systems; other departments) are you dependent on to achieve your actions</i> |
|---|---|--|
| Delivering Sustainable Growth | Establish and implement a Delivery Strategy for all sites within the 3 Growth Areas in the Joint Local Plan by December 2018. <i>Stuart Wingfield/Gina Small</i> | All Council Departments South Hams District Council |
| Delivering Sustainable Growth | Implement the Better Places Programme and make significant progress with the delivery of the Millbay Boulevard through to March 2020. <i>Stuart Wingfield</i> | Street Services Department |
| Delivering Sustainable Growth | Prepare and support funding bids in support of low carbon and climate change initiatives set out in the Joint Local Plan through to March 2019. <i>Alistair Macpherson</i> | Finance Department Legal Department |
| Delivering Sustainable Growth | Deliver, in partnership with Plymouth Energy Community, the Climate Active Neighbourhoods project by March 2019. <i>Alistair Macpherson</i> | Finance Department Legal Department |
| Delivering Sustainable Growth | Complete the HEATNET-funded district heating scheme project by December 2019. <i>Alistair Macpherson</i> | Finance Department Legal Department |
| Delivering Sustainable Growth | Complete the ELENA-funded local energy efficiency projects by March 2021. <i>Alistair Macpherson</i> | Finance Department Legal Department |
| Delivering Sustainable Growth | Prepare and support funding bids in support of electric car charging infrastructure. <i>Alistair Macpherson</i> | Finance Department Legal Department |
| Delivering Sustainable Growth | Deliver improvements to Sutton Harbour Lock Bridge by January 2019. <i>Hrach Agobiani</i> | Finance Department Legal Department Street Services Department Sutton Harbour Company Environment Agency |

| Service Priority <i>What it is and why you're focussing on it</i> | 'Must do' actions <i>What do you have to do to make the successful deliver against your priorities</i> | Dependencies <i>Who or what (e.g. systems; other departments) are you dependent on to achieve your actions</i> |
|---|---|--|
| Delivering Sustainable Growth | Deliver Cot Hill (West) railway bridge replacement and associated works by March 2020. <i>Hrach Agobiani</i> | Street Services Department Finance Department Legal Department Network Rail Department for Transport |
| Delivering Sustainable Growth | Deliver the Peninsula Rail Task Force "20 Year Plan" through to March 2021. <i>Phil Heseltine</i> | Peninsula Rail Task Force Network Rail Department of Transport |
| Delivering Sustainable Growth | Complete a successful retendering of Plymouth's existing supported bus network and new service to Sherford by December 2018. <i>Debbie Newcombe</i> | Finance Department Legal Department Procurement Team |
| Delivering a Sustainable Natural Environment | Establish and Implement a Delivery Strategy for all strategic green space sites within the Joint Local Plan by December 2018. <i>Kat Deeney</i> | Finance Department Legal Department |
| Delivering a Sustainable Natural Environment | Deliver the European Marine Site Marine Recreational Impacts Programme to ensure that growth does not have an adverse impact on protected sites by March 2019. <i>Kat Deeney</i> | Finance Department Legal Department |
| Delivering a Sustainable Natural Environment | Establish and Implement a Delivery Strategy for priority projects within the Plan for Playing Pitches through to March 2019. <i>Kat Deeney</i> | Finance Department Legal Department |
| Delivering a Sustainable Natural Environment | Designate 2 further Local Nature Reserves and expand the number of wildflower meadows by March 2019. <i>Kat Deeney</i> | Street Services Department Legal Department |
| Delivering a Sustainable Natural Environment | Deliver the Plan for Plastics and prepare a detailed supporting action plan by March 2019. <i>Kat Deeney</i> | Chief Executive's Department Finance Department City Council Green Champions |

| Service Priority <i>What it is and why you're focussing on it</i> | 'Must do' actions <i>What do you have to do to make the successful deliver against your priorities</i> | Dependencies <i>Who or what (e.g. systems; other departments) are you dependent on to achieve your actions</i> |
|---|--|--|
| Delivering a Sustainable Natural Environment | Review the Flood Risk Management Strategy by March 2019. <i>Andy Cottam</i> | Finance Department Street Services Department |
| Delivering High Quality Services | Explore opportunities across all teams within Strategic Planning & Infrastructure for additional income and to simplify operations, sharing operations, integrating services and managing customer demand by June 2018. <i>Paul Barnard</i> | Finance Department |
| Delivering High Quality Services | Refresh and relaunch the Plymouth Plan and its governance and monitoring arrangements, by March 2019. <i>Jonathan Bell</i> | Chief Executives Department All Council Departments |
| Delivering High Quality Services | Implement in full all the recommendations from the New Compliance Audit Report (November 2017) by December 2018. <i>Chris Watson</i> | Legal Department |
| Delivering High Quality Services | Adopt a Building Control Quality Assurance System by December 2018. <i>Guy Cooper</i> | Local Authority Building Control |
| Delivering High Quality Services | Regularly hold Safety at Sports Ground meetings to ensure that safety certification is up to date for all relevant sporting venues and activities through to March 2019. <i>Guy Cooper</i> | Legal Department |
| Delivering High Quality Services | Digitise the Highways Register and supporting documents into IDOX by March 2019. <i>Nick King</i> | DELT |
| Delivering High Quality Services | Initialise and Implement the IDOX modules for listed buildings and Tree Preservation Orders by March 2019. <i>Nick King</i> | DELT |

| Service Priority <i>What it is and why you're focussing on it</i> | 'Must do' actions <i>What do you have to do to make the successful deliver against your priorities</i> | Dependencies <i>Who or what (e.g. systems; other departments) are you dependent on to achieve your actions</i> |
|---|---|--|
| Delivering High Quality Services | Make significant improvements to the organisation and governance of spatial data and create improved on-line interactive mapping by March 2019. <i>Tom Lowry</i> | DELT |
| Delivering High Quality Services | Review Plymouth's Statement of Community Involvement as part of a wider joint review with South Hams and West Devon for the Joint Local Plan, by March 2019. <i>Tom Lowry</i> | Chief Executive's Department South Hams District Council West Devon Borough Council |
| Delivering High Quality Services | Prepare a Neighbourhood Planning Protocol as a framework for advising and supporting local communities in their neighbourhood planning work by December 2018. <i>Tom Lowry</i> | Chief Executive's Department |
| Delivering High Quality Services | Review the process for allocating the 'neighbourhood proportion' of CIL by December 2018. <i>Tom Lowry</i> | Chief Executive's Department |
| Delivering High Quality Services | Make significant improvements in developing an open data culture through opening up Strategic Planning & Infrastructure datasets to the public by March 2019. <i>Tom Lowry</i> | DELT |
| Delivering High Quality Services | Establish a fully on-line, interactive Joint Local Plan and Plymouth Plan by March 2019. <i>Tom Lowry</i> | Chief Executive's Department DELT |
| Delivering High Quality Services | Provide support to Neighbourhood Forums to bring forward Neighbourhood Plans for submission through to March 2019. <i>Tom Lowry</i> | Chief Executive's Department |

| Service Priority <i>What it is and why you're focussing on it</i> | 'Must do' actions <i>What do you have to do to make the successful deliver against your priorities</i> | Dependencies <i>Who or what (e.g. systems; other departments) are you dependent on to achieve your actions</i> |
|---|---|--|
| Delivering High Quality Services | Establish a robust performance monitoring regime for highway consents by March 2019 <i>Sally Farley</i> | Chief Executive's Department |
| Delivering High Quality Services | Deliver engineering services to a range of internal and external clients on a cost neutral basis through to March 2020. <i>Hrach Agobiani</i> | Finance Department |
| Delivering High Quality Services | Establish a sustainable funding model for Plymouth Energy Community by December 2018. <i>Paul Barnard</i> | Finance Department Legal department Plymouth Energy Community |
| Delivering High Quality Services | Complete database and introduce new CIL and Section 106 reporting by July 2018. <i>John Dixon</i> | Legal Department Finance Department |
| Delivering High Quality Services | Approval of business case for the expansion of viability services by October 2018. <i>John Dixon</i> | Finance Department |
| Delivering High Quality Services | Creation of a strategically aligned capital programmes with key partners by March 2019. <i>John Dixon</i> | Finance Department |
| Delivering High Quality Services | Commence a review of the CIL Charging Schedule by December 2018. <i>John Dixon</i> | Finance Department Legal Department |
| Delivering High Quality Services | Complete Concessionary Fares Improvement Plan in response to Audit Review by September 2018. <i>Debbie Newcombe</i> | Finance Department |
| Delivering High Quality Services | Deliver an on-line concessionary travel pass application process for senior citizens by September 2018 and to roll this out to include those applying on the grounds of a disability by March 2019. <i>Debbie Newcombe</i> | DELT Corporate Communications |

| Service Priority <i>What it is and why you're focussing on it</i> | 'Must do' actions <i>What do you have to do to make the successful deliver against your priorities</i> | Dependencies <i>Who or what (e.g. systems; other departments) are you dependent on to achieve your actions</i> |
|---|--|--|
| Delivering High Quality Services | Complete the upgrade of the Real Time Passenger Information system and ensure upgrades are delivered through robust contract management by March 2019. <i>Debbie Newcombe</i> | Legal Department |
| Delivering High Quality Services | Quarterly reporting of performance and service standards under the Learning Through Experience initiative to the Strategic Planning & Infrastructure Management Team <i>Rosie Starr</i> | Chief Executive's Department Human Resources Department Finance Department Customer Services Department |
| Delivering High Quality Services | Complete a Productivity and Resource Review in partnership with the Planning Advisory Service by April 2018. <i>Peter Ford</i> | Planning Advisory Service |
| Delivering High Quality Services | Complete a Peer Review in partnership with the Planning Advisory Service by March 2019. <i>Peter Ford</i> | Planning Advisory Service |
| Delivering High Quality Services | Consider restructuring options for Strategic Planning & Infrastructure to reflect budget scenarios by June 2018. <i>Paul Barnard</i> | Human Resources Finance Department |
| Delivering High Quality Services | Implement the 2017 Strategic Planning & Infrastructure Staff Survey Action Plan by March 2019. <i>Paul Barnard</i> | Human Resources |
| Delivering High Quality Services | Undertake an Audit Review with Devon Audit Partnership of the effectiveness of the procedures and controls in operation for Concessionary Fares by October 2018. <i>Phil Heseltine</i> | Devon Audit Partnership Plymouth City Bus |

| Service Priority <i>What it is and why you're focussing on it</i> | 'Must do' actions <i>What do you have to do to make the successful deliver against your priorities</i> | Dependencies <i>Who or what (e.g. systems; other departments) are you dependent on to achieve your actions</i> |
|---|--|--|
| Delivering High Quality Services | Undertake an Audit Review with Devon Audit Partnership of the governance arrangements and relationships, both financial and legal (existing and potential for the future) of Plymouth Energy Community by October 2018. <i>Phil Heseltine</i> | Devon Audit Partnership Plymouth Energy Community |
| Delivering High Quality Services | Undertake an Audit Review with Devon Audit Partnership on the processes following various national building control reforms by June 2019. <i>Peter Ford</i> | Devon Audit Partnership Local Authority Building Control |
| Delivering High Quality Services | Undertake an Audit Review with Devon Audit Partnership of the Development Enquiry Service by March 2019. <i>Peter Ford</i> | Devon Audit Partnership Planning Advisory Service Finance Department |
| Delivering High Quality Services | Update all information in relation to web pages related to Strategic Planning & Infrastructure annually every December. <i>Tom Lowry</i> | DELT |
| Delivering High Quality Services | Investigate and implement a Consultants Partnering Framework to ensure high quality specialist support for the delivery of the Joint Local Plan and other priority work of the department by March 2019. <i>Jonathan Bell</i> | South Hams District Council West Devon Borough Council Finance Department |
| Delivering Corporate Initiatives | Identify improvements in response to the Hackett Report by September 2019. <i>Guy Cooper</i> | Chief Executive's Department |
| Delivering Corporate Initiatives | Undertake a review of the future management of green spaces by September 2018. <i>Kat Deeney</i> | Finance Department Street Services Department |
| Delivering Corporate Initiatives | Support effective regional partnership arrangements, including the Plymouth-Exeter-Torbay High Growth Corridor Initiative through to March 2020. <i>Paul Barnard</i> | Chief Executive's Department |

| Service Priority <i>What it is and why you're focussing on it</i> | 'Must do' actions <i>What do you have to do to make the successful deliver against your priorities</i> | Dependencies <i>Who or what (e.g. systems; other departments) are you dependent on to achieve your actions</i> |
|---|---|--|
| Delivering Corporate Initiatives | Input into the Delivery Plan and Investment Framework for the Heart of the South West Productivity Strategy and work programme of the Joint Committee through to March 2020. <i>Phil Heseltine</i> | Chief Executive's Department Economic Development Department |
| Delivering Corporate Initiatives | Input into the Peninsula Sub National Transport Body through to March 2020. <i>Phil Heseltine</i> | Chief Executive's Department Economic Development Department |
| Delivering Corporate Initiatives | Continue to make the case for investment in the A38 to improve Plymouth's strategic connectivity through to March 2019. <i>Phil Heseltine</i> | Chief Executive's Department Economic Development Department |
| Delivering Corporate Initiatives | Review the housing, transport, planning and infrastructure provisions of the Plymouth "Asks and Offers" document by June 2019. <i>Paul Barnard</i> | Chief Executive's Department |
| Delivering Corporate Initiatives | Commence a review of Capital Programme priorities and affordability by June 2018. <i>John Dixon</i> | Finance Department |
| Delivering Corporate Initiatives | Undertake a review of capitalisation options by May 2018. <i>John Dixon</i> | Finance Department |
| Delivering Corporate Initiatives | Complete the Strategic Options Analysis of planning and related functions with Torbay Council and agree future working arrangements by May 2018. <i>Paul Barnard</i> | Chief Executive's Department Finance Department Human Resources Department |

Appendices to the Business Plan

1. Budget 2018/19
2. Balanced Scorecard – key performance indicators for your service (to measure progress against your priorities and statutory duties)
3. Risk and Opportunity Register

4. Service Standards – the standards of service you are providing to citizens/internal customers (new)

This page is intentionally left blank

**CHILDREN, YOUNG PEOPLE AND FAMILIES
SERVICE (CYPFS) BUSINESS PLAN 2018/19**

March 2018



Service Priorities for 2018/19

| Service Priority | 'Must do' actions | Progress Update |
|--|--|---|
| <p>Plymouth Referral and Assessment Service (PRAS), Targeted Support, Parent and Child Assessment Team (PACAT), Risk of Exploitation, Absence and Child Homelessness (REACH) and Youth Offending Team (YOT)</p> <p><i>Head of Service - Siobhan Wallace</i></p> | | |
| <p>To manage the front door to Children, Young People and Families Service (CYPFS), including out of office hour. To receive and record contacts from professionals and the public about children in need of help and/or protection.</p> | <p>Review gateway and Hub functions, linked to reviewing Out of Hours (OOH) Service contribution, plan and implement appropriate changes. Linked to Early Help delivery plans.</p> | <p>The reconfiguration of the Hub and Gateway to create the Plymouth Children’s Gateway (PCG). In response to feedback during the Ofsted ILACS, operating processes and practice within the MASH have been reviewed. A detailed improvement plan is in place including improvements in performance monitoring and management oversight.</p> <p>Key actions remaining: What is still to be delivered and level of confidence around that:</p> <ul style="list-style-type: none"> Continued enhanced oversight of PCG arrangements as the service beds in. A multi-agency review of the PCG is planned for the end of Jan 19. <p>Likely areas of focus for 19/20: With reference to the MTFs, what the areas of focus will likely be for 19/20:</p> <ul style="list-style-type: none"> Completion of the Targeted Support review and implementation to create an enhanced Early Help Advice and Support Team to work alongside the PCG, and an Adolescent Support team focussed on diversion from care, offending and CE. |
| <p>To determine thresholds for statutory</p> | <p>Work with partners, and ensure the</p> | <p>There has been a small drop in the percentage of re-referrals from 33.4% to</p> |

| | | |
|--|---|--|
| <p>intervention, completing enquiries under Section 47 (S47) 1989/2004 Children Act for children and young people at risk of significant harm and taking appropriate safeguarding action when required.</p> <ul style="list-style-type: none"> ▪ Reduce re-referrals ▪ Reduce rates of s47s and Single Assessments | <p>decision-making re thresholds and responses to reduce the rate of S47 investigations, and Single Assessments to bring us in line with statistical neighbours.</p> | <p>32.9%. This will continue to be a focus of threshold work in the PCG and targeted support and PRAS stepdown planning going forward.</p> <p>There has been a small drop in the number of referrals and assessments over and above expected seasonal changes. However, the percentages of s47 investigations remain too high. This is being addressed as part of the improvement plan.</p> <p>The percentage of single assessments completed within the 45 day timescale has remained consistently high at around 94%, which is strong performance compared to statistical neighbours. The Ofsted ILACS feedback has supported the findings from internal auditing that the quality of assessment work has improved and most are now good. Numbers of assessments completed within 10n days have now risen to 20% and within 30 days to 52%.</p> <p>Key actions remaining: What is still to be delivered and level of confidence around that:</p> <ul style="list-style-type: none"> • Reduction in repeat referrals and numbers of s47 investigations to come into line with statistical neighbours. |
| <p>To offer a clear and transparent assessment service to children in need that involves participation, collaboration and joint working.</p> <ul style="list-style-type: none"> ▪ Increase the % of assessments completed with 10 working days ▪ Increase the % of assessments completed at 30 days ▪ Increase the % of assessments completed on time ▪ Improve the quality of assessments | <p>Continued work in service to sustain and maintain manageable workloads. Increase the evidence of management oversight and reflective supervision. Enabling continued improvement in the quality of single assessments, built on good use of the Risk and Vulnerability Matrix (RVM), informing good quality care plans, and step down plans as appropriate, for all children assessed.</p> | <p>The percentage of single assessments completed within the 45 day timescale has remained consistently high at around 94%, which is strong performance compared to statistical neighbours. The Ofsted ILACS feedback has supported the findings from internal auditing that the quality of assessment work has improved and most are now good. Numbers of assessments completed within 10n days have now risen to 20% and within 30 days to 52%.</p> <p>Key actions remaining: What is still to be delivered and level of confidence around that</p> <ul style="list-style-type: none"> ▪ Increase the % of assessments completed with 10 working days ▪ Increase the % of assessments completed at 30 days <p>Likely areas of focus for 19/20: With reference to the MTFs, what the areas of focus will likely be for 19/20:</p> |

| | | |
|--|--|---|
| | | <ul style="list-style-type: none"> Continued focus on maintaining manageable workloads, increasing the evidence of management oversight and reflective supervision (ILACS priority 4) |
| <p>To receive notifications of all children and young people going missing, offering return home interviews and appropriate support.</p> <ul style="list-style-type: none"> Improved % of return home interviews within 72 hours Improved contribution to assessment of risk | <p>Review REACH team arrangements and link to the learning from the focus on Child Sexual Exploitation (CSE) review.</p> | <p>The process for recording and disseminating Return Home Interviews (RHIs) has improved and the Ofsted ILACS feedback noted an improvement in the quality of recording. Most RHIs are now being completed within the expected timescales.</p> <p>Key actions remaining: What is still to be delivered and level of confidence around that</p> <ul style="list-style-type: none"> Continued improvement in timeliness in recording RHIs. <p>Likely areas of focus for 19/20: With reference to the MTFs, what the areas of focus will likely be for 19/20:</p> <ul style="list-style-type: none"> Continued focus on quality of contribution to assessment of risk |
| <p>To provide specialist assessments of parents' ability to care for children within Public Law Outline (PLO) or legal proceedings, and ensure appropriate supervised contact.</p> | <p>Progress review of PACAT and contact arrangements in the wider review of multi-agency, post Family Drug and Alcohol Court (FDAC) review.</p> <p>PAUSE SIB</p> | <p>Review of PACAT and contact arrangements incorporated into the Targeted support review which currently in progress.</p> <p>Family Drug and Alcohol Court (FDAC) Team has now been disbanded following a review of its intervention model effectiveness.</p> <p>Key actions remaining: What is still to be delivered and level of confidence around that</p> <ul style="list-style-type: none"> Completion of the Targeted support review. <p>Likely areas of focus for 19/20: With reference to the MTFs, what the areas of focus will likely be for 19/20:</p> <ul style="list-style-type: none"> Completion of the Targeted Support review and implementation to |

| | | |
|--|--|---|
| | | <p>create an enhanced Early Help Advice and Support Team to work alongside the PCG, and an Adolescent Support team focussed on diversion from care, offending and CE.</p> |
| <p>To establish and maintain a youth offending team in line with the Crime and Disorder Act 1998, with a principle aim of preventing offending by children and young people.</p> <ul style="list-style-type: none"> ▪ Maintain low rates of first time offenders ▪ Reduce repeat offending | <p>Complete review of workloads and links to targeted youth and family support to strengthen the prevention offer.</p> | <ul style="list-style-type: none"> • There was a spike in repeat offending during the year, partly due to a particular cohort of young people. This has now been resolved due to diversionary work. The KPI on young people in custody has increased significantly but this is due to fluctuations in a very small cohort. <p>Likely areas of focus for 19/20: With reference to the MTFs, what the areas of focus will likely be for 19/20:</p> <ul style="list-style-type: none"> • Review of the YOT with renewed emphasis on prevention of offending. |
| <p>To provide targeted youth, and family support, including improving outcomes within the Families With a Future (FWAF)/Troubled Families programme.</p> <ul style="list-style-type: none"> ▪ Increase attached families cohort ▪ Increase Payment by Results (PBR) claims | <p>Contribute to leading the development of plans to integrate the early help offer. Confirming realising delivery plans.</p> <p>Ensure FWAF and troubled families plan is robust and focussed to meet targets for the next two years.</p> | <p>Focussed work over the year has seen us consistently meeting significantly increased targets for PBR claims within our FWAF programme.</p> <p>Key actions remaining: What is still to be delivered and level of confidence around that</p> <ul style="list-style-type: none"> • Ongoing work with partners re targets for FWAF claims. • Continued multi-agency work to develop and support the citywide Early help offer. <p>Likely areas of focus for 19/20: With reference to the MTFs, what the areas of focus will likely be for 19/20:</p> <ul style="list-style-type: none"> • Continued attention on maintaining the improvement in meeting FWAF targets through enhanced partnership working |

| | | |
|---|---|---|
| <p>Lead the Partnership with the NSPCC Together for Childhood</p> | <p>Director of Children’s Service, Assistant Directors Strategic Leads, HOS Operational Steering Group Lead</p> | <ul style="list-style-type: none"> • There has been a positive launch of the Together for Childhood Project and good multi-agency involvement to begin to shape service delivery. • Likely areas of focus for 19/20: With reference to the MTFs, what the areas of focus will likely be for 19/20: • Leadership within the Together for Childhood project. |
| <p>Child Social Work Service and Permanence Service Head of Service - Caroline Kirsopp</p> | | |
| <p>Children and young people to be seen in a purposeful, timely way and to ensure that this is recorded to reflect the child's lived experiences.</p> <p>Good performance in relation to visits to children in need and subject to Child Protection (CP) plans.</p> | <p>Continued work in service to sustain and maintain manageable workloads. Increase the evidence of management oversight and reflective supervision.</p> <p>Improved timeliness of purposeful visits to children using regular daily meetings in each team.</p> | <p>There has been some progress in ensuring appropriate visiting frequency to Children in Care and in need of protection and overall caseloads have been manageable. Ofsted ILACS feedback recognise improvements in these areas.</p> <p>Key actions remaining: What is still to be delivered and level of confidence around that</p> <ul style="list-style-type: none"> • Performance on visits continues to receive high level scrutiny <p>Likely areas of focus for 19/20: With reference to the MTFs, what the areas of focus will likely be for 19/20:</p> <ul style="list-style-type: none"> • Performance on visits continues to receive high level scrutiny |
| <p>Child focussed assessment and care planning improving the quality of CP plans and with an increased focus on Child in Need assessments, interventions and review’s.</p> <p>Maintain appropriate numbers of children in need and subject to plans</p> <p>Reduce % of children subject to repeat CP plans.</p> | <p>Focus on improved CP plans, Core Group minutes and Children in Need (CIN) plans and review arrangements.</p> | <p>Key actions remaining: What is still to be delivered and level of confidence around that</p> <p>Internal targets for Child in Need visiting rates.</p> <p>Likely areas of focus for 19/20: With reference to the MTFs, what the areas of focus will likely be for 19/20:</p> <ul style="list-style-type: none"> • Focus work to achieve improvements in the quality of outcome focussed plans (ILACS priority 2) |

| | | |
|---|---|--|
| <p>Maintain good in timelines for children in proceedings, and improve the timeliness of permanence decision making.</p> <p>Maintain proceedings timescales, and reduced use of Residential, Independent Fostering Agency (IFA) and parent and Child</p> | <p>Review key decision making re PLO, and decisions to come into care.</p> | <p>A Review and re-alignment of various panel processes in relation to legal and resource decisions to accommodate children has resulted in the implementation of the ARC, CIC Legal Gateway Panels.</p> <p>Placement review and Budget containment meetings take place fortnightly reviewing high cost foster placements in order to achieve savings and explore exit planning to lower cost placements or reunification. To date the service has realised savings of 1.47 million in the first nine months of the financial year through step down and step out of placements. The placement budget is currently showing overspend due to two specific young people and costs of care packages.</p> <p>Key actions remaining: What is still to be delivered and level of confidence around that</p> <p>PLO Tracker requires embedding and further focus.</p> <p>Likely areas of focus for 19/20: With reference to the MTFs, what the areas of focus will likely be for 19/20:</p> |
| <p>Improve short and longterm placement stability.</p> | <p>Ensure that plans for children support them to remain, or step down to suitable foster placements in a timely way to meet their needs. Continue to improve placement sufficiency, and manage costs of provision.</p> <p>Agree the new approach to supporting complex adolescents on the edge of care, and in care, based on a principle of a consistent group of practitioners, including social workers, CAMHS workers and youth workers to provide a consistent, timely and flexible response to prevent young people coming into care, and support those in care to remain in the most appropriate placement.</p> | <p>Significant achievements have been made in both long term and short-term placement stability KPI.</p> <p>Realignment of the Permanency and Careleavers service into one service area occurred in October 2019.</p> <p>Placement review and Budget containment meetings take place fortnightly reviewing high cost foster placements in order to achieve savings and explore exit planning to lower cost placements or reunification.</p> <p>Key actions remaining: What is still to be delivered and level of confidence around that</p> <ul style="list-style-type: none"> • The placement budget is currently showing overspend due to two specific young people and costs of care packages. <p>Likely areas of focus for 19/20: With reference to the MTFs, what the areas of focus will likely be for 19/20:</p> |

| | | |
|--|--|---|
| | | <ul style="list-style-type: none"> Continued high-level scrutiny of all placement costs. |
| <p>Review of Permanence/Care Leavers Service as a response to implications for service delivery following Children Social Work Act 2017 to enable the service to meet not only its statutory duties and responsibilities but to improve the life chances of children in care and care leavers.</p> <p>Improve the amount of Care Leavers in Education, Employment and/or Training (EETs) and care leavers in suitable accommodation</p> | <p>Agree new arrangements for delivery, implement and review impact.</p> <p>Link with potential partners developments.</p> | <p>Realignment of the Permanency and Careleavers service into one service area occurred in October 2019.</p> <p>Key actions remaining: What is still to be delivered and level of confidence around that</p> <ul style="list-style-type: none"> Disseminate and embed the local offer to Careleavers <p>Likely areas of focus for 19/20: With reference to the MTFs, what the areas of focus will likely be for 19/20:</p> <ul style="list-style-type: none"> Continued focus on the maintaining a reduction of caseloads for Personal Assistants (ILACS priority 5) Continuing the work to achieve the aim of Pledge 48 supporting young people to benefit from work placements |
| <p>To increase sufficiency of Foster Carers so that we are able to meet the needs of our children in care in-house.</p> <p>Increase numbers of in house foster carers able to support children and young people with the most complex needs</p> | <p>Continued focus on increasing recruitment of suitable in house fostering.</p> <p>Consider potential for a joint approach with Torbay.</p> | <p>We continue to experience sufficiency challenges in this area with a mixed offer delivered through in house services and a range of Independent Fostering Agencies.</p> <p>Likely areas of focus for 19/20: With reference to the MTFs, what the areas of focus will likely be for 19/20:</p> <ul style="list-style-type: none"> Consideration of commissioning strategies and collaborative work with Torbay to increase foster care sufficiency. |
| <p>Contribute to establishing the Regional Adoption Agency (RAA) by Oct 18.</p> | | <p>The Regional Adoption Agency (RAA) went live on the 18th October 2018.</p> |
| <p>Safeguarding and Quality Assurance</p> <p>Interim Head of Service – Sandy Magee</p> | | |
| <p>Maintain the strategic focus on Recruitment,</p> | <p>Implement the retention and recruitment</p> | <p>There is a high level of confidence regarding delivery of our workforce</p> |

| | | |
|---|--|---|
| <p>retention and professional development.</p> <ul style="list-style-type: none"> ▪ % vacancies ▪ % retention | <p>strategy including developing plans to establish a social work teaching arrangement.</p> | <p>development plan, assuming existing resources are unaffected. Our current vacancy rate stands at 4.8% and 2% for front line social workers against 17% national KPI Vacancy Rate for all HCPC registered posts.</p> <p>The Academy Social Work Plymouth is established and building a portfolio of capability to establish credibility. This includes being critical readers for the Open University Law Unit at postgraduate level, scoping nationally important research projects and sitting on the national champions group in London for National Assessment and Accreditation work (NAAS) and the Assessed and Supported Year in Employment.</p> <p>Key actions remaining: What is still to be delivered and level of confidence around that</p> <ul style="list-style-type: none"> • Work has begun to support Torbay. A workforce development session was held with Torbay's Service Director and Heads of Service to support them to formulate a workforce development plan. <p>Likely areas of focus for 19/20: With reference to the MTFs, what the areas of focus will likely be for 19/20:</p> <ul style="list-style-type: none"> • Academy Social Work Plymouth focus will be on preparing for the statutory national accreditation and testing of the social work qualified workforce in 2020, at a child and family practitioner, supervisor and practice leader levels (NAAS). The Department for Education has invited Plymouth to be a pilot authority in 2019, which will attract grant funding for this work. |
| <p>Consistent Quality Assurance (QA) practice and Leadership</p> | <p>Finalise, agree and implement the new QA framework. Further, embed the Quality Performance and Review Monitoring (QPRM) aspect of performance management within this.</p> | <p>The Quality Assurance Framework has been agreed, finalised and implemented.</p> <p>The Quality Performance and Review Monitoring (QPRM) process is well established. ILACS feedback confirms that this mechanism has led to improved performance and practice in a number of areas.</p> <p>Key actions remaining: What is still to be delivered and level of confidence around that</p> <p>The launch of the Team Diagnostic activity, scheduled for November 2018, is now delayed, due to the recent Ofsted ILACS and post ILACS activity.</p> |

| | | |
|---|---|--|
| | | <p>Likely areas of focus for 19/20: With reference to the MTFs, what the areas of focus will likely be for 19/20:</p> <ul style="list-style-type: none"> • Roll out of the Team Diagnostic activity across social work teams. • Continued focus through QPRM in securing improvements in the quality of outcome focussed plans (ILACS priority 2) |
| <p>Realignment of the Independent Chair dual function.</p> | <p>This will be achieved by the realignment of the current Independent chair duties and functions. With phase 1 taking place in May 18. Phase 2 will see the Independent Reviewing Officer (IRO) function follow the specialism of the CP chairs and enable a greater focus on outcome based care planning for children in care and leaving care.</p> | <p>The realignment of the Independent Chair duties and functions is finalised with the dual specialisms of IRO and Child Protection Coordinator (CPC) established as phase 1 and 2 of the realignment.</p> <p>Key actions remaining: What is still to be delivered and level of confidence around that</p> <ul style="list-style-type: none"> • Delivery of Phase 3 of safeguarding improvement plan focussing on IRO function and child participation. <p>Likely areas of focus for 19/20: With reference to the MTFs, what the areas of focus will likely be for 19/20:</p> <ul style="list-style-type: none"> • Supporting improvements in the quality of outcome focussed plans (ILACS priority 2) |
| <p>Improving the impact of CP plans, and the experience of Plymouth families whose children are in need of protection through the implement of a strength-based model of child protection case conference.</p> <p>Evidencing impact of the IRO function by providing challenge and escalation through the Problem Resolution process.</p> | <p>The development of the Independent Chairs skills and knowledge so as to really utilise all of their knowledge and skills with a greater focus on a Child Protection Coordinator role, a role that will strengthen the decision making around CP planning.</p> <p>See IRO annual report, recommendations and plan – due to be refreshed June for 2018-19.</p> | <p>The multiagency Strength based child protection case conference process was implemented successfully in September 2018. This is receiving positive feedback from both partners and families. ILACS feedback reported that its impact on improving outcomes for children is yet to be established.</p> <p>Significant improvements in both the quality assurance of casework and effective challenge provided by the IRO and CPCs is now evident , as stated within the OFSTED ILACS feedback.</p> <p>Key actions remaining: What is still to be delivered and level of confidence around that</p> <p>Reduction in children experiencing repeat child protection plans in line with</p> |

| | | |
|--|---|---|
| | | <p>national and statistical neighbours.</p> <p>Likely areas of focus for 19/20: With reference to the MTFs, what the areas of focus will likely be for 19/20:</p> <ul style="list-style-type: none"> Continuing high-level scrutiny on achieving a reduction in numbers of children subject to multiple child protection planning. |
| <p>Working with operational social work manager colleagues to reduce the number of children who experience repeat child protection plans and ensure thresholds/stepdown arrangements are robust.</p> | <ul style="list-style-type: none"> Undertaking Auditing work – at all levels IRO visiting Action plan - 2018/19 target Supporting placement stability Fulfil IRO function | <p>The realignment of the Independent Chair duties and functions is finalised with the dual specialisms of IRO and Child Protection Coordinator (CPC) established.</p> <p>Monthly themed audit work began in Feb 2018. However, the feedback from Ofsted ILACS found that learning from this activity is not well embedded or effectively contributing to service improvements.</p> <p>Head of Service has led on securing specialist provision for women who experience multiple children being removed. The PAUSE programme is currently being implemented and will be funded through SIB investment.</p> <p>Key actions remaining: What is still to be delivered and level of confidence around that</p> <ul style="list-style-type: none"> Focus on improving Auditing practice (at all levels) and learning from activity to enable effective service improvement and performance (ILAC priority 6) Fully confident that PAUSE will be implemented by April 2019. <p>Likely areas of focus for 19/20: With reference to the MTFs, what the areas of focus will likely be for 19/20:</p> <ul style="list-style-type: none"> Continuing high-level scrutiny on achieving a reduction in numbers of children subject to multiple child protection planning. Implementation, and strategic leadership and scrutiny of PAUSE programme. |
| <p>Ensuring social work practice is compliant with Plymouth Best Practice Standards –</p> | <p>Promoting Relationship based work with Plymouth children in care , ensuring their</p> | <p>Practice improvements have been achieved in the standard of assessment work completed and in understanding the child’s lived experience through</p> |

| | | |
|---|---|--|
| <p>Assessment, Planning and understanding the child's lived experience.</p> | <p>voice remains heard and their views acted upon</p> | <p>purposeful visiting and direct work with children. This is supported through Ofsted ILACS findings. These are core tenets of the Best Practice Standards.</p> <p>Key actions remaining: What is still to be delivered and level of confidence around that</p> <p>Despite continued scrutiny and training over the last 12 months progress and improvements in practice in the other areas of the Best Practice Standards has not been achieved.</p> <p>Likely areas of focus for 19/20: With reference to the MTFS, what the areas of focus will likely be for 19/20:</p> <ul style="list-style-type: none"> • Supporting improvements in the quality of outcome focussed plans (ILACS priority 2) • Supporting the improvement of management oversight and reflective supervision (ILACS priority 4) |
| <p>Ensure regular engagement with staff</p> | <p>The annual employer's health check survey of social workers is a mandatory requirement.</p> <p>Service holds annual information days with expectation that all staff will attend one of the three sessions on offer.</p> <p>The Service Director meets all new social workers joining the service.</p> | <p>The mandatory expectation for completing the annual health survey has been emphasised to all staff.</p> <p>The Service Director continues to meet all new social work staff joining the service as part of their induction programme.</p> <p>Key actions remaining: What is still to be delivered and level of confidence around that</p> <p>The CYPFS 2018 Annual Information days were unfortunately cancelled at short notice, due to the recent OFSTED ILACS.</p> <p>Likely areas of focus for 19/20: With reference to the MTFS, what the areas of focus will likely be for 19/20:</p> <p>High level support for staff to complete the annual employers health check</p> |

| | | |
|--|--|---|
| <p>Supporting work to establish the Regional Adoption Agency</p> | <p>Review the role of the panel adviser.</p> | <p>The Regional Adoption Agency (RAA) went live on the 18th October 2018.</p> <p>Key actions remaining: What is still to be delivered and level of confidence around that</p> <p>None</p> |
|--|--|---|

This page is intentionally left blank

EDUCATION, PARTICIPATION AND SKILLS BUSINESS PLAN 2018/19

January 2019



OUR VISION

We will work in partnership and integrate where possible to provide vibrant and effective educational settings that enable children and young people to develop as active citizens and enjoy a good quality of life in a productive and resilient economy.

OUR PURPOSE

The Council has set out a clear and persuasive case for the importance of education within the Plymouth Plan. Within the Corporate Plan the focus is highlighted under:

Growing

- Provides sufficient education facilities for the growing number of young people in Plymouth to improve their education and employment opportunities.
- Provides the appropriate support for young people with SEND (Special Educational Needs and Disabilities) as an integral part of the city's top performing education system.

Caring

- Provides improved facilities that ensure children and young people are safe and confident in their communities, narrowing the gap in equality of access, helping them take control of their lives and communities.
- We listen to our children, young people, families and communities to help shape the educational provision within Plymouth

The Plan for Education, Plan for Employment and Skills and SEND Strategic Plan guide the strategic ambition and direction for the City Council in respect of education, participation and skills. The Plan for Education represents a significant move towards creating a coherent and high performing education system and is supportive of agendas concerned with people and place: improving educational outcomes is a critical element of the city's growth agenda and the health and well-being of residents. The plan includes a section on the physical infrastructure required. Alongside the Commissioning Strategy (c.f. Strategic Commissioning) and SEND Strategy we outline how our ambition is to meet need in a timely and effective way with productive partnership working ensuring that value and efficiency are strong.

The functions undertaken by the Education, Participation and Skills Department have changed markedly over recent years. The remaining functions of the Department are a core of co-ordinating statutory functions in respect of Academies (approximately 80% of Plymouth schools currently) with some additional improvement and oversight functions in respect of maintained schools. This dual system has operated well in the city for a number of years with the local authority supporting and challenging the education system irrespective of the governance arrangements of schools.

The core remaining statutory functions for the City Council are:

- Promote high standards of education and ensure fair access to education
- General duty to secure sufficient schools (Placement Planning)
- School improvement in maintained schools and challenge to academies

- Promoting and coordinating cooperation
- Championing the best outcomes for children and young people including safeguarding
- Commissioning for those with additional need or vulnerability & alternative provision
- Admissions and transport
- Special Educational Needs and Disabilities

We deliver our statutory and non-statutory functions through our teams:

Business and Access – provides Home to School Transport, School Crossing Patrols, place planning, school organisation, school capital projects, school admissions and early years advice and support. The clerking and support for a number of partnerships come from this service area; for example Schools Forum and Services to Schools traded offer.

SEND (Special Educational Needs and Disability) and Inclusion – provides a range of services and support to children and families where there is additional or special need and/or disability. This includes educational psychology, assessment, Education Health Care Planning, the children's disability team, short breaks, speech and language, Occupational Therapy, the commissioning of placements and the work with special schools, alternative provision and support units. The service also addresses inclusion, attendance and welfare including CME (Children Missing Education) and EHE (Elective Home Education).

Skills and employability – oversees the work with FE (Further Education), HE (Higher Education), post 16 providers, business and employers to address the skills gaps in the city, STEM, careers advice, the needs of young people Not in Education, Employment or Training and the quality and sufficiency of the 'offer' across the local area.

Schools and Settings – works with all schools to ensure we are addressing the priorities for school improvement. This team also oversees health, well-being, and citizenship in schools and has a particular focus on disadvantage and child poverty. The team specifically works with maintained schools to monitor progress, challenge, and support where necessary and intervene. This area also supports the Plymouth Challenge and Plymouth Education Board.

The Virtual School – support the education and progress of all children in the city who are looked after. Whilst these children are on roll at a school or in a setting, the team ensure they do not fall behind by working with and challenging schools to provide the right, high quality support to the children.

OUR SERVICE PRIORITIES FOR 2018/19

This financial year has seen the department face the challenge of delivering £1.8m of budget savings. In the last 5 years we have reduced the departmental budget by half. The savings this year were a combination of delivery plans for 18/19, a vacancy target and one-off savings from 17/18 brought forward. We anticipate the budget will balance by the end of the financial year. One of the challenges going forward is to achieve all delivery plans as permanent reductions given that each year some savings are for example, grant maximisation. The department had a high level of statutory duties that it delivers and our responsibilities remain the same. Trend analysis also indicates that there is an increase in demand particularly for SEND services. The rise in demand and complexity of the educational landscape stretch the resources available and we have amended the way we work to ensure that customers continue to receive the right services at the right time and staff morale remains high.

OUR PROGRESS SO FAR

Review of Educational Psychology Service

An independent review of our Educational Psychology Service has been completed and we are currently working through the outcomes of this review to shape how the service will look in the future.

Alignment of business support functions

All business support functions within EPS have been aligned and are now delivered from one central team. Further work is underway to extend this alignment across the whole of Children's Services to create a single administrative hub.

Partnership with Nursery Schools and Centre of Excellence

We have co-located our Early Years Advisory Teachers and Plymouth Nursery School Federation and created a centre of excellence for early years. This partnership will build upon existing practices, whilst developing and enhancing new models of training and support for the childcare sector. The initiative will create greater synergy across the city, will bring financial benefits and will ensure that statutory duties are met and will improve outcomes for children.

Community health, Well-Being and SEND Access launched

We have integrated Community Health, Wellbeing and SEND. This incorporates processes currently delivered by Plymouth City Council, Livewell South West and University Hospital Plymouth NHS Trust when a new request for support is made. The integrating will provide a coordinated approach to enable families to access the right services that can help meet the needs of individual children and young people who require specific support around SEND, emotional health and wellbeing or speech and language.

Accommodation Review

A comprehensive review of our accommodation has been completed and we are working towards bringing together the services that sit within Education, Participation and Skills (EPS) and currently are accommodated across two floors within Windsor House. This will enable closer working relationships between team and will facilitate a more joined up approach to support families. Currently there are approximately 600 staff members within EPS and 205 of these have an office base within Windsor House. Our vision is to enable all of the office based staff to be accommodated on the same floor within Windsor House. However this accommodation move has been delayed to enable more feasibility studies to be completed regarding Windsor House as a whole.

The Way We Work implementation

EPS has implemented The Way We Work Project, which give a more flexible approach to technology and connectivity. This will enable more flexibility of working for staff and has enabled us to reduce our staff to desk ration across the department. Many of our staff work closely with settings in the community and more connectivity is facilitating a higher quality of service provision and partnership working.

DELIVERY PLANS 2019/20

We intend to reshape the Educational Psychology Service – We are confident that this will be delivered and will result in better cross phase services.

Alignment of Business Support functions across Children's Services – This piece of work is only in its very early stages and once completed and implemented will result in efficiencies with associated savings.

Accommodation move – This piece of work is currently on hold until feasibility studies are completed as part of the wider accommodation strategy for the Local Authority.

Develop Community Health, Wellbeing and SEND Access arrangements – We are currently in the early stages of implementing the current arrangements. The evaluation and learning from this will inform the next stage of development.

Engagement with Torbay Council – Work is starting to explore options for future shared provision between Plymouth and Torbay. EPS is already offering management support to the School Admissions and School Transport Team within Torbay to cover long term sickness. The learning from these arrangements will be used to help shape future opportunities. We will also explore options to combine our Educational Psychology Service. If a radical sharing of provision is proposed this could result in efficiencies and associated savings for both Local Authorities.

Restructure – We have taken serious steps to restructure the department and have prepared consultation documents and briefings for all involved. We are now waiting for a comprehensive end to end review of the newly formed Children’s Directorate to be completed so that we can shape the structure further before launching the consultation. The current proposals bring financial benefits to the department in the region of £350,000.

Review of EPS departmental functions – A key area of focus for 19/20 will be a comprehensive review of all the functions that are within the department. The department delivers a high level of statutory functions as well as non-statutory and blended functions. Our responsibilities as a department remain the same and demand on our statutory services is on the increase however we will be exploring which of our non-statutory functions we could safely stop delivering. If functions are identified that are safe to cease then this could result in financial benefits. The remaining challenge will be that many of our non-statutory and blended services enhance the customer experience for families within the city and also underpin the statutory work. If we cease these functions we are assessing the risk of a rise in statutory work at a higher cost. **Maximise Community Health, Wellbeing and SEND Access arrangements** – Phase One of implementation is underway. The evaluation of this will be used to facilitate the implementation of Phase Two. Phase Two will move towards requests for support being made to a single point using an overarching one page request for support form. Currently requests are still being made to individual services and then these are brought together with the Access arrangements.

| Service Priority <i>What it is and why you’re focussing on it</i> | ‘Must do’ actions <i>What do you have to do to make the successful deliver against your priorities</i> | Dependencies <i>Who or what (e.g. systems; other departments) are you dependent on to achieve your actions</i> | Progress and updates |
|---|--|--|---|
| <p>The Department lead on the Children and Young People’s Plan (2017-2020) priority – Raising Aspirations’</p> <p>The Plan for Education is important as is the role of the Plymouth Education Board as the attainment for children and young people across the City is below national averages in many areas:</p> | <p>Our work will encompass three key roles for the system and within that the Local Authority: that of ‘Champion’, ‘Commissioner’ and ‘Convenor’. Together we will champion the interests of parents and pupils by monitoring and challenging the work of all providers and schools. Parents and pupils will have their voices clearly heard and their interests effectively met.</p> | <p>Teaching School Alliances and Multi Academy Trusts.</p> <p>The Department For Education and Regional Schools Commissioner through commitment to the Plymouth Challenge</p> <p>The Plymouth Education Board</p> <p>Schools</p> | <p>Provisional data for 2018</p> <p>Early Years Foundation Stage results:</p> <p>Meeting expected standard (GLD)</p> <p>68% (66% 2017)</p> <p>Key Stage 1</p> |

| | | | |
|---|---|---|---|
| <ul style="list-style-type: none"> • Attainment is below average for reception year of primary school despite a rising trend over the last four years. • At key stage 1, phonics results are improving, but are just below the national average. • At the end of key stage 1, attainment across subjects is below the national average. • At the end of Key Stage 2, results are below the national average for reading, writing and maths combined. Individually they are also below the national averages.’ • By the end of Key Stage 4, attainment in English and maths combined, is below the national average • At Post-16 the percentage of pupils achieving three or more ‘A’ Levels grades A*-E is below the national average. • Disadvantaged pupils attain less well than non-disadvantaged pupils and this is true for Early Years through to KS4. • Attendance is falling and exclusions are rising <p>PLEDGE NUMBER 40</p> <p>PLEDGE NUMBER 42</p> | <p>Commissioner: We will commission (jointly where possible) a range of services and educational provision from a range of providers, including early years settings, schools and health, as a means of securing improved outcomes for all learners.</p> <p>Convenor: We will promote and organise ways in which schools and the LA can integrate and collaborate with providers to secure improvement through networks and partnerships.</p> <p>Specifically we will focus on school performance to:</p> <ul style="list-style-type: none"> • Increase the number of children reaching a good level of development • Increase the proportion of pupils gaining a good GCSE in English and Maths • Reduce the gaps in attainment between disadvantaged and non-disadvantaged pupils • Raise the attainment of boys • Increase the achievement of pupils with Special Educational Needs • Improve attendance and inclusion | | <p>results:</p> <p>Reaching the expected standard:</p> <ul style="list-style-type: none"> • Reading 72% (73% in 2017). • Writing 67% (65% in 2017). • Maths 73% (72% in 2017). <p>Key Stage 2 results:</p> <p>Reaching the expected standard:</p> <ul style="list-style-type: none"> • Reading, writing and maths combined: 61% (60% in 2017). NA for 2018 = 64%. • Reading = 72% (69% 2017) • Writing = 74% (74%, 2017). • Maths = 72% (72.2% 2017) • GPS = 74% (75% 2017). <p>Results for individual subjects are below national averages except for GPS.</p> |
| <p>To complete the work recognised by Ofsted (November 2016) transforming the SEND offer</p> <p>To lead on the priority within the Children and Young People’s Plan, ‘Deliver an integrated education, health and care offer’.</p> | <p>Improve the transition to adulthood and post 16</p> <p>Develop the Short Breaks Statement</p> <p>Complete Safeguarding Disabled Children work plans</p> <p>Complete the Community Health, Wellbeing and SEND Integration Project Plan</p> <p>Develop the SEND Pathway for</p> | <p>Strategic commissioning team</p> <p>Children’s Partnership</p> <p>Livewell SW</p> <p>PHNT</p> <p>Schools</p> <p>Parents</p> <p>SEND strategy group</p> | <p>Project Executive established and Pathway Plan launched (April 2018). Action plan agreed and in the process of implementation</p> <p>Short Breaks Statement reviewed</p> |

| | | | |
|--|---|---|---|
| <p>PLEDGE NUMBER 41</p> | <p>Support</p> <p>Continue the timely implementation of high quality EHCPs and integrated reviews</p> <p>Create a strong voice for children, young people and their families</p> <p>Review educational provision including alternative provision</p> | | <p>January 2018 with all stakeholders and uploaded on to the Local Offer</p> <p>Youth Ascend and Plymouth Parent Carer Voice participate in the SEND Steering group and contribute to strategic planning and decision making</p> <p>SEN Review was completed.</p> <p>Ongoing project work to review all alternative provision in the city and how it is commissioned. This includes children with medical conditions.</p> <p>Review of special school estate complete. Consultation on re-designation of special schools completed.</p> |
| <p>STEM (Science, Technology, Engineering and Maths)</p> <p>Deliver the aims and objectives of the STEM Plan.</p> <ul style="list-style-type: none"> • To match STEM skills with demand to enable our STEM economy to grow... and attract STEM talent • Grow and keep STEM talent in Plymouth to drive productivity across our city and our region • Promote and attract STEM excellence, increasing Plymouth's national and international standing. <p>PLEDGE NUMBER 43</p> | <p>Progress and impact will be demonstrated through improved economic, educational and community outcomes.</p> <p>We will grow talent by:</p> <ul style="list-style-type: none"> • Completing 6 cutting edge infrastructure projects • Increasing STEM opportunities through a career related learning plan and careers advice • Bringing a strategic focus to school leaders to support them linking to STEM employers, providers and activities • Coordinating volunteers • Developing subject learning hubs • Supporting trainee teachers • Creating a digital employability platform | <p>Schools, FE and HE</p> <p>The STEM Forum</p> <p>Industry</p> <p>The Royal Navy</p> <p>National for a such as the Digital Policy Alliance</p> | <p>STEM delivery plan is nearing completion</p> |

| | | | |
|---|--|---|---|
| | <ul style="list-style-type: none"> Increasing take up of learners and a trained workforce <p>We will keep STEM people by:</p> <ul style="list-style-type: none"> Providing high quality training Involving employers in schools Keeping teachers, careers advisors and learners up to date with cutting edge industry Promoting Britain’s Ocean City and the Mayflower 400 project with live STEM education schemes Prioritising the regional recruitment of STEM talent <p>We will attract STEM talent by:</p> <ul style="list-style-type: none"> Developing coaching and career flexibility incentives Building on the STEM Ambassador model Promoting our worth as a place to grow and develop your career. Linking in and leading on national STEM initiatives Develop a recruitment campaign to go to key Universities promoting Plymouth as a great place for great careers | | |
| <p>Delivery of the Skills Plan –</p> <p>We will coordinate information and advice guidance to ensure young people are well informed to pursue careers of choice, backed by a strong education system</p> <p>PLEDGES NUMBER 44 & 48</p> | <p>Specifically we will:</p> <ul style="list-style-type: none"> Work with the National Careers Strategy and develop our local offer to support and enhance this. Help young people to link to and access local jobs and careers Increase the number of young people entering apprenticeships Have in place a system of education and training that provide a coherent and clear path of progression from early years to FE, HE and employment post 16 Closer links need to be | <p>The Plymouth Education Board</p> <p>The Learning, Skills and Employability group</p> <p>The Employment and Skills Board</p> <p>Economic Development team</p> <p>Schools</p> <p>Further Education</p> <p>Growth Board</p> | <p>Links need to be developed to join the Skills Plan with the wider Plymouth Challenge</p> |

| | | | |
|--|--|--|--|
| | <p>developed with the HTSW LEP Careers Hub for Plymouth</p> <ul style="list-style-type: none"> • Link CEC Enterprise Advisers to each secondary school • Ensure Education has a representative at the Growth Board and the Employment and Skills Board • Build partnerships between employers, schools, colleges and settings to support young people with their progression to sustainable employment | | |
| <p>We will plan for the provision of high quality learning environments and access to school for all learners irrespective of need</p> <p>PLEDGE NUMBER 45</p> | <p>We will:</p> <ul style="list-style-type: none"> • Provide sufficient school places as an integral part of the city's education system ensuring that children achieve better qualifications • Help to address the growing need for additional facilities for all children, using resources efficiently • Provide improved facilities that ensure children and young people are safe and confident in their communities, narrow the gap in equality of access and help them take control of their lives • Support the proposed major developments in the Plymouth Plan which plans to provide new housing, new investment and infrastructure • Plymouth City Council will support the condition/maintenance of Local Authority school buildings taking into account Health and Safety/safeguarding and breakdowns. | <p>Planning team CCIB and Members Schools DFE</p> | <p>Plans have been developed to expand provision within Plymouth</p> <p>An additional 90 secondary spaces have been provided for academic year 2019/20</p> |
| <p>Safeguarding in schools and settings</p> <p>Through participation in the Plymouth Children</p> | <ul style="list-style-type: none"> • Key messages from PCSB will be disseminated and training provided to education leaders and designated staff • We will conduct safeguarding reviews and | <p>Plymouth Children's Safeguarding Board Children Young People Families Schools</p> | <p>The department now has a presentative that sits on the PCSB</p> <p>Lessons learned are</p> |

| | | | |
|--|--|--|--|
| <p>Safeguarding Board and through learning from cases, inspections and research we will bring timely and effective support and challenge to schools and settings</p> <p>PLEDGE NUMBER 49</p> | <p>audits with and on behalf of schools</p> <ul style="list-style-type: none"> • We will maintain policy advice and guidance and publish up to date information • We will develop e safety to include cybersecurity and Prevent • We will support children and their families who are vulnerable and at risk • We will challenge schools and MATs where practice is not compliant • We will engage with and implement Operation Encompass | <p>Settings</p> <p>Digital Policy Alliance</p> <p>Health and Police partners</p> | <p>disseminated via regular newsletters to all settings and a termly briefing for schools safeguarding leads.</p> |
| <p>Improve internal and external communication</p> <p>To help staff and partners understand what is happening in PCC, in the city and region</p> | <p>Develop an internal communications and engagement plan</p> <p>Develop an external communications and engagement plan</p> <p>Ensure we have a range of vehicles to disseminate messages and encourage participation</p> <p>Develop a consistent and coherent narrative and a positive 'story'</p> <p>Encourage attendance at 'Headline' meetings and also 'shout outs' for staff</p> <p>Facilitate a cultural shift within the workforce to enhance partnership working</p> | <p>Needs to link to People Strategy and Corporate Communications</p> <p>Schools</p> <p>RSC and DFE</p> | <p>Regular newsletters and briefing sessions are now in place</p> <p>PCC School Room is being refreshed to enhance information exchange</p> <p>A series of team and service development events are planned for the next academic year</p> <p>Customer feedback mechanisms are being reviewed to ensure children, young people and their families can comment on the services that they receive</p> |
| <p>Continue work on staff development and workforce / succession planning</p> <p>Staff survey reinforced sense by staff that there are few career or development opportunities</p> | <p>Continue innovative role profile development to aid greater movement between areas of the Department</p> <p>Continue to align staff teams to blend skillsets and encourage the development of new ones</p> <p>Formalise the 'development opportunity' programme</p> <p>Consider more secondments</p> | <p>Human Resources/Occupational Development</p> <p>Schools</p> | <p>A series of team and service development events are planned for the next academic year</p> <p>Alignment of teams continues and integration with partners (e.g. Early</p> |

| | | | |
|---|---|--|---|
| | <p>within partner agencies</p> <p>Look to use the Apprenticeship Levy as part of workforce development and planning</p> | HR/OD | Years Advisory team) |
| <p>Develop a new model of working to reflect that everything we do is about facilitating partnerships so that all children, young people and their families in Plymouth have the best access and opportunities</p> | <p>Work with a range of strategic and operational partnerships to improve outcomes</p> <p>Discharge our statutory responsibilities in a way that supports local schools to deliver the best outcomes for children and young people</p> <p>Encourage and facilitate collaboration between all involved in education – between schools, local partners and regional bodies</p> <p>Look to influence the ‘best deal’ through facilitating partnerships that deliver economies of scale and collective buying power.</p> <p>Develop the education work stream of the Torbay Programme</p> | <p>Schools</p> <p>Settings</p> <p>HR</p> <p>Transformation</p> <p>Colleagues in Torbay</p> | <p>Partnerships have been refreshed in line with the Plan for Education (SEND, STEM and the Plymouth Education Board)</p> |

CUSTOMER SERVICE STANDARDS

EDUCATION, PARTICIPATION AND SKILLS

School Improvement

| Service Description | Standard(s) for delivery |
|--|--|
| Response to a school/academy query | One working day to acknowledge Five working days to respond/resolve enquiry |
| Complaint from School/Academy/provider | One working day to acknowledge Ten working days to respond |
| Request for support from a maintained school | One working day to respond Ten working days to agree next steps |
| Ofsted Referrals | One working day to acknowledge Ten working days to respond |

Skills and employability

| Service Description | Standard(s) for delivery |
|---|---|
| Response to query from stakeholder/individual | Five working days to respond/resolve enquiry |
| Complaint from individual/stakeholder | One day to acknowledge Ten working days to respond |

Transport

| Service Description | Standard(s) for delivery |
|------------------------|---|
| Transport applications | 5 working days to respond |
| Complaints | One working day to acknowledge Ten working days to respond |

Special Educational Needs and Disabilities

| Service Description | Standard(s) for delivery |
|---|---|
| Service response to query from stakeholder/individual | Five working days to respond/resolve enquiry/agree next steps |
| Statutory Assessment for Education Health and Care Plan | Request to assess acknowledged within 5 working days Decision whether to assess is made within 6 weeks of accepting the referral Completion of statutory assessment within 20 weeks of accepting the referral |
| Children's Disability Team Social Care Single Assessments | Assessments will be completed within 45 working days of accepting the referral |
| Complaint from an individual/stakeholder | One day to acknowledge Ten working days to respond |

School Admissions

| Service Description | Standard(s) for delivery |
|---|--|
| Primary (Inc. Infant) and Junior Schools by 15 January. | All applications received by that date will be allocated school places by 16 April (or next nearest working day) |
| Key Stage 3 and 4 Secondary applications by 31 October. | All applications received by that date will be allocated school places by 1 March (or next nearest working day) |
| In year applications | 20 school days to respond |
| Complaints | One working day to acknowledge Ten working days to respond |

Corporate Standards

| Service Description | Standard(s) for delivery |
|--|---|
| Respond to casework/an enquiry from a Councillor | One working day to acknowledge Five working days to respond/resolve casework/enquiry |
| MP enquiries | One working day to acknowledge Five working days to respond/resolve casework/enquiry |
| Freedom of Information Requests | Twenty working days to respond |
| Subject Access Requests | Forty working days to respond |
| Complaints | Ten working days to respond |
| Health and Safety incident | Ten working days to report |
| Annual Performance Review | Complete by 31 August |

This page is intentionally left blank

**COMMUNITY CONNECTIONS BUSINESS
PLAN 2018/19 – PROGRESS UPDATE
DECEMBER 2018**



SERVICE PRIORITIES FOR 2018/19

| <p>Service Priority <i>What it is and why you're focussing on it</i></p> | <p>'Must do' actions <i>What do you have to do to make the successful deliver against your priorities</i></p> | <p>Progress/Update</p> |
|--|--|---|
| <p>Prevent and Tackle Homelessness <i>Lead and Deliver City wide plans including Plan for preventing and tackling homelessness, Private rented action plan. Help to reduce homelessness, Rough Sleeping and improve housing standards</i></p> | <p>Advice and Information – ensure that customers have access to advice and information in the right place at the right time</p> <p>Training and Awareness Raising – provide training and awareness raising to support skills for customers and workers in all fields to support delivery</p> <p>Pathways - Work with partners to improve pathways and to intervene earlier to improve prevention of homelessness</p> | <p>Reduce Homelessness through: ON TRACK</p> <ul style="list-style-type: none"> • Remove the DHC backlog so that people can access the housing register • Increased staffing in Community Connections to support implementation of the Homelessness Reduction Act (HRA) and to ensure service able to deliver and provide robust decision making • Provide training to outside agencies around HRA to support advice and information provision to customers • Re written Youth Homelessness protocol agreed with partners with an action plan to implement changes and improve pathway for Young People • Work with Livewell to create new pathway improve joint response to those most vulnerable of rough sleeping or threatened with homelessness <p>Reduction in the number of Rough Sleepers through: ON TRACK</p> <ul style="list-style-type: none"> • Creation of Multi Agency Rough Sleeper Team to work more holistically with individual Rough Sleepers and provide independent solutions • Opening of Winter Provision for Rough Sleepers • Housing First pilot – Multi agency team working on a small pilot of Housing First as a solution to Rough Sleeping <p>Improve Housing Standards through: ON TRACK</p> <ul style="list-style-type: none"> • Delivery of new licensing scheme – 500 additional properties going through the licensing process • Delivery of Civil Penalties policy and New Housing Enforcement policy • Continued Delivery of Private Rented Charter steering group |

| | | |
|--|--|---|
| <p>Reduce Bed and Breakfast usage <i>Emergency accommodation provision in bed and breakfast is costly and provides poor outcomes.</i></p> | <p>Managing Demand – Support change within the Complex needs system and alliance contract to reduce demand at the front door, Work to deliver the Temporary Accommodation Action Plan to support robust decision making and move on</p> <p>Support – Ensure people can access the right support at the right time</p> <p>Provision - Meet with investors to investigate ways of increasing temporary accommodation or affordable housing delivery in the city, Investigate and deliver scheme using container and/or pre-fabricated buildings for temporary accommodation provision</p> | <p>Reduce Bed and Breakfast usage: ON TRACK</p> <ul style="list-style-type: none"> • Continuing to investigate the use of modular housing as a solution for homelessness provision • Implemented systems to monitor and make decision making more robust • Increased temporary accommodation units provided via 'Houselet' scheme • Working with the System Optimisation Group to improve system responses to those that find themselves homeless • Working with System Optimisation Group to improve system responses to people in emergency accommodation and ensure people receive support at the right time in the right place. |
| <p>Community Engagement <i>Work in communities to change how the council engages with communities and citizens. Help to provide sustainable solutions in communities</i></p> | <p>Improve Health and Wellbeing - Work with partners and communities to establish relationships with Health and Wellbeing Hubs, carry out Asset Mapping, Support Community based activities that improve Health and Wellbeing</p> <p>Locality Working - Provide a presence in the hubs matching the core offering of Health & Wellbeing Hubs. Develop a 'Pop Up' Model of youth work delivery that is prioritised, planned or reactive through a small detached team that will go into communities, Deliver Collaborative Problem Solving</p> | <p>Community Engagement: ON TRACK</p> <ul style="list-style-type: none"> • Creation of 'Pop Up' Youth team to respond proactively to new issues in communities • Regular collaborative meetings with the Police leading to co-ordinated responses to multi agency problems • Innovative use of Community and Youth buildings to maximise use of the space and to create an environment for multi-agency working • Increased community engagement through support for community groups and attendance at numerous community and city wide events |

| | | |
|--|---|---|
| <p>Building Safe and Strong Communities</p> <p><i>Support the work of Safer Plymouth by making sure that Communities feel safer and more confident in the neighbourhood they live and the opportunities they have</i></p> | <p>Improving Community Cohesion – Work with partners to ensure that cohesion is improved across the city. Work with excluded communities to ensure their voices are heard, Ensure that communities are able to report where necessary</p> <p>Building Resilient Communities – Provide better information and advice in communities, including utilisation of co-location and advice hubs. Provide interventions specific to communities to support them to feel more resilient, provide staff working direct in communities</p> | <p>Safer Plymouth: ON TRACK</p> <ul style="list-style-type: none"> • Improved governance arrangements put in place to support delivery of priorities • New theme groups set up to drive delivery of priorities and ensure focus • Vulnerability Conference and re-launch set for March to set out the trauma informed approach that Safer Plymouth is taking • Creation of Operation Hippic to support multi-agency working in the city to help understand street culture and develop short, medium and long term strategies to help deal with the most vulnerable in a co-ordinated way |
|--|---|---|

**COMMUNITY CONNECTIONS BUSINESS
PLAN 2018/19**
September 2018



VISION & CONTEXT

In 2013, Plymouth Health and Wellbeing Board articulated a vision that we would develop an integrated whole system of health and wellbeing based around the following elements:

| Integrated Commissioning | Integrated Health and Care Services | Integrated System of Health and Wellbeing |
|--|---|--|
| Building on co-location and existing joint commissioning arrangements, the focus will be to establish a single commissioning function, the development of integrated commissioning strategies and pooling of budgets | Focus on developing an integrated provider function stretching across health and social care and providing the right care at the right time in the right place An emphasis on those who would benefit most from person-centred care, such as intensive users of services and those who cross organisational boundaries | A focus on developing joined-up population-based public health, and preventative and early intervention strategies Built on an asset-based approach focusing on increasing capacity and assets of both people and place |

In 2016 Community Connections was brought together to create a step change around how the council engages and works with communities and citizens. It was the start of using people working in communities differently to support communities to deal with issues themselves and to find sustainable solutions together.

Community Connections unites previously singular services delivering support in the community under one multi-skilled team to deliver a holistic offer to the community, empowering citizens to lead healthier lives and improve their sense of wellbeing.

The services brought together to create Community Connections were:

| | |
|------------------|--|
| Housing | Which includes homelessness, temporary accommodation, private rented housing standards and major adaptations |
| Neighbourhood | Work in neighbourhoods delivering community engagement Regeneration |
| Community Safety | Anti-social behaviour and management of the Community Safety Partnership |
| Community Youth | Universal offer to 11-19 year olds across the City |

Members wanted a new way to engage with communities to understand what is happening in their communities and to better support people living in their local areas. Together we work more effectively to maximise opportunities to solve or reduce citywide issues that are of concern to all.

The bringing together of departments and facilitating information and intelligence flow aids us in developing shared good practice and being the best problem solver we can. We will work closely with the Chief Executives team to ensure effective information sharing and consistency of approach.

In 2017 we created the vision:

Community Connections is a multi-disciplinary team, working across localities, with and in communities, to support and empower citizens to make sustainable change in their lives.

PURPOSE

Community Connections was brought together to support communities to find solutions to problems they face individually and as a community, improve the delivery of statutory services, and support a single point of community problem solving. Community Connections also aims to improve the partnership working across statutory partners, Voluntary and Community Sector organisations and communities and work together to provide sustainable solutions to communities.

What Community Connections will do in communities?

“We will champion the voice of the community and strengthen relationships to build capacity within our communities”

“We will support and enable our partners to engage and co-operate with each other and within our communities”

“We will be dynamic, and develop robust preventative solutions to homelessness, through positive change in their social, economic and physical environments”

“We will champion fairness and equity for all communities”

The service has three areas of focus that drive three main outcomes

| Housing Need | Community Engagement | Safe and Strong Communities |
|---|---|--|
| Promoting access to decent, safe and affordable homes, which are suited to customer needs, promotes health and wellbeing in a community they want to live | Supporting communities to improve their local areas by providing joined up and effective engagement with partners promoting sustainable change. | Driving safe and strong communities by engaging citizens and partners to encourage communities to build social value and good quality neighbourhoods |



| Housing Need | Community Engagement | Safe and Strong Communities |
|--|--|---|
| Vulnerable households are able to secure and sustain independence, health & wellbeing through interventions and access to suitable sustainable housing | Communities are able to access information and advice, to support independence, improved opportunities and health & wellbeing. | Communities feel safer and more confident in neighbourhood they live and the opportunities they have. |

By focussing our resources towards these outcomes, Community Connections service will provide an essential point of contact for solutions to issues faced by communities, and will provide engagement to build capacity within communities to find their own solutions. Early, simplified access to services to support the housing needs and housing improvement in conjunction with youth and community services will ensure a robust offering to our citizens to support the changes they want to make in their lives.

Through prioritising prevention and early interventions Community Connections can support the reduction of health and social inequalities, whilst ensuring a focus on communities.

This is made possible by the multi-disciplinary service that shifts from being a supply led service to one that is driven by demand and the needs of the individual and communities. This will support our cities Health and Wellbeing outcomes.

SERVICE PRIORITIES FOR 2018/19

| Service Priority <i>What it is and why you're focussing on it</i> | 'Must do' actions <i>What do you have to do to make the successful deliver against your priorities</i> | Dependencies <i>Who or what (e.g. systems; other departments) are you dependent on to achieve your actions</i> |
|---|--|--|
| <p>Prevent and Tackle Homelessness</p> <p><i>Lead and Deliver City wide plans including Plan for preventing and tackling homelessness, Private rented action plan. Help to reduce homelessness, Rough Sleeping and improve housing standards</i></p> | <p>Advice and Information – ensure that customers have access to advice and information in the right place at the right time</p> <p>Training and Awareness Raising – provide training and awareness raising to support skills for customers and workers in all fields to support delivery</p> <p>Pathways - Work with partners to improve pathways and to intervene earlier to improve prevention of homelessness</p> | <p><i>Whole system approach to preventing homelessness</i></p> <p><i>Main dependencies – Commissioning, Voluntary and Community Sector organisations, Landlords, Health, Children's Services, Adults Services, Customer Services</i></p> |
| <p>Reduce Bed and Breakfast usage</p> <p><i>Emergency accommodation provision in bed and breakfast is costly and provides poor outcomes.</i></p> | <p>Managing Demand – Support change within the Complex needs system and alliance contract to reduce demand at the front door, Work to deliver the Temporary Accommodation Action Plan to support robust decision making and move on</p> <p>Support – Ensure people can access the right support at the right time</p> <p>Provision - Meet with investors to investigate ways of increasing temporary accommodation or affordable housing delivery in the city, Investigate and deliver scheme using container and/or pre-fabricated buildings for temporary accommodation provision</p> | <p><i>Main dependencies – Commissioning, Complex Lives System, Emergency Accommodation providers, Social Landlords</i></p> <p><i>Social Landlords, Housing Delivery, Private investors</i></p> |

| | | |
|--|---|---|
| <p>Community Engagement</p> <p><i>Work in communities to change how the council engages with communities and citizens. Help to provide sustainable solutions in communities</i></p> | <p>Improve Health and Wellbeing - Work with partners and communities to establish relationships with Health and Wellbeing Hubs, carry out Asset Mapping, Support Community based activities that improve Health and Wellbeing</p> <p>Locality Working - Provide a presence in the hubs matching the core offering of Health & Wellbeing Hubs. Develop a 'Pop Up' Model of youth work delivery that is prioritised, planned or reactive through a small detached team that will go into communities, Deliver Collaborative Problem Solving</p> | <p><i>Communities, Health, Voluntary and Community Sector organisations, Youth providers, Police, Customer Services, Public Health, Street Services</i></p> |
| <p>Building Safe and Strong Communities</p> <p><i>Support the work of Safer Plymouth by making sure that Communities feel safer and more confident in the neighbourhood they live and the opportunities they have</i></p> | <p>Improving Community Cohesion – Work with partners to ensure that cohesion is improved across the city. Work with excluded communities to ensure their voices are heard, Ensure that communities are able to report where necessary</p> <p>Building Resilient Communities – Provide better information and advice in communities, including utilisation of co-location and advice hubs. Provide interventions specific to communities to support them to feel more resilient, provide staff working direct in communities</p> | <p><i>Commissioning, Police, Office of the Police and Crime Commissioner, Fire Service, Health, Voluntary and Community Sector organisations, Children's Services</i></p> |

Performance

The key priorities of the department are aligned to a basket of key performance indicators, and these are identified within the attached 'Key Performance Indicators' table in appendix 3. The indicators themselves cover all areas of the business, ranging from Homelessness Prevention and Housing Improvement through to Community Safety and Neighbourhood Regeneration. Three of these performance indicators have been elevated into the performance framework of the Council's new 2018-2022 Corporate Plan. The three indicators performance manage the department against numbers in temporary Bed and Breakfast accommodation, the number of homelessness preventions and the removal of potentially dangerous category one hazards from private homes.

Delivery of Council Pledges

We will be on a quarterly basis monitoring how the delivery of the department's service priorities are also delivering against the Council's pledges. There are 6 Council pledges that the department are responsible for delivering, and these have been assigned lead officers. The 6 pledges are identified in Appendix 4.

Appendix I

I. Budget 2018/19

| Service | Expenditure | Income | Net Budget | Cost Increases | Savings | Funding/resource changes | Net budget |
|----------------------------------|--------------|----------------|--------------|----------------|----------------|--------------------------|--------------|
| | £m | £m | £m | £m | £m | £m | £m |
| Community Connections Youth | 0.563 | (0.040) | 0.523 | 0.010 | (0.010) | 0.000 | 0.523 |
| Community Connections Access | 2.479 | (1.118) | 1.361 | 0.271 | (0.057) | 0.000 | 1.575 |
| Community Connections Localities | 1.014 | (0.386) | 0.628 | 0.007 | (0.022) | 0.000 | 0.613 |
| TOTAL | 4.056 | (1.544) | 2.512 | 0.288 | (0.089) | 0.000 | 2.711 |

Appendix 2 Service Standards – the standards of service you are providing to citizens/internal customers (new)

| Service Standard ID | Service Description | Standard for delivery |
|---------------------|--|--|
| CC 1 | Social Housing Register Application | 20 working days to process application |
| CC 2 | Social Housing Register Review | 56 days to decision |
| CC 3 | Homelessness Prevention | 3 working days to contact client from date of referral |
| CC 4 | Private Rented Housing Standards enquiries | 1 working day to acknowledge 5 working days to respond |
| CC 5 | Gypsy Roma and Traveller Unauthorised Encampment | 1 working day to acknowledge notification of an Unauthorised Encampment 1 working days to visit an Unauthorised Encampments |
| CC 6 | Community Youth | 1 working day to acknowledge receipt of request for targeted service 10 working days to respond to request for service |
| CC 7 | Safer Communities Anti-Social Behavior enquiries | 5 workings days to make initial enquiries and make contact |
| CC 8 | Safer Communities Hate Incident Report | 1 working day to acknowledge 2 workings days to make contact |

Appendix 4 Council Pledges owned by Community Connections

| | Theme | Pledge (Priority Pledges Highlighted in green) | Lead Department | Strategic / Service Director | Lead Officer |
|----|---------------------|--|--------------------------------|------------------------------|-------------------------------|
| 9 | Jobs and Prosperity | Many local businesses work hard for the good of Plymouth, going the extra mile to help meet the city's needs and working for inclusive growth. We will explore ways in which we can help businesses and social enterprises that go further than a standard corporate social responsibility programme to grow. | People - Community Connections | Matt Garrett | Anna Peachey Darin Halifax |
| 26 | Affordable Homes | The housing wait list in Plymouth is too long. The waiting list to go on the waiting list is now 1,200 people strong. We will tackle this administrative backlog. We will set up a working arrangement with housing associations to deliver much more housing for affordable social rent. - PRIORITY PLEDGE (TOP 5) | People - Community Connections | Matt Garrett | Anna Constantinou |
| 31 | Affordable Homes | We will prioritise stopping as many people as possible becoming homeless, and we will end the practice of families with children being housed in Bed and Breakfasts. - PRIORITY PLEDGE (TOP 5) | People - Community Connections | Matt Garrett | Jackie Kings |

| | Theme | Pledge (Priority Pledges Highlighted in green) | Lead Department | Strategic / Service Director | Lead Officer |
|----|-----------------------|---|--------------------------------|------------------------------|----------------|
| 32 | Affordable Homes | We will work hard to provide real choices for people and families who are homeless or facing homelessness. We are especially concerned that children in temporary accommodation should have somewhere to study and to play. We will publish an action plan to help address the increase in homelessness that will include those in temporary and emergency accommodation as well as people who are rough sleeping. We will investigate the 'pop up homes' projects pioneered in Bristol and London to see if those schemes can be used in Plymouth, too. - PRIORITY PLEDGE (TOP 5) | People - Community Connections | Matt Garrett | Jackie Kings |
| 33 | Affordable Homes | The vast majority of landlords in Plymouth are good and take care of their properties, but there are far too many poor-quality homes. We will toughen up enforcement of housing in the private rented sector to drive up standards for renters. If, within 12 months, the private rented sector has not taken substantial steps to improve standards, we will begin the process of introducing a licensing scheme for the private rented sector. | People - Community Connections | Matt Garrett | Malisa Collyer |
| 66 | Safer, Welcoming City | We support community policing and we will continue to oppose cuts to the number of police stations, police officers and PCSOs in Plymouth. We will fight any further cuts to Plymouth's fire cover, the number of fire stations and firefighters in our city. | People - Community Connections | Matt Garrett | Jackie Kings |

This page is intentionally left blank

Business Plans Progress Reports

| Improvement Priority <i>What it is and why you're focussing on it</i> | 'Must do' actions | Progress |
|---|---|---|
| Developing Integrated Commissioning <i>In line with the wider Organisational Design workstream of the STP, we will undertake a review of our existing integrated commissioning governance arrangements in order that they are flexible and an enabler to achieving change and system transformation. In doing so we will seek to simplify, streamline and collaborate to achieve reduced operating costs.</i> | <p>Governance- A review of Integrated Commissioning Governance arrangements to determine overall effectiveness and to make recommendations to eliminate duplication and streamline decision-making.</p> <p>Finance- To review the effectiveness of the Integrated Fund and to make recommendations as to future direction and scope including hosting arrangements, management and potential to extend.</p> <p>Staffing- To review the current staffing arrangements and evaluate whether there are further opportunities to integrate in order to remove duplication and ensure there are the right capabilities and capacity to deliver change.</p> <p>Strategic Commissioning and Placed Based Commissioning- To work with the emerging Strategic Commissioning Function to develop an operating model that supports a Devon Wide Strategic Commissioning Function and Local Care Partnerships.</p> | <p>A 'Strategy on a Page' that sets out the design criteria for the future Integrated Care System has been developed and agreed across the Sustainability and Transformation Plan (STP).</p> <p>NHS England confirmed the approval of the merger of the two CCGs. This is an important step in our journey to create a single strategic commissioner for Devon as part of our ambition to better integrate health and care services to benefit our local communities</p> <p>Work has now commenced to design the future commissioning function at Sustainability and Transformation Plan (STP) level and place.</p> |
| Improvement Priority <i>What it is and why you're focussing on it</i> | 'Must do' actions | Progress |
| Wellbeing & Prevention <i>Commissioning for Wellbeing and Intervention has three priority areas: Thrive Plymouth, Health & Wellbeing Hubs and Making Every Adult Matter. These are existing priorities from the Wellbeing strategy and actions over 2018-19 will be a continuation of the delivery of these priorities</i> | <p>Thrive Plymouth – Continuing to work closely with Public Health, Thrive Plymouth will continue on its 10 year programme to build on our population prevention agenda.</p> <p>Health and Wellbeing hubs – Aligning to the common framework and principles of the STP, it is our intention to commission a network of Wellbeing Hubs across the footprint. These Hubs will enable and support people in the local community to tackle the underlying social issues that they face, and make life choices that will improve their health and wellbeing. By March 2019 we will have launched 5 hubs. Phase 2 to be complete by March 2020. To support the Hubs and continue our drive towards good information and advice being available to the citizens of Plymouth a refreshed online service directory and website will be launched in April 2019.</p> <p>Making Every Adult Matter(MEAM) - We will adopt the MEAM vision of ensuring that people experiencing multiple needs are supported by effective coordinated services and empowered to tackle their problems, reach their full potential and contribute to their communities. To achieve this we are launching a new Integrated Substance Misuse, Homelessness and Offender System aligning with Mental Health services in April 2019. This service will be delivered by an Alliance which is an innovative contractual environment where suppliers and Commissioners share responsibility for achieving outcomes and are mutually supportive, making decisions based on the best outcome for the service user.</p> | <p>1st HWB Hub launched March 23rd at Jan Cutting Healthy Living Centre with Simon Stephens opening the first site during his visit. Four Greens and the Mannamead centre open by the end of 2018. The opening of these three sites has allowed the following functions to be delivered in our most deprived communities:</p> <ul style="list-style-type: none"> - Social prescribing service providing access to: <ul style="list-style-type: none"> o Housing, legal benefits, debt support, care o advocacy o Counselling, befriending and other support groups o Employment and volunteering o Education, training, learning and digital inclusion o Healthy Lifestyles and health promotion o Social and peer support activities o Arts, crafts and therapeutic activities - Benefits and welfare advice - Getting back into work support and IT training - Physical activity sessions - Social activities - Volunteering opportunities - Family and baby sessions - Meet and greet |

| | | |
|---|--|--|
| | | <ul style="list-style-type: none"> - Podiatry - Active for All - Better Futures - Long-term Condition Support - Sensory Solutions <p>Cumberland and Stirling Health centres will open by the end of March 2019 and a further six Hubs will be launched in 19/20.</p> <p>A range of contracts and services are being redesigned to be delivered from the Wellbeing Hubs. By November 2019, we will have re-procured services that will provide support to people with mental ill-health and long-term conditions both directly in the hubs and in the surrounding communities. Additionally, this will be enhanced by social prescribing, advice and information and a 'virtual hub' to provide a range of interventions that support people as a whole person across the city.</p> <p>Pre-procurement work has been undertaken with the current providers and wider partners to establish an integrated and strategic system response. We are already seeing increased collaboration between current providers by collocating to provide complimentary services. This is improving people's experience of services and their outcomes and ultimately diverting people from our primary and urgent care systems.</p> <p>By April 2019 our new Plymouth Online Directory will go live which will form the basis of our virtual hub offer and replace our existing information offer. The new platform will focus on a more localised offer, signposting customers to local resources in the first instance. It will enable the hubs and other organisations to provide consistent information to citizens of Plymouth regardless of where they may access services whilst giving them greater control on how their information, advice and guidance needs are met.</p> <p>Procurement for Complex Lives Alliance is underway encompassing 26 services, including mental health, drug and alcohol, supported housing, offender projects and mainstream mental health</p> |
| <p>Transformed & Sustainable Primary Care</p> <p><i>Working closely with the Western Primary Care Partnership, we will systematically deliver a Primary Care Improvement Plan to deliver such services as social prescribing, investing in primary care and extending access for the population. The delivery of this hinges on three priority areas: delegated commissioning of Primary Care, development of an Integrated Primary Care system and the launch of the Integrated Pharmacy Service.</i></p> <p>System Lead: Nicola Jones</p> | <p>Delegated Commissioning of Primary Care – It is proposed that commissioning of Primary Care will be delegated to Local Clinical Commissioning footprints within the next two years. Consultation on joint commissioning has already commenced and it proposed that further consultation around delegated commissioning will take place in early 2019 ahead of an April 2019 launch.</p> <p>Integrated Primary Care System – As a system, we will design and implement a sustainable system based on the Primary Care Home model. Delivery will be based on pooling the knowledge, care and resources of primary care, community and mental health services, social care, pharmacists and voluntary, community and social enterprise sector partners, to manage the population health of their community. Increasingly specialist services, delivered in hospital settings, will be delivered as part of the system wherever there is a population benefit of doing so. It is proposed that the design of the Integrated Primary Care System will be signed off by the end March</p> | <p>Joint commissioning of General Practice was established with effect from 1st August 2018. The other primary care providers currently have to be commissioned by NHSE. Note that the intention is that from 1st Jan 2019 the whole of Devon will move to a 'delegated light' position (in place in the South Devon & Torbay area), giving local commissioners as much influence as is possible without progressing to formal delegated responsibilities which we expect to apply for and might take effect from 1st April 2019</p> <p>Improved Access went live on 1st October 2018. This delivers evening and weekend access to GPs for all patients across the Western locality. With the national deadline being brought forward by six months, the two providers are continuing to build on the day one location and service offer of Beacon Medical and Devon Doctors extending their hours and rota'd staff whilst working closely to share key information, moving it to a scaled up GP-led model over the course of the next</p> |

| | | |
|--|--|--|
| | <p>2019</p> <p>Integrated Pharmacy Service - As a priority, we will work with partners and providers to develop an integrated pharmacy service for Western spanning the whole system through acute, community, care homes and primary care. This will ensure system prioritisation of workforce improving recruitment, retention and efficiency and effectiveness of the workforce through the development of the right service model able to deliver the right outcomes for people, populations, the workforce and the system. It is proposed that the initial integration of functions will commence in early 2019 with design work taking place in 2018.</p> | <p>twelve months. Plans for full procurement process for services beyond April 2020 are underway.</p> <p>Working closely with the developing Strategic Commissioner to tie in with plans regionally such as telephone triage and use of prescribing and acute hub. Work is underway to design a sustainable system based on the Primary Care Home model including: care for people in care homes, extended primary care team and extended access</p> <p>International GP Recruitment Programme is progressing at pace with International GP Fairs taking place in early July and September. Further round of International Recruitment programme due to take place alongside other workplace initiatives to support the sector.</p> <p>Early visiting scheme being piloted for care homes with primary care and community crisis response team undertaking a test of change.</p> <p>Plans are underway to develop the Primary Care Home model and developing wider multi-professional Enhanced Primary Care teams. Other key programmes include to the launch of the online e-consult function, development of the Practice Nurse Strategy and the developing Repeat Prescribing Hub.</p> <p>Consultation around the delegation of Primary Care Commissioning to a local level has been initiated and a number of events have been held with local providers in this regard. Further events are scheduled for coming weeks.</p> <p>Initial engagement has taken place around the development of the Integrated Pharmacy Service. Plans were put on hold to allow UHP to work on implementing Care Quality Commission's (CQC) recommendations around Pharmacy. Plans to be reconsidered once performance improvement is realised.</p> |
| <p>Improvement Priority <i>What it is and why you're focussing on it</i></p> | <p>'Must do' actions</p> | <p>Progress</p> |
| <p>Integrated Children's Young People and Families Services</p> <p><i>The Plymouth ambition is to commission Integrated Children, Young People and Families services that provide the best start to life. Children, young people and families will be supported to stay healthy, achieve and aspire. Our children, young people and families will be able to access what they need at the right time and in the right place, provided by three system offers: Universal (advice, information and services which meet the needs of the majority of the CYP population), Early Help and Targeted (help and support which identifies need early and prevents escalation; and Enhanced/Specialised Support (statutory assessment and risk</i></p> | <p>Universal Offer – Focus will be on the continued development of services available to everybody looking at enhancing the information and advice offer, providing core support to schools, raising awareness around key issues such as child sexual abuse and aligning and developing pre-existing pathways such as Maternity services</p> <p>Early Help & Targeted – Building on the development of the Early Help Assessment Tool and the creation of the Early Help Gateway, development of this offer will focus on: creation of a Single Point of Access, development of Family Hubs through the redesign of children's centres and enhancing emotional health and wellbeing provision including an offer to schools</p> <p>Enhanced & Specialised – The service priority for this offer will be to bolster the support to statutory functions, including the development of a parental support function, increased crisis response for children and young people in and on the edge</p> | <p>A new ten year contract to provide community health, wellbeing and SEND support services (health visiting, school nursing, Child and Adolescent Mental Health Services, speech and language, designated doctors and nurses) has been awarded. This was designed to continue the journey of integration of children's services, building on operational work to create a single "Access" to services across Livewell SW, UHP and Plymouth City Council's SEND services.</p> <p>A new Early Help and Targeted Support offer for the city is being designed, following consultation with professionals, families and children. A business case is due at Cabinet in early summer to set out an integrated 0-19 model of delivery, utilising the children's centres and other family support services to create Family Hubs and Targeted Support for more complex needs. This work will closely align with system partners working with families, for example the Voluntary and Community Sector and schools. It will also align with the Wellbeing Hubs to ensure</p> |

| | | |
|---|--|--|
| <p>support)</p> | <p>of care, work to support the sufficiency of 'in area' placements and implementation of the Regional Adoption Agency</p> | <p>a joined up offer.</p> <p>The emotional health and wellbeing in schools contracts are due to expire in August 2019, and consideration is currently being given to the future requirements and funding for the service.</p> <p>A 14-25 commissioning plan is being developed to ensure that services are in place for young people with additional needs, to prepare them for adulthood.</p> <p>A support offer for mothers who have experienced recurrent care proceedings has been procured, and contracted to a local charitable provider. This will provide an intensive programme, enabling women to "Pause", reflect on their own needs and make positive changes for the future. This is supported by a Social Investor and a grant from the Life Chances Fund to contribute towards payments for outcomes achieved.</p> <p>As part of a drive to avoid children and young people being sent out of area, a block contract for local residential children's home placements has been in place for nine months; the city now has ten beds commissioned across six homes, with five further contracted beds within twenty miles of Plymouth. There are a further five beds in-city outside the contract which are also used as often as possible for Plymouth children and young people.</p> <p>The Regional Adoption agency, hosted by Devon County Council, went live on 1st October 2018.</p> |
| <p>Integrated Care Partnership(ICP)</p> <p><i>In response to the compelling case for change and in order to ensure joined up whole person care, we will commission an ICP for adults and older people. The ICP will bring together Core Community Health, Adult Social Care, Acute, Local Mental Health Services and potentially certain Primary Care Services</i></p> | <p>Creation of the ICP - It is proposed that the scope of creating the ICP will include the integration of services, alignment of systems and processes, creation of one workforce and one culture. Commissioners recognise that the journey to develop a high functioning ICP will take a period of several years. Therefore, in order to form and crucially develop the ICP we will actively work with providers to develop a comprehensive implementation programme based around four high level stages</p> <p>End of Life Coordination Services - through a Lead Provider arrangement. The aims of the service are to coordinate end of life care for patients registered with GP's in the Western locality and ensure that care provided to people at the end of life at home or in care homes in the western locality is commensurate with their need and equitably distributed. It is proposed that will be commissioned through a lead provider arrangement and work to develop this will take place through 2018/19.</p> <p>Home First Philosophy - Embedding and accelerating the Home First Philosophy through the full implementation of Discharge to Assess Pathway 1 to deliver 'assessment' and 'rehab/reablement care plan' at home within 2 hours of discharge with same day access to reablement or domiciliary care 7 days per week</p> <p>Reduce Bed Based Intermediate Care - Reducing the reliance on bed based intermediate care through implementing the Discharge to Assess Pathway 2 provision to deliver 'assessment' and 'rehab/reablement care plan' within 48 hours of admission to care home. Undertake professional reviews of goal achievement and optimise step down and length of stay for patients. This will lead to a reduction in DTA2 care home beds; Local Care Centre beds converted to DTA2 pathway beds and reduced average length of stay to 14 days.</p> | <p>Plymouth's Strategic Commissioning Intentions were agreed in June 2018 signalling the system's intention to integrate care which would be based on the following themes, some of which are already picked up in this plan:</p> <ul style="list-style-type: none"> • Wellbeing & Prevention • Transformed & Sustainable Primary Care • Integrated Care Services • Integrated Responsive Mental Health services • Enhanced Care and Support • System Enablers. <p>This has led to an initial focus around integrating community and complex adult's services with Primary Care alongside elements of local mental health services to create a Neighbourhood Based Service Delivery Model. Commissioners are working to finalise this proposal before commencing an intensive period of co-design with the system, providers, patients and the general public.</p> <p>An Integrated Care Model (ICM) Programme Delivery Board is meeting with senior representation across the system. The priority delivery plan for ICM is being reviewed (Oct 2018).</p> <p>The End of Life (EOL) plan is now in place and the EoL coordination hub is due to launch in November 2018.</p> <p>Integrated Diabetes clinics are working in Primary Care The Community Diabetes Delivery Plan including Diabetes Super 6 will be developed and in place by 2020.</p> |

| | | |
|---|---|---|
| | | <p>The integration of Respiratory services has commenced.</p> <p>The Repeat Prescribing Hub pilot will be implemented in part of Plymouth in late 2018.</p> <p>The Discharge to Assess 'Home' Pathway I has been reviewed, redesigned and reframed with wide system involvement. A number of workforce changes have been required to achieve the culture, leadership and performance required to ensure that Home First is truly embedded as the default option wherever safe to do so. Interim appointment to an integrated therapy role has proved hugely successful and the new 'Home First' team have taken part in an NHSI rapid improvement program and shared their journey nationally.</p> <p>Care home pathway has been reviewed and a number of operational processes embedded to ensure oversight and rigour is applied to ensure the intermediate nature of the pathway is supported. This has led to a reduction in patients within intermediate care beds from 200 to 140. Average length of stay is now 6 weeks and the 'stranded' and 'Extended Length of Stay' metrics have been applied to continue to drive flow.</p> <p>As a result of the improvement in general operational management of these beds a number of block beds have been decommissioned and a review of the current contract has highlighted the need to review the current contract specification to ensure reablement is adequately commissioned across the pathway.</p> |
| <p>Integrated Mental Health Services</p> <p><i>Local Mental Health Services will be commissioned to be an integral component of the Integrated Care Partnership, wrapped around Primary Care and supporting the MEAM Agenda so that individuals with complex needs; including homelessness, substance misuse and risk taking behaviours have access to appropriate mental health support. In doing so, it is the expectation that mental health services will work across pathways and organisational boundaries to provide seamless and integrated support and treatment.</i></p> | <p>Recovery Pathways - Re-design of the Recovery Pathway. This work commenced at the end of 2017 and will deliver proposals by April 2018, supported by an implementation timescale stretching to 2020</p> <p>Enhanced Social Prescribing - Enhance the Social Prescribing offer and test out whether an integrated approach with IAPT services delivers better outcomes for people living in some of the more deprived areas. We will run a pilot starting in April 2018 and make recommendations for learning and implementation for 2019/20</p> <p>Rapid Response – The launch of a local extended hours crisis assessment service, supporting Primary care by October 2018</p> <p>Expanded Access - Extension of Psychiatric Liaison provision, working towards Core24. We will deliver a 24/7 assessment service into the Emergency Department by April 2018 and then expand over the next 3 years until we meet the CORE 24 standards</p> | <p>Livewell South West have completed initial consultation and presented revised offer to WPCP (western primary care partnership) for consultation and approval, this will provide a Dr-Dr consultation offer to GP's and primary care link workers.</p> <p>The pilot has been overtaken by wider system changes –enhanced social prescribing offer to a larger number of GP practices and delays in premises changes to GP practices which were to provide space for co-location. The service is focussing on placing its offer in the H&WB hubs already having an offer in Jan Cutting, and Four Greens subject to IT adaptations. They will also make an offer to the next two hubs Stirling Road and Cumberland Centre</p> <p>IAPT service have presented at WPCP with respect to increasing offer to support people with long term conditions</p> <p>First response Business Case is currently being finalised for discussion/approval at Clinical Commissioning Group (CCG)/Provider Executives meeting. Assuming approved timescales for implementation will be subject to recruitment.</p> <p>Crisis café has opened 4 nights per week plans are being developed to provide a 7 day/week service.</p> <p>Liaison Psychiatry now available 24/7 in Emergency Department.</p> <p>Plans to expand to achieve CORE 24 in 2019/20 subject to funding</p> |

| | | |
|---|---|---|
| <p>Enhanced Care and Support</p> <p><i>Significant work has already been undertaken to improve the sufficiency and quality of the Residential and Domiciliary Care Markets. However as we move towards a home first philosophy, coupled with a recognition that the sector is having to meet increased levels of acuity then new models of care and support will need to be developed.</i></p> | <p>Enhanced Health in Care Homes - Building on the learning of the Vanguard, we will develop an Enhanced Health in Care Homes model. Working with providers, the ICO and Primary Care we will develop a best practice model based on seven care elements:</p> <ul style="list-style-type: none"> • Enhanced primary care support • MDT in-reach support • Re-ablement & rehabilitation • High quality EOL and Dementia care • Joined up commissioning and collaboration between health and social care • Workforce development • Harnessing data and Technology <p>New Model of Domiciliary Care - We will work with the Market and the emerging ICP to develop a New Model of Care (NMC). The NMC will provide the opportunity to develop a single workforce ensuring carers are able to offer personalised services, to support people with a range of needs, be outcomes driven, reduce the need for ongoing long-term support</p> | <p>Detailed scoping exercise has been completed for all work areas where five key priorities have been identified to be implemented in year, whilst long term priorities are being planned for the programme. Executive Group is established to progress and monitor the EHCH Programme.</p> <p>Red Bag Scheme is being has been launched mid-October after a successful pilot period. The Scheme will be rolled out to all care homes by December 2018. Multi-disciplinary Care home visits are being developed focussing on ten main admitters to Hospital. Funding has been agreed and additional staff have been recruited to commence medicines reviews across care homes to ensure the right care is in place for residents. A Culinary Care project has been developed to support chefs in care homes with the aim of improving nutrition and hydration of residents. This includes dysphagia training, offer of accredited training with City College Plymouth and development of a care home cookbook in collaboration with Plymouth College of Art & Design.</p> <p>Significant demand and capacity planning is underway for care home usage across winter, this will help to inform improved market management in line with the Discharge to Assess and Home First approach. Integrated Market Oversight Group established to monitor and review demands across the system.</p> <p>In response to recommendations from CQC new fees have been agreed with providers to improve market sustainability. Commissioners have developed a new system for understanding what capacity is available in Domiciliary Care and as a system we are seeing improvements in how we manage the market. Weekly conference call established with providers to review referrals and monitor capacity across the City.</p> <p>Maximising Independence Project piloted with a Dom Care Provider to review packages and maximise people's independence where possible – thus creating additional capacity. In the 9 weeks up to 9th October 2018 the project released 172.75 hours of care that's an average of 20 hours per week.</p> <p>The Single Accountable Provider model has been developed and options for its implementation will be considered in line with the Integrated Care Partnership.</p> <p>In December 2018 the Independence@Home service that supports discharge and hospital admission prevention was transferred in the Council to the Retained Client Function.</p> |
| <p>Efficiency Programmes</p> | <p>Key Workstreams:</p> <ul style="list-style-type: none"> Commissioned Contracts Prevention and Demand Maximising Grants Making best use of our resources Packages of Care | <p>See <i>Separate Budget Report</i></p> |

Retained Client

| Improvement Priority <i>What it is and why you're focussing on it</i> | 'Must do' actions | Progress |
|---|---|--|
| <p>Provision</p> <p><i>The Retained Clients provision functions take the form Of Colwill Lodge Short Breaks and Respite Centre, The Vine Day Centre and the Community Reablement</i></p> | <p>Maximise utilisation – As the last two remaining provisions for adults in the Council, there is a real focus on maximising the utilisation levels at both Colwill Lodge and the Vine to release pressure elsewhere in the system. Focus will be on looking at schemes to release capacity such as transferring outreach clients and looking at increasing the number of clients attending sessions. A more long term focus will be looking at the infrastructure requirements and service standards for both services moving forwards, with the development of a business case to look at a single site option. There will also be a focus on changing the culture of the Vine to ensure it is used as a more short term intervention for individuals where it is identified that the provision can provide specific outcomes for them. If achieved, this will provide greater throughput at the Vine and increase the utilisation levels.</p> <p>Efficiency of Workforce – Part of the End to End Review of the units in 2017 looked at how capacity and the workforce was managed across both units. The idea of a peripatetic workforce working across both sites will be looked at to realise efficiencies for the service.</p> <p>Quality – Colwill Lodge was the subject of a CQC inspection in 2017, receiving an overall Good rating. However, the service received a 'requires improvement' around its responsiveness. This has led to an improvement plan being developed to move that rating to good and delivery of this will be a focus in 2018.</p> <p>Targeted Support – The Community Reablement service are able to flexibly target specific cohorts of clients as part of their approach to deliver specific system outcomes. Two of these areas are Complex Needs and Transitions. In 2018 the service will look to work in partnership with Livewell South West to better manage transitions into adult services and to focus on supporting clients with complex needs to live more independently with a less intensive package of care.</p> | <p>Maximise utilisation</p> <p>The Vine occupancy has risen from 77% to 85% throughout the year.</p> <p>Colwill average occupancy risen from 75% to 90%</p> <p>Both Colwill and The Vine have supported individuals effected my market failure helping the improved utilisation of these services and helped avoid costs for alternative provision. This has also led to a small income generation at The Vine thorough supporting a Cornish client.</p> <p>The longer term work looking at a single site provision for these services has also commenced and an OPE Bid was submitted in November looking to secure funds to support the design and feasibility stages that are ongoing. An update on the bid is expected in February 2019.</p> <p>Efficiency of Workforce</p> <p>Workforce efficiencies and some deployment of staff across the two sites is in place has happened and supported part of the Budget Containment delivery this year. Targeted to Deliver £250K of savings this FY.</p> <p>The single workforce agenda will be one of the work stream activities in the single site provision work that is ongoing.</p> <p>Quality</p> <p>CQC Inspection at Colwill took place in April 2018 and received a "Good" rating across all areas an improvement on its previous inspection.</p> <p>Quality continues to be a focus across all services.</p> <p>Targeted Support</p> <p>The close partnership working with Livewell South West in the Complex Needs and Transitions areas is ongoing and has helped a number of people live more independent lives it has also be deployed to support delivery of the Budget Containment targets this year.</p> |
| <p>Improvement Priority <i>What it is and why you're focussing on it</i></p> <p>Safeguarding & Deprivation of Liberty Safeguards</p> <p><i>The Local Authority has lead responsibility for Safeguarding in the City. The service priorities around this function are made up of actions identified within the corporate Safeguarding Improvement Plan and targets already in place around DoLS</i></p> | <p>'Must do' actions</p> <p>Compliance – The function has a responsibility to ensure all partners are working to the standards outlined within the Care Act, Mental Capacity Act and Human Rights Act, local integrated service arrangements and in national guidance. In 2018, focus will be on annual reviews of all guidance and developing the right tools to support the system in working to them.</p> <p>Plymouth Safeguarding Adults Board –Statutory responsibility to establish and Support the PSAB to deliver its Strategic Plan, annual report and Safeguarding Adult Reviews as required, whilst contributing to Board development.</p> | <p>Progress</p> <p>Compliance</p> <p>The Plymouth Multi-Agency Adult Safeguarding Policy and Procedures Manual has been reviewed and updated; awareness is promoted through the Plymouth Safeguarding Adults Board and its sub-groups, and the Strategic Safeguarding Leads Network.</p> <p>Plymouth Safeguarding Adults Board</p> <p>PSAB review conducted in 2018, the Safeguarding Adults Board is legislatively</p> |

| | | |
|--|---|---|
| | <p>Engagement and Networks – Due to the nature of safeguarding’s ever changing policy landscape, there is a continued need to ensure that the Council is engaging with and supporting related national, regional and local agendas. This benefits our system through being able to support with implementing best practice across agencies, training and raising awareness around agendas such as Modern Slavery</p> <p>Deprivation of Liberty Assessments – There are strict legal frameworks and performance targets around DoLS assessments contained within the performance data in appendix 2. Focus will remain on keeping a disciplined programme of assessment and risk management around the volume of DoLS referrals currently received with a view to meeting that target.</p> | <p>compliant and benchmarks well against other SABs.</p> <p>Engagement and Networks</p> <p>We have maintained established links and continue to input to the national ADASS policy network and work plans, the regional group, and local partnership boards and delivery groups.</p> <p>Deprivation of Liberty Safeguards Assessments</p> <p>Performance & Risk: We have maintained our performance this year (with 365 Best Interest Assessment completed so far this year) and continued to focus on high priority cases to ameliorate the risk of legal challenge.</p> <p>Legal: In July 2018, the Government published a Mental Capacity (Amendment) Bill, which if passed into law will reform the Deprivation of Liberty Safeguards (DoLS), and replace them with a scheme known as the Liberty Protection Safeguards. The Bill is has undergone several amendments and we are awaiting timelines for its legislative approval.</p> |
| <p>Health and Adult Social Care Monitoring</p> <p><i>Regulating and monitoring the work of Livewell South West to ensure that Social Care delivery is compliant with the standards and budgetary targets the Council has outlined</i></p> | <p>Budget Containment – Working closely with Livewell South West to ensure that best value is achieved within packages of care and that we focus on areas of service/financial risk.</p> <p>Performance Regulation – Continuing to monitor the performance and of the Integrated Provider to ensure it is at the required standard and that we meet the outcomes identified within the Adult Social Care Outcomes Framework, the legal framework of the Care Act and other legislation associated with the delivery of Adult Social Care within budgetary targets</p> <p>Transformation Oversight – Livewell South West will be a key part of the ICP and therefore will be involved in a large amount of change. The RCFs role will be to ensure that the Adult Social Care responsibilities continue to be met as a result of these changes,</p> | <p>Budget Containment</p> <p>Budget containment work with Livewell South West has progressed well throughout the year supporting the overall department targets. This work has reduced care where appropriate and released valuable care capacity back into the system.</p> <p>Performance Regulation & Transformation Oversight</p> <p>Monitoring performance across the Integrated Provider is now an ongoing process helping us together identify areas of positive note and concern. This process operates at detailed levels directly with Livewell South West and reports up through the Council Scorecards ensuring sufficient oversight and governance.</p> <p>Performance metrics and dashboards evolve with service delivery integration and change.</p> |
| <p>Improvement Priority</p> <p><i>What it is and why you’re focussing on it</i></p> | <p>‘Must do’ actions</p> | <p>Progress</p> |
| <p>Implement Service Improvement Plan</p> | <p>Following the completion of the restructure taking place within the Retained Client Function, a service improvement plan will be developed containing actions highlighted within the service review. Throughout 2018 there will be a focus to deliver the changes outlined and to support employees through a time of transition and implementation of a new service.</p> | <p>The structure of the Retained Client Function is now complete allowing for each area to drive through the changes identified. Some Business Support Functions have been simplified, safeguarding process reviewed and refreshed and Community Reablement now manage activity using Carefirst.</p> <p>This plan will be refreshed for 2019.</p> |

FEDERATED SCORECARD 2019/20 - 2020/21

ONE SYSTEM ONE AIM

BRAG Rating Key Below Table

| PLANS | 2019/20 Target Savings | 2019/20 per MTFS | 2020/21 per MTFS | LEDGER CODES | 2019/20 Q1 F'cast / Achieved | 2019/20 Q2 F'cast / Achieved | 2019/20 Q3 F'cast / Achieved | 2019/20 Q4 F'cast / Achieved | 2019/20 Total Forecast | Comments |
|--|------------------------|------------------|------------------|--------------|------------------------------|------------------------------|------------------------------|------------------------------|------------------------|----------|
| | £m | £m | £m | | £m | £m | £m | £m | £m | |
| Children | | | | | | | | | | |
| Savings to find incl c/fwd 2018/19 One Off Savings | 6.058 | | | | | | | | | |
| Access to Services - Gateway, Hub, SEND | | 0.150 | | | 0.038 | 0.038 | 0.038 | 0.038 | 0.150 | |
| Early Help & Targeted Services | | 0.500 | | | 0.125 | 0.125 | 0.125 | 0.125 | 0.500 | |
| Troubled Families - Transformation Grant | | 0.270 | | | 0.068 | 0.068 | 0.068 | 0.068 | 0.270 | |
| Troubled Families | | 0.830 | | | 0.208 | 0.208 | 0.208 | 0.208 | 0.830 | |
| Placement Sufficiency (CIC & Care Leavers) | | 0.200 | | | 0.050 | 0.050 | 0.050 | 0.050 | 0.200 | |
| Fostering | | 0.700 | | | 0.175 | 0.175 | 0.175 | 0.175 | 0.700 | |
| End to end review | | 1.250 | | | 0.313 | 0.313 | 0.313 | 0.313 | 1.250 | |
| Grant maximisation | | 0.100 | | | 0.025 | 0.025 | 0.025 | 0.025 | 0.100 | |
| Children | 6.058 | 4.000 | 0.000 | | 1.000 | 1.000 | 1.000 | 1.000 | 4.000 | |
| Community Connections | | | | | | | | | | |
| Savings to find incl c/fwd 2018/19 One Off Savings | 0.258 | | | | | | | | | |
| Efficiencies/Mangement Actions | | 0.030 | | | 0.008 | 0.008 | 0.008 | 0.008 | 0.030 | |
| Grant Maximisation | | 0.228 | | | 0.057 | 0.057 | 0.057 | 0.057 | 0.228 | |
| | | | | | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | |
| | | | | | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | |
| Community Connections Subtotal | 0.258 | 0.258 | 0.000 | | 0.065 | 0.065 | 0.065 | 0.065 | 0.258 | |
| Integrated Commissioning | | | | | | | | | | |
| Savings to find incl c/fwd 2018/19 One Off Savings | 7.169 | | | | | | | | | |
| Stretch Income Target against Fairer Charging and CRAG | | 0.500 | | | 0.125 | 0.125 | 0.125 | 0.125 | 0.500 | |
| Extension of Client Review Programme | | 0.850 | | | 0.213 | 0.213 | 0.213 | 0.213 | 0.850 | |
| Reductions and Remodelling of Externally Commissioned Services | | 0.750 | | | 0.188 | 0.188 | 0.188 | 0.188 | 0.750 | |
| Staffing Efficiencies | | 0.200 | | | 0.050 | 0.050 | 0.050 | 0.050 | 0.200 | |
| Direct Payments Clawbacks- stretch | | 0.200 | | | 0.050 | 0.050 | 0.050 | 0.050 | 0.200 | |
| One Off Grant | | 2.200 | | | 0.550 | 0.550 | 0.550 | 0.550 | 2.200 | |
| Leisure Services | | 0.075 | | | 0.019 | 0.019 | 0.019 | 0.019 | 0.075 | |
| New Models of Care for Supported Living | | 0.100 | | | 0.025 | 0.025 | 0.025 | 0.025 | 0.100 | |
| | | | | | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | |
| | | | | | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | |
| | | | | | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | |
| Integrated Delivery & Commissioning | 7.169 | 4.875 | 0.000 | | 1.219 | 1.219 | 1.219 | 1.219 | 4.875 | |
| ODPH | | | | | | | | | | |
| Savings to find incl c/fwd 2018/19 One Off Savings | 0.178 | | | | | | | | | |
| Management Efficiencies | | 0.178 | | | 0.045 | 0.045 | 0.045 | 0.045 | 0.178 | |
| | | | | | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | |
| ODPH | 0.178 | 0.178 | 0.000 | | 0.045 | 0.045 | 0.045 | 0.045 | 0.178 | |
| Total Federated 19/20 Delivery Plans | 13.663 | 9.311 | 0.000 | | 2.328 | 2.328 | 2.328 | 2.328 | 9.311 | |

BRAG Rating

| |
|--|
| In the bag, sorted, done, dusted and the saving has been delivered |
| The projected delivery plan can be contained within the directorates budget, but hasn't been yet |
| Some actions in place but there is a risk the delivery plan may not be fully covered |
| Unlikely the delivery plan can be contained within the directorates budget |

APPENDIX 3B - KEY PERFORMANCE INDICATORS

| Key Performance Indicator (KPI) | KPI Description and Methodology | Reporting Frequency | Service Standard ID | Risk ID | Outcome or Process? | Reported via | Benchmarking / Trend | | | | Latest Data | Current Target 2017/18 | Proposed Target 2018/19 | Proposed Target 2019/20 | Logic/Notes | |
|---------------------------------|--|--|---------------------|---------|---------------------|----------------|----------------------|-----------------------|---------|----------|-------------|------------------------|-------------------------|--|--|--|
| | | | | | | Corporate Plan | 2016/17 | Statistical Neighbour | England | Quartile | | | | | | |
| SC1 | Overall satisfaction of people who use services with their care and support | This measures the satisfaction with services of people using adult social care, which is directly linked to a positive experience of care and support. Analysis of surveys suggests that reported satisfaction with services is a good predictor of people's overall experience of services. | Annually | SC3 | - | Outcome | No | 69.0% | 65.5% | 64.7% | 1st | 69.0% | 72.0% | To maintain 2017/18 if 2% points above highest comparator average, otherwise target will be 2% points above highest comparator average | To maintain 2017/18 if 2% points above highest comparator average, otherwise target will be 2% points above highest comparator average | Proposed target is based on maintaining good performance, and to ensure that we maintain performance above national and statistical neighbour averages. This is a system target and each organisation responsible will be expected to contribute towards achieving the target set. |
| SC2 | Social Care Quality of Life | This measure is an average quality of life score based on responses to the Adult Social Care Survey. It is a composite measure using responses to survey questions covering the eight domains identified in the ASCOF; control, dignity, personal care, food and nutrition, safety, occupation, social participation and accommodation. | Annually | SC3 | - | Outcome | No | 19.5 | 19.0 | 19.1 | 1st | 19.5 | 19.8 | To maintain 2017/18 if 2% above highest comparator average, otherwise target will be 2% above highest comparator average | To maintain 2017/18 if 2% above highest comparator average, otherwise target will be 2% above highest comparator average | Proposed target is based on maintaining good performance, and to ensure that we maintain performance above national and statistical neighbour averages. This is a system target and each organisation responsible will be expected to contribute towards achieving the target set. |
| SC3 | % of people who use services who have control over their daily life | A key objective of the drive to make care and support more personalised is that support more closely matches the needs and wishes of the individual, putting users of services in control of their care and support. Therefore, asking users of care and support about the extent to which they feel in control of their daily lives is one means of measuring whether this outcome is being achieved. | Annually | - | - | Outcome | No | 81.0% | 80.0% | 77.0% | 1st | 81.0% | 82.0% | To maintain 2017/18 if 2% points above highest comparator average, otherwise target will be 2% points above highest comparator average | To maintain 2017/18 if 2% points above highest comparator average, otherwise target will be 2% points above highest comparator average | Proposed target is based on maintaining good performance, and to ensure that we maintain performance above national and statistical neighbour averages. This is a system target and each organisation responsible will be expected to contribute towards achieving the target set. |
| SC4 | % of people who use services who find it easy to find information about support | This measure reflects social services users' and carers' experience of access to information and advice about social care in the past year. Information is a core universal service and a key factor in early intervention and reducing dependency. | Annually | - | - | Outcome | No | 77.0% | 76.0% | 75.0% | 1st | 77.0% | 78.0% | To maintain 2017/18 if 2% points above highest comparator average, otherwise target will be 2% points above highest comparator average | To maintain 2017/18 if 2% points above highest comparator average, otherwise target will be 2% points above highest comparator average | Proposed target is based on maintaining good performance, and to ensure that we maintain performance above national and statistical neighbour averages. This is a system target and each organisation responsible will be expected to contribute towards achieving the target set. |
| SC5 | % of people who use services who say that those services make them feel safe and secure CORPORATE PLAN INDICATOR | 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 and their care and support. This measure reflects the extent to which users of care services feel that their care and support has contributed to making them feel safe and secure. | Annually | SC3 | - | Outcome | Yes | 93.0% | 88.0% | 85.0% | 1st | 93.0% | 93.0% | To maintain 2017/18 if 2% points above highest comparator average, otherwise target will be 2% points above highest comparator average | To maintain 2017/18 if 2% points above highest comparator average, otherwise target will be 2% points above highest comparator average | Proposed target is based on maintaining good performance, and to ensure that we maintain performance above national and statistical neighbour averages. This is a system target and each organisation responsible will be expected to contribute towards achieving the target set. |
| SC6 | % of people who use services who feel safe | 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 and their care and support. | Annually | SC3 | - | Outcome | No | 72.0% | 70.0% | 69.0% | 2nd | 72.0% | 73.0% | To maintain 2017/18 if 2% points above highest comparator average, otherwise target will be 2% points above highest comparator average | To maintain 2017/18 if 2% points above highest comparator average, otherwise target will be 2% points above highest comparator average | Proposed target is based on maintaining good performance, and to ensure that we maintain performance above national and statistical neighbour averages. This is a system target and each organisation responsible will be expected to contribute towards achieving the target set. |
| SC7 | Overall satisfaction of carers with social services (Biennial Carers survey) | This measures the satisfaction with services of carers of people using adult social care, which is directly linked to a positive experience of care and support. Analysis of user surveys suggests that reported satisfaction with services is a good predictor of the overall experience of services and quality. | Biennially | - | - | Outcome | No | 33.6% | 44.8% | 41.2% | 4th | 33.6% | - | 41.2% | N/A | After poor results in 2016/17 target should be to achieve at least the 2016/17 England average. This is a system target and each organisation responsible will be expected to contribute towards achieving the target set. |
| SC8 | Carer Quality of Life | This is a composite measure which combines individual responses to six questions measuring different outcomes related to overall quality of life. These outcomes are mapped to six domains; occupation, control, personal care, safety, social participation and encouragement and support. | Biennially | - | - | Outcome | No | 7.0 | 8.0 | 7.9 | 4th | 7.0 | - | 7.9 | N/A | After poor results in 2016/17 target should be to achieve at least the 2016/17 England average. This is a system target and each organisation responsible will be expected to contribute towards achieving the target set. |

APPENDIX 3B - KEY PERFORMANCE INDICATORS

| Key Performance Indicator (KPI) | KPI Description and Methodology | Reporting Frequency | Service Standard ID | Risk ID | Outcome or Process? | Reported via | Benchmarking / Trend | | | | Latest Data | Current Target 2017/18 | Proposed Target 2018/19 | Proposed Target 2019/20 | Logic/Notes | |
|---------------------------------|--|--|---------------------|---------|---------------------|--------------|----------------------|---------|-----------------------|---------|-------------|------------------------|-------------------------|-------------------------|-------------|--|
| | | | | | | | Corporate Plan | 2016/17 | Statistical Neighbour | England | | | | | | Quartile |
| SC9 | % of carers who report that they have been included or consulted in discussions about the person they care for | Carers should be respected as equal partners in service design for those individuals for whom they care – this improves outcomes both for the cared for person and the carer, reducing the chance of breakdown in care. This measure reflects the experience of carers in how they have been consulted by both the NHS and social care. | Biennially | - | - | Outcome | No | 62.5% | 72.0% | 72.0% | 4th | 62.5% | - | 72.0% | N/A | After poor results in 2016/17 target should be to achieve at least the 2016/17 England average. This is a system target and each organisation responsible will be expected to contribute towards achieving the target set. |
| SC10 | % of safeguarding enquiries where the individual or individual's representative were asked what their desired outcomes were? | Making Safeguarding personal - For each safeguarding enquiry, was the individual or individual's representative asked what their desired outcomes were. | Monthly | SC5 | CC3OCC3 | Process | No | 60.0% | - | - | - | 78.0% | - | 85.0% | 85.0% | |
| SC11 | % of closed safeguarding enquiries where the individual or individual's representatives desired outcomes have been fully achieved CORPORATE PLAN INDICATOR | For each enquiry, where the individual or individual's representative asked what their desired outcomes were, were these outcomes; Fully achieved, Partially achieved or Not achieved. | Monthly | SC5 | CC3OCC3 | Outcome | Yes | 73.0% | - | 56.0% | - | 73.0% | 75.0% | 75.0% | 75.0% | Far Exceeds England average, target to remain the same as 2017/18 as this is unlikely to be achieved this year. |
| SC12 | % of completed safeguarding enquiries where risk has been reduced or removed | Each completed safeguarding enquiry gets closed with an outcome based on annual statutory return. Options are; Risk remained, Risk reduced or Risk removed. | Monthly | SC5 | CC3OCC3 | Outcome | No | 72.7% | - | - | - | 87.0% | 75.0% | 80.0% | 82.0% | No benchmarking available to assist in setting of target. Target to maintain and improve on 2017/18 performance. |
| SC16 | Long-term support needs met by admission to residential and nursing care homes, per 100,000 population (aged 65 and over) | This is a two part-measure reflecting the number of younger adults (part 1) and older people (part 2) whose long-term support needs are best met by admission to residential and nursing care homes relative to the population size of each group. The measure compares council records with ONS population estimates. Calculation method - Number of admissions divided by 47,112 multiplied by 100,000. | Monthly | - | CC2OCC2 OCC4 | Outcome | No | 495.7 | 883.0 | 669.0 | 1st | 495.7 | 474.3 | 471.2 | 471.2 | With strong benchmarking performance and pressures in the health system it is unlikely that long term admissions to residential and nursing care will continue to reduce. Therefore it is suggested that the target remains to have no less than 223 long term admissions (65+ only). 2018/19 and 2019/20 targets based on mid 2016 population estimates. |
| SC17 | Long-term support needs met by admission to residential and nursing care homes, per 100,000 population (aged 18-64) | This is a two part-measure reflecting the number of younger adults (part 1) and older people (part 2) whose long-term support needs are best met by admission to residential and nursing care homes relative to the population size of each group. The measure compares council records with ONS population estimates. Calculation method - Number of admissions divided by 164,733 multiplied by 100,000. | Monthly | - | CC2OCC2 OCC4 | Outcome | No | 10.3 | 18.0 | 14.0 | 2nd | 10.3 | 9.1 | 9.1 | 9.1 | With strong benchmarking performance and pressures in the health system it is unlikely that long term admissions to residential and nursing care will continue to reduce. Therefore it is suggested that the target remains to have no less than 15 long term admissions (18-64 only). 2018/19 and 2019/20 targets based on mid 2016 population estimates. |
| SC18 | Delayed transfers of care from hospital per 100,000, which are attributable to Social Care (Delayed days per day) CORPORATE PLAN INDICATOR | A delayed transfer of care occurs when a patient is ready for transfer from a hospital bed, but is still occupying such a bed. A patient is ready for transfer when: (a) a clinical decision has been made that the patient is ready for transfer AND (b) a multi-disciplinary team decision has been made that the patient is ready for transfer AND (c) the patient is safe to discharge/transfer. Calculation method: (Number of delayed days in the month/ Number of days in the month) then divided by 18+ population and multiplied by 100,000. | Monthly | - | OCC4 | Process | Yes | - | - | 3.6 | 4th | 8.8 | 3.7 | 3.7 | 3.7 | Target is expectation set by Government in July 2017. |
| SC19 | Delayed transfers of care from hospital per 100,000, whole system (Delayed days per day) | A delayed transfer of care occurs when a patient is ready for transfer from a hospital bed, but is still occupying such a bed. A patient is ready for transfer when: (a) a clinical decision has been made that the patient is ready for transfer AND (b) a multi-disciplinary team decision has been made that the patient is ready for transfer AND (c) the patient is safe to discharge/transfer. Calculation method: (Number of delayed days in the month/ Number of days in the month) then divided by 18+ population and multiplied by 100,000. | Monthly | - | OCC4 | Process | No | - | - | 11.2 | 4th | 32.3 | 11.6 | 11.6 | 11.6 | Target is expectation set by Government in July 2017. |
| SC20 | % of older people (65 and over) who were still at home 91 days after discharge from hospital into reablement / rehabilitation services (BCF) | This measures the benefit to individuals from reablement, intermediate care and rehabilitation following a hospital episode, by determining whether an individual remains living at home 91 days following discharge – the key outcome for many people using reablement services. | Quarterly | - | CC2OCC2 OCC4 | Outcome | No | 85.0% | 85.0% | 82.0% | 2nd | 85.0% | 90.0% | 87.0% | 90.0% | Maintain BCF target. |
| SC22 | Overdue Deprivation of Liberty Safeguarding Assessments that are high priority | A subset of KPI 2.8 above. This indicator focuses on the DoLS assessments that are deemed a high priority and are overdue. No calculation method. | Monthly | - | CC3OCC3 | Process | No | 76.0 | - | - | - | 17 | 20 | 20 | 20 | As above, proposed target is unchanged from 2017/18. |
| SC23 | % of clients with a Learning Disability that live on their own, or with family | The measure shows the proportion of all adults with a primary support reason of learning disability support who are "known to the council", who are recorded as living in their own home or with their family (also known as settled accommodation).. Calculation method - Number of LD clients living in settled accommodation divided by Number of LD clients. | Monthly | - | - | Outcome | No | 53.4% | 78.0% | 73.0% | 4th | 77.0% | 62.0% | 78.0% | 80.0% | To achieve the 2016/17 Statistical neighbour average in 2018/19 and to improve further in 2019/20. |

APPENDIX 3B - KEY PERFORMANCE INDICATORS

| Key Performance Indicator (KPI) | KPI Description and Methodology | Reporting Frequency | Service Standard ID | Risk ID | Outcome or Process? | Reported via | Benchmarking / Trend | | | | Latest Data | Current Target 2017/18 | Proposed Target 2018/19 | Proposed Target 2019/20 | Logic/Notes |
|---------------------------------|---|---------------------|---------------------|---------|---------------------|----------------|----------------------|-----------------------|---------|----------|-------------|------------------------|-------------------------|-------------------------|---|
| | | | | | | Corporate Plan | 2016/17 | Statistical Neighbour | England | Quartile | | | | | |
| SC24 | % of clients with a Learning Disability that are in paid employment The measure shows the proportion of adults with a primary support reason of learning disability support who are "known to the council", who are recorded as being in paid employment. Calculation method - Number of LD clients in paid employment divided by Number of LD clients. | Monthly | - | - | Outcome | No | 5.7% | 5.0% | 5.8% | 2nd | 5.5% | 6.0% | 5.8% | 6.5% | Following a drop in performance in 2015/16 the proposed target is to increase the percentage to the 16/17 England average, increasing in the second year thus taking performance above the England average. |

This page is intentionally left blank.

**STRATEGIC CO-OPERATIVE
COMMISSIONING**

Business Plan 2018-19



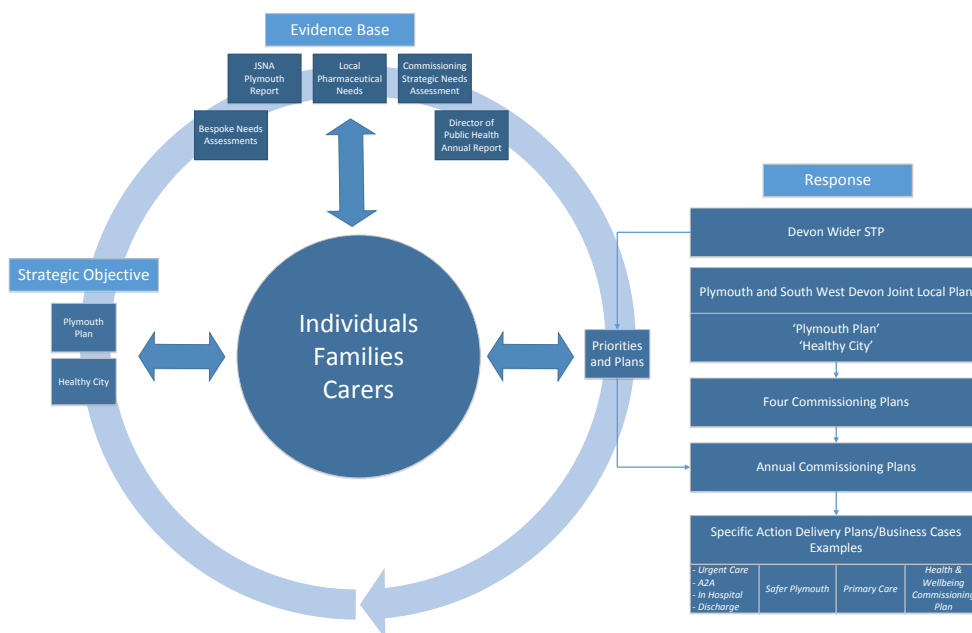
VISION & CONTEXT

In 2013, Plymouth’s Health and Wellbeing Board articulated a vision that we would develop an integrated whole system of health and wellbeing based around the following elements:

| Integrated Commissioning | Integrated Health and Care Services | Integrated System of Health and Wellbeing |
|--|---|--|
| Building on co-location and existing joint commissioning arrangements, the focus will be to establish a single commissioning function, the development of integrated commissioning strategies and pooling of budgets | Focus on developing an integrated provider function stretching across health and social care and providing the right care at the right time in the right place An emphasis on those who would benefit most from person-centred care, such as intensive users of services and those who cross organisational boundaries | A focus on developing joined-up population-based public health, and preventative and early intervention strategies Built on an asset-based approach focusing on increasing capacity and assets of both people and place |

The Strategic Co-operative Commissioning department will continue to deliver system wide change and improve outcomes through the implementation of four commissioning strategies that cover the entire needs course (wellbeing, children and young people, community care through to enhanced and specialised care) and life course (pre-conception through early years, adolescence, adulthood and to older age)

Planning Framework



The diagram above articulates the relationship between the Commissioning service and strategic plans held at a Devon STP level. The service priorities and commissioning strategies are key components of the Healthy City section of the ‘Plymouth Plan’ which in turn feeds the Plymouth and South West Devon Joint Local Plan which aligns to the Devon wider Sustainability and Transformation Plan (STP).

PURPOSE

In order to meet the challenges of delivering effective and efficient services to meet local need, the Western Planning Delivery Unit of NEW Devon CCG and the Strategic Co-operative Commissioning department of Plymouth City Council (PCC) have formed an integrated commissioning function working towards a single commissioning approach, an integrated fund, and risk and benefit sharing agreements. Commissioners are increasingly working as one team, informed and supported by clinicians and public health experts, and have collectively developed an integrated commissioning approach through the development of four integrated commissioning strategies that will direct all future commissioning. The primary driver of our integrated commissioning approach is to improve the quality of service provision with the aim of improving outcomes for individuals and returning value for money and system sustainability. Integrated commissioning must deliver improved health and wellbeing.

In March 2018, Cabinet signed off the Strategic Commissioning Intentions for the Plymouth Health and Wellbeing System 2018-20, which contain the system-wide commissioning outcomes, and priorities, which can be seen in appendix 2. Performance against the Key System performance outcomes in appendix 2 is included in appendix 3 ('Integrated Commissioning Scorecard'). As a key partner within the Local Care Partnership between Plymouth City Council, NEW Devon CCG, Livewell South West, Plymouth NHS Hospitals Trust and other key partners, the Strategic Co-operative Commissioning department plays a key role in contributing towards the Key System Performance Objectives as well as working towards its own corporate objectives, which can be seen below:

- Manage budgets
- Manage complaints
- Customer Satisfaction
- Staff turnover
- Managing staff sickness
- Staff engagement
- Deliver Plymouth City Council Pledges

Performance against these corporate and other operational objectives ('Strategic Commissioning KPI Setting Template) can also be found in appendix 3, this has been refreshed to incorporate and identify those indicators that form an integral part of the Council's 2018-2022 Corporate Plan. Going forward work is underway to align a new system wide performance framework led by the STP, the Integrated Commissioning Scorecard and the People Directorate Performance Report.

As outlined in the Health and Wellbeing Board's vision, the integration of the Council's Adult Social Care function with Livewell South West has seen the creation of the integrated health and social care provider for adult services, undertaking statutory responsibilities outlined within the Care Act. The Strategic Co-operative Commissioning department regulates the third party delivery of these statutory functions through contractual arrangements with the provider to ensure that citizens of Plymouth are provided with a high level of service and that the Council continues to deliver against what is constitutionally required of it. To aid with this monitoring and oversight role, the Retained Client function was created in 2015 to work closely with the integrated provider whilst housing statutory functions such as Safeguarding and non-statutory functions such as Community Reablement and two remaining adult care provisions.

As well as Adult Social Care, the department work to support the regulation of Residential and Nursing homes. Whilst the official regulation of these providers is the responsibility of the Care Quality Commission (CQC), the departments Quality Assurance Improvement Team (QAIT) work closely with providers and informally monitor their quality to ensure they are up to standard ahead of

formal regulation.

Plymouth City Council's commissioning cycle means that the department is continuously monitoring provider and market performance through contract management arrangements. This is managed through evaluating performance against contract specifications and specific KPI's identified within each contract. The department works closely with Western Planning and Delivery Unit (PDU) Commissioners from NEW Devon CCG to provide whole market oversight of what has been traditionally been separate health and social care responsibilities.

Delivering Pledge Commitments

We will be on a quarterly basis monitoring how the delivery of the department's service priorities (outlined below) are also delivering against the Council's pledges. There are 13 Council pledges that the department are responsible for delivering, and these have been assigned lead officers from across the Integrated Commissioning teams. The Pledges are identified in Appendix 7.

Service priorities for 2018/19

The service priorities for the department are a blend of actions from existing Commissioning strategies/ action plans, actions identified within the Commissioning Intentions 2018-2020 and agreed system wide improvement actions. Through these commissioning intentions, the local system will be integrated and configured to provide the best start to life, promote independence, wellbeing and choice, with home first acting as the central philosophy and services integrated, local, accessible, seamless and responsive. An enhanced system of Primary Care will underpin the integrated system and there will be a focus on No Health without Mental Health. In order to secure a sustainable system these commissioning intentions will make best use of the public estate and achieve cash releasing efficiencies.

In order to drive the changes a number of Strategic Commissioning Priorities will be taken forward at pace:

- Developing Integrated Commissioning as a System Enabler
- Commissioning for Wellbeing and Prevention
 - Thrive Plymouth
 - Wellbeing Hubs
 - Making Every Adult Matter
- Transformed and Sustainable Primary Care
- Integrated Children's Young People and Families Services,
- Commissioning an Integrated Care Partnership
- Local, Integrated and Responsive Mental Health Services,
- Enhanced Care and Support

In addition an underpinning priority is deliver efficiencies in order to deliver a balanced budget. These savings programmes also cover the Retained Client Function

Strategic Commissioning Intentions for the Plymouth Health and Wellbeing System 2018-20

*To note: All improvement priorities are dependent on system wide agreement through consultation with partners across the health and wellbeing system on the Strategic Commissioning Intentions

| Improvement Priority <i>What it is and why you're focussing on it</i> | 'Must do' actions | Dependencies |
|---|--|---|
| <p>Developing Integrated Commissioning</p> <p><i>In line with the wider Organisational Design workstream of the STP, we will undertake a review of our existing integrated commissioning governance arrangements in order that they are flexible and an enabler to achieving change and system transformation. In doing so we will seek to simplify, streamline and collaborate to achieve reduced operating costs.</i></p> <p>System Lead: Craig McArdle</p> | <p>Governance- A review of Integrated Commissioning Governance arrangements to determine overall effectiveness and to make recommendations to eliminate duplication and streamline decision-making.</p> <p>Finance- To review the effectiveness of the Integrated Fund and to make recommendations as to future direction and scope including hosting arrangements, management and potential to extend.</p> <p>Staffing- To review the current staffing arrangements and evaluate whether there are further opportunities to integrate in order to remove duplication and ensure there are the right capabilities and capacity to deliver change.</p> <p>Strategic Commissioning and Placed Based Commissioning- To work with the emerging Strategic Commissioning Function to develop an operating model that supports a Devon Wide Strategic Commissioning Function and Local Care Partnerships.</p> | <p><i>Project Management Resources</i></p> <p><i>Continued shared ambition with NEW Devon CCG to proceed with delivery of shared vision</i></p> |
| Improvement Priority <i>What it is and why you're focussing on it</i> | 'Must do' actions | Dependencies |
| <p>Wellbeing & Prevention</p> <p><i>Commissioning for Wellbeing and Intervention has three priority areas: Thrive Plymouth, Health & Wellbeing Hubs and Making Every Adult Matter. These are existing priorities from the Wellbeing strategy and actions over 2018-19 will be a continuation of the delivery of these priorities</i></p> <p>System Lead: Ruth Harrell/Rachel Silcock</p> | <p>Thrive Plymouth – Continuing to work closely with Public Health, Thrive Plymouth will continue on its 10 year programme to build on our population prevention agenda.</p> <p>Health and Wellbeing hubs – Aligning to the common framework and principles of the STP, it is our intention to commission a network of Wellbeing Hubs across the footprint. These Hubs will enable and support people in the local community to tackle the underlying social issues that they face, and make life choices that will improve their health and wellbeing. In 2018/19 it is proposed that we will launch 6 Hubs, the first of which is due to open as a Hub in March 2018. Phase 2 to be complete by March 2020. To support the Hubs and continue our drive towards good information and advice being available to the citizens of Plymouth a website will be developed.</p> <p>Making Every Adult Matter(MEAM) - We will adopt the MEAM vision of ensuring that people experiencing multiple needs are supported by effective coordinated services and empowered to tackle their problems, reach their full potential and contribute to their communities. To achieve this we will commission an Integrated Substance Misuse, Homelessness and Offender System aligning with Mental Health services. We will create a contractual environment where suppliers share responsibility for achieving outcomes and are mutually supportive, making decisions based on the best outcome for the service user.</p> | <p><i>Project Management and Commissioning resources</i></p> <p><i>Collaborative working with system partners, including providers and Public Health</i></p> <p><i>Shared plan of priorities with other directorates Project Management resources to deliver One Public Estate</i></p> <p><i>Support from NEW Devon CCG and NHS England to include Primary Care</i></p> |
| <p>Transformed & Sustainable Primary Care</p> | <p>Delegated Commissioning of Primary Care – It is proposed that commissioning of Primary Care will be</p> | <p><i>Close collaborative working with NHS</i></p> |

| <p><i>Working closely with the Western Primary Care Partnership, we will systematically deliver a Primary Care Improvement Plan to deliver such services as social prescribing, investing in primary care and extending access for the population. The delivery of this hinges on three priority areas: delegated commissioning of Primary Care, development of an Integrated Primary Care system and the launch of the Integrated Pharmacy Service.</i></p> <p>System Lead: Nicola Jones</p> | <p>delegated to Local Clinical Commissioning footprints within the next two years. Consultation on joint commissioning has already commenced and it proposed that further consultation around delegated commissioning will take place in early 2019 ahead of an April 2019 launch.</p> <p>Integrated Primary Care System – As a system, we will design and implement a sustainable system based on the Primary Care Home model. Delivery will be based on pooling the knowledge, care and resources of primary care, community and mental health services, social care, pharmacists and voluntary, community and social enterprise sector partners, to manage the population health of their community. Increasingly specialist services, delivered in hospital settings, will be delivered as part of the system wherever there is a population benefit of doing so. It is proposed that the design of the Integrated Primary Care System will be signed off by the end March 2019</p> <p>Integrated Pharmacy Service - As a priority, we will work with partners and providers to develop an integrated pharmacy service for Western spanning the whole system through acute, community, care homes and primary care. This will ensure system prioritisation of workforce improving recruitment, retention and efficiency and effectiveness of the workforce through the development of the right service model able to deliver the right outcomes for people, populations, the workforce and the system. It is proposed that the initial integration of functions will commence in early 2019 with design work taking place in 2018.</p> | <p><i>England to define staged handover arrangements</i></p> <p><i>Support from NEW Devon CCG's GP Forum</i></p> <p><i>Approval and support from the Local Medical Council</i></p> <p><i>Significant communication and engagement work to design the right integrated services for the right people</i></p> |
|--|---|--|
| <p>Improvement Priority</p> <p>What it is and why you're focussing on it</p> | <p>'Must do' actions</p> | <p>Dependencies</p> |
| <p>Integrated Children's Young People and Families Services</p> <p><i>The Plymouth ambition is to commission Integrated Children, Young People and Families services that provide the best start to life. Children, young people and families will be supported to stay healthy, achieve and aspire. Our children, young people and families will be able to access what they need at the right time and in the right place, provided by three system offers: Universal (advice, information and services which meet the needs of the majority of the CYP population), Early Help and Targeted (help and support which identifies need early and prevents escalation; and Enhanced/Specialised Support (statutory assessment and risk support)</i></p> <p>System Lead: Emma Crowther</p> | <p>Universal Offer – Focus will be on the continued development of services available to everybody looking at enhancing the information and advice offer, providing core support to schools, raising awareness around key issues such as child sexual abuse and aligning and developing pre-existing pathways such as Maternity services</p> <p>Early Help & Targeted – Building on the development of the Early Help Assessment Tool and the creation of the Early Help Gateway, development of this offer will focus on: creation of a Single Point of Access, development of Family Hubs through the redesign of children's centres and enhancing emotional health and wellbeing provision including an offer to schools</p> <p>Enhanced & Specialised – The service priority for this offer will be to bolster the support to statutory functions, including the development of a parental support function, increased crisis response for children and young people in and on the edge of care, work to support the sufficiency of 'in area' placements and implementation of the Regional Adoption Agency</p> | <p><i>Collaborative working with the newly appointed DCS</i></p> <p><i>Close ties with Torbay Programme Office to ensure alignment with wider offer</i></p> <p><i>Support from NEW Devon CCG and the STP Planning Framework to ensure alignment with Mental Health proposals</i></p> <p><i>Involvement and support from system partners to create a multi-agency crisis response for children and young people</i></p> |
| <p>Integrated Care</p> | <p>Creation of the ICP - It is proposed that the scope of</p> | <p><i>Continued support</i></p> |

| | | |
|--|--|--|
| <p>Partnership(ICP)</p> <p><i>In response to the compelling case for change and in order to ensure joined up whole person care, we will commission an ICP for adults and older people. The ICP will bring together Core Community Health, Adult Social Care, Acute, Local Mental Health Services and potentially certain Primary Care Services</i></p> <p>System Leads: Ann James/ Dr. Adam Morris</p> | <p>creating the ICP will include the integration of services, alignment of systems and processes, creation of one workforce and one culture. Commissioners recognise that the journey to develop a high functioning ICP will take a period of several years. Therefore, in order to form and crucially develop the ICP we will actively work with providers to develop a comprehensive implementation programme based around four high level stages</p> <p>End of Life Coordination Services - through a Lead Provider arrangement. The aims of the service are to coordinate end of life care for patients registered with GP's in the Western locality and ensure that care provided to people at the end of life at home or in care homes in the western locality is commensurate with their need and equitably distributed. It is proposed that will be commissioned through a lead provider arrangement and work to develop this will take place through 2018/19.</p> <p>Home First Philosophy - Embedding and accelerating the Home First Philosophy through the full implementation of Discharge to Assess Pathway 1 to deliver 'assessment' and 'rehab/reablement care plan' at home within 2 hours of discharge with same day access to reablement or domiciliary care 7 days per week</p> <p>Reduce Bed Based Intermediate Care - Reducing the reliance on bed based intermediate care through implementing the Discharge to Assess Pathway 2 provision to deliver 'assessment' and 'rehab/reablement care plan' within 48 hours of admission to care home. Undertake professional reviews of goal achievement and optimise step down and length of stay for patients. This will lead to a reduction in DTA2 care home beds; Local Care Centre beds converted to DTA2 pathway beds and reduced average length of stay to 14 days.</p> | <p><i>from Livewell South West and Plymouth Hospitals NHS Trust</i></p> <p><i>Support and partnership working with NHS England, the Voluntary Community Sector and Primary Care to develop EOL Provider arrangements</i></p> <p><i>Alignment with the Strategic Workforce Development strand of the CQC Action Plan to embed the Home First Philosophy</i></p> |
| <p>Integrated Mental Health Services</p> <p><i>Local Mental Health Services will be commissioned to be an integral component of the Integrated Care Partnership, wrapped around Primary Care and supporting the MEAM Agenda so that individuals with complex needs; including homelessness, substance misuse and risk taking behaviours have access to appropriate mental health support. In doing so, it is the expectation that mental health services will work across pathways and organisational boundaries to provide seamless and integrated support and treatment.</i></p> <p>System Lead: Dave MacAulay</p> | <p>Recovery Pathways - Re-design of the Recovery Pathway. This work commenced at the end of 2017 and will deliver proposals by April 2018, supported by an implementation timescale stretching to 2020</p> <p>Enhanced Social Prescribing - Enhance the Social Prescribing offer and test out whether an integrated approach with IAPT services delivers better outcomes for people living in some of the more deprived areas. We will run a pilot starting in April 2018 and make recommendations for learning and implementation for 2019/20</p> <p>Rapid Response – The launch of a local extended hours crisis assessment service, supporting Primary care by October 2018</p> <p>Expanded Access - Extension of Psychiatric Liaison provision, working towards Core24. We will deliver a 24/7 assessment service into the Emergency Department by April 2018 and then expand over the next 3 years until we meet the CORE 24 standards</p> | <p><i>Close working with the Wider Devon STP to develop a place based mental health offer that aligns to delivery at scale</i></p> <p><i>Continued alignment with the implementation of social prescribing pilots within our system, this will include incorporating plans with the development of Health and Wellbeing Hubs</i></p> |

| | | |
|---|--|--|
| <p>Enhanced Care and Support</p> <p><i>Significant work has already been undertaken to improve the sufficiency and quality of the Residential and Domiciliary Care Markets. However as we move towards a home first philosophy, coupled with a recognition that the sector is having to meet increased levels of acuity then new models of care and support will need to be developed.</i></p> | <p>Enhanced Health in Care Homes - Building on the learning of the Vanguards, we will develop an Enhanced Health in Care Homes model. Working with providers, the ICO and Primary Care we will develop a best practice model based on seven care elements:</p> <ul style="list-style-type: none"> • Enhanced primary care support • MDT in-reach support • Re-ablement & rehabilitation • High quality EOL and Dementia care • Joined up commissioning and collaboration between health and social care • Workforce development • Harnessing data and Technology <p>New Model of Domiciliary Care - We will work with the Market and the emerging ICP to develop a New Model of Care (NMC). The NMC will provide the opportunity to develop a single workforce ensuring carers are able to offer personalised services, to support people with a range of needs, be outcomes driven, reduce the need for ongoing long-term support</p> | <p><i>National Government's Green Paper on Care and Support for Older People continuing to support the Enhanced Health in Care Homes model</i></p> <p><i>Support from partners and commissioned providers to collaboratively design the NMC for Domiciliary Care</i></p> |
| <p>Efficiency Programmes</p> | <p>Key Workstreams:</p> <p>Commissioned Contracts</p> <p>Prevention and Demand</p> <p>Maximising Grants</p> <p>Making best use of our resources</p> <p>Packages of Care</p> | <p><i>Support from Partners including NEW Devon CCG and LWSW</i></p> |

APPENDIX I – STRATEGIC CO-OPERATIVE COMMISSIONING BUDGET

Plymouth City Council General Fund Budget 2018/19 - Strategic Co-operative Commissioning

| Directorate | Department | Division | Budget 2017/18 | Budget 2018/19 | | | Net Budget |
|-------------|-----------------------------|-------------------------------|----------------|----------------|----------------|----------------|---------------|
| | | | Net Budget | Cost Increases | Savings | Other Savings | |
| | Jt Comm & Adult Social Care | Service Delivery | 54.646 | 4.922 | (2.161) | 1.300 | 58.707 |
| | | Commissioning | 10.663 | 0.026 | (0.026) | 0.000 | 10.663 |
| | | Leisure Management | 2.547 | 0.001 | (0.001) | 0.000 | 2.547 |
| | | Management and Transformation | (3.988) | 0.003 | (0.003) | (4.579) | (8.567) |
| | | Social Care Contract | 6.919 | 0.000 | 0.000 | 0.000 | 6.919 |
| | | Childrens Commissioning | 4.915 | 0.004 | (0.004) | 0.000 | 4.914 |
| | Total People | Total People | 75.702 | 4.956 | (2.197) | (3.279) | 75.182 |

APPENDIX 2 – PLYMOUTH HEALTH AND WELLBEING SYSTEM – COMMISSIONING OUTCOMES & PRIORITIES

| PLYMOUTH HEALTH AND WELLBEING SYSTEM- COMMISSIONING OUTCOMES AND PRIORITIES | | | |
|--|---|--|--|
| Local System Outcomes | | | |
| To improve health and wellbeing outcomes for the local population | To reduce inequalities in health and wellbeing of the local population | To improve people’s experience of care | To improve the sustainability of our health and wellbeing system |
| Commissioning Priorities | | | |
| The Health and Wellbeing Gap Integrated Children and Young People Services Development of Wellbeing Hubs Making Every Adult Matter | The Care and Quality Gap Integrated Care Organisation Local, Integrated and Responsive Mental Health Services Transformed and Sustainable Primary Care Enhanced Care and Support | The Funding and Efficiency Gap Integrated Commissioning Review One Public Estate and One Public Infrastructure | |
| Key System Performance Objectives | | | |
| <ul style="list-style-type: none"> • Reduced Hospital Admissions • Reduction in Smoking Prevalence • Reduced Delayed Transfers of Care • Less Admissions to Long Term Care • Improved A/E 4 Hour Performance • Increased Physical Activity • Reducing Demand and delivering Financial Efficiencies • Improved access to Primary Care | | <ul style="list-style-type: none"> • Reduced levels of homelessness and Rough sleeping • Reduction in the number of looked after children • Improved IAPT Access and Recovery Rates • Improved Reablement Performance • Increased numbers of carers receiving an assessment • Improved RTT Performance • Reducing packages of care • Less Bed Based Care • Improved Educational Attainment Levels | |

APPENDIX 3 – BALANCED SCORECARD/ SERVICE KPI'S

Performance is reported across a number of platforms, performance that reflects not only Plymouth City Council but the whole of the health system. Attached in Appendix 3 are the Integrated Commissioning performance scorecard and the Integrated Commissioning Department KPI setting template, which is more focused on areas for which Plymouth City Council is the responsible authority. With an overarching performance framework being proposed by the STP the Integrated Commissioning scorecard will likely be reviewed throughout 2018/19.



INTEGRATED HEALTH & WELLBEING SYSTEM PERFORMANCE SCORECARD DECEMBER 2017



Northern, Eastern and Western Devon
Clinical Commissioning Group



1. INTRODUCTION

Public Sector organisations across the country are facing unprecedented challenges and pressures due to changes in demography, increasing complexity of need and the requirement to deliver better services with less public resource. Plymouth and Devon also face a particular financial challenge because of the local demography, the historic pattern of provision and pockets of deprivation and entrenched health inequalities.

On the 1st April 2015 Plymouth City Council (PCC) and the Northern, Eastern and Western Devon Clinical Commissioning Group (CCG) pooled their wellbeing, health and social care budgets and formed an integrated commissioning function. Four Integrated Commissioning Strategies were developed to drive activity across the wellbeing health and social care system.

The primary driver of this is to streamline service delivery and provision with the aim of improving outcomes both for individuals and value for money. Integrated commissioning must deliver integrated wellbeing.

The four strategies describe the current picture and the integrated commissioning response across the health and wellbeing 'system' in Plymouth, specifically covering

- Wellbeing
- Children and young people
- Community
- Enhanced and specialist

To monitor progress of the Integrated Commissioning activity an Integrated System Performance Scorecard has been developed. The scorecard will be updated on a quarterly basis and will capture and understand the impact of integration across the system, and inform future commissioning decisions.

2. COLOUR SCHEME – BENCHMARK COLUMN

For indicators taken from either the Public Health Outcomes Framework or the Children and Young People's Health Benchmarking Tool:

- Indicators highlighted green show where Plymouth is significantly better than the England average.
- Indicators highlighted amber show where Plymouth is not significantly different to the England average.
- Indicators highlighted red show where Plymouth is significantly worse than the England average.
- Indicators highlighted white show where no significance test was performed, or where no local data or no national data were available.

For the rest of the indicators:

- Indicators highlighted green show where Plymouth 15% better than England's average.
- Indicators highlighted amber show where Plymouth within 15% of England's average.

- Indicators highlighted red show where Plymouth 15% worse than England's average.
- Indicators highlighted white or N/A show where no local data or no national data were available.

3. TREND GRAPHS

Each indicator is accompanied by a trend graph showing where possible the latest six values. Caution is required when interpreting the graphs as there is no Y axis displayed and as such the significance or flow of the change is difficult to interpret.

4. COLOUR SCHEME - TREND COLUMN (RAG)

- Indicators highlighted dark green show where there the latest 3 values are improving.
- Indicators highlighted green show where there the latest 1 or 2 values are improving.
- Indicators highlighted amber show where the latest value is between plus and minus 2.5% of the previous value.
- Indicators highlighted red show where there the latest 1 or 2 values are deteriorating.
- Indicators highlighted dark red show where there the latest 3 values are deteriorating.
- Indicators not highlighted have no trend data

5. PERFORMANCE BY EXCEPTION

WELLBEING

Estimated diagnosis rates for dementia

NEW Devon CCGs dementia diagnosis rate remains below the national target. The CCG has raised concerns with NHSE with the expected number of people with dementia in our population (this may affect the calculated diagnosis rate). However, the CCG is also looking to work more closely with primary care to improve the pathway. A new Dementia Advisor Service has just been procured with a role to work closely with primary care and GPs, which will be much more visible than the previous service. This will help with diagnosis rates as GPs will have services to work with them to support people through diagnosis and afterwards. This will start in April 2018

Referral to treatment - Percentage seen within 18 weeks

Nationally the NHS has acknowledged that the 18-week referral to treatment standard is not being met or likely to be met in 2017/18. The national mandate to temporarily stop all elective surgery during the period of heightened activity as a result of the flu outbreak has also had an impact on performance. Locally we have tried to maintain throughput in the hospital and have focused the stopping of elective surgeries on routine operations whilst prioritising Cancer treatments.

In hospital falls with harm

This is expressed as a % of the total patients surveyed as part of the NHS safety thermometer. There are on average around 800-900 surveyed each month in Plymouth Hospitals NHS Trust. December's figure of 0.36% would equate to three patients having fallen in hospital and experienced harm as a result of that fall. Plymouth Hospitals NHS Trust has consistently had a lower rate of falls with harm compared to the national average for the last two years.

CHILDREN AND YOUNG PEOPLE

Timeliness of Children's single assessments

Single assessment performance is now showing a positive direction following decline over previous months. The backlog of assessments over 45 working days has now been addressed and new assessments performance is reported at 90% within quarter four. Forecasted performance is to finish the year at over 70%.

Number of Children in Care

Children in care numbers have increased by 8 to 411 which, at a rate per 10,000 (78) is below the statistical family group but above England.

COMMUNITY

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

In quarter three the daily bed delay attributable to ASC rate is at 22.7/100,000 so remains off target, but is an improvement on the rate for quarter two (26.0). The rate of these delays that are attributable to Adult Social Care is also improving, during quarter three the rate is 10.50 compared to 11.90 in quarter two.

Our system remains challenged with an increase in the number and proportion of patients who are complex need, impacted on by winter pressures. The continued improvement programme in place includes the appointment of an Interim Director of Integrated Urgent Care, the development of an Acute Assessment Unit to assist in preventing unnecessary admissions. This is also being supported by the review of the current Discharge to Assess (D2A) offer which includes a single Trusted Assessor being in post and the recruitment of additional social workers dedicated to support hospital discharges.

Accident and Emergency 4 hour wait

Plymouth Hospitals NHS Trust is not achieving the 4hr wait in A&E target. This is linked to an increase in demand over the last year as both the number of A&E attendances and emergency admissions have increased. The recent flu outbreak has also contributed to a winter surge that has been much greater than seen in recent years. This has resulted in a high bed occupancy which has restricted flow through the A&E department. A number of schemes are in place to reduce the level of A&E attendances/ emergency admissions and to reduce the bed pressure by reducing the level of delayed transfers.

Emergency admissions aged 65+

There has been a 10.8% increase in emergency admissions in 2017/18 across the Western Locality for patients aged 65+. This is linked to the operational pressures in PHNT. The ageing population will be contributing to this increase but a number of other causes are at play including the pressures on primary care.

Improving Access to Psychological Therapies (IAPT) – Access rates

Livewell Southwest achieved the IAPT access rate in 2016/17 and is on track to achieve it again in 2017/18. However, monthly performance does remain variable.

Average number of households in B&B

Increasing demand means that there continues to be a pressure regarding households accessing B&B temporary accommodation. The average number of B&B stays for the whole of quarter three was 57, an increase from 53 for quarter two. In December the monthly average fell to 50 which is positive, although it is noted that the Christmas period often has a positive impact on numbers in temporary accommodation.

People helped to live in their own home through the provision of Major Adaptation

By providing major adaptations through a DFG (Disabled Facilities Grant) we are helping people with disabilities to live at home. Interventions including a pilot to install stair lifts at the request of Occupation Therapists have helped increase the number of home adaptations provided during quarter three, thus increasing the number of people helped to live at home. The gap between actual performance and the department's target has closed meaning progress against target has improved, we are now on a trajectory to provide a similar number of major adaptations to that provided in 2016/17 and considerably more than in 2014/15 and 2015/16.

ENHANCED AND SPECIALIST**Percentage of CQC providers with a CQC rating of good or outstanding**

At the end of quarter three the percentage of residential and nursing homes that are rated by CQC as good or outstanding has fallen from 79% (end of Q2) to 73%. Within this the number rated as outstanding has increased from one to four, however the number rated as good has fallen from 76 (end of Q2) to 68 at the end of quarter three. The number of homes requiring improvement increased from 17 to 21 and number inadequate remains unchanged.

In recognition of the higher percentage of homes with a rating of Requires Improvement commissioners are working with the CQC towards a more collaborative approach between the CQC and commissioners. The QAIT (Quality Assurance and Improvement Team) are undertaking a specific project to target these providers (along with those rated as Inadequate) in the form of supportive workshops over the next 12 months. If necessary these workshops will be ongoing with learning shared across the whole care home sector. The team continue to request and monitor action plans from homes that have been rated as Requires Improvement or Inadequate and provide support visits and advice and information.

6. WELLBEING

| Indicator | Measure | Most Recent Period | Benchmark | First Value of Graph | Graph | Last Value of Graph | Trend | Comments |
|---|------------|--------------------|-----------|----------------------|-------|---------------------|-------|--------------|
| Place health improvement and the prevention of ill health at the core of our planned care system; demonstrably reducing the demand for urgent and complex interventions and yielding improvements in health and the behavioural determinants of health in Plymouth | | | | | | | | |
| CCGOF Referral to Treatment waiting times (patients seen within 18 weeks on incomplete pathway (%)) | Percentage | Dec-17 | N/A | 84.8% | | 81.3% | | High is good |
| NHSOF Estimated diagnosis rates for Dementia | Percentage | Dec-17 | N/A | 59.6% | | 60.1% | | High is good |
| In hospital Falls with harm | Percentage | Dec-17 | N/A | 0.24 | | 0.36 | | Low is good |


7. CHILDREN AND YOUNG PEOPLE

| Indicator | Measure | Most Recent Period | Benchmark | First Value of Graph | Graph | Last Value of Graph | Trend | Comments |
|---|------------|--------------------|-----------|----------------------|-------|---------------------|-------|--------------|
| Keep our Children and Young People Safe: ensure effective safeguarding and provide excellent services for children in care | | | | | | | | |
| Referrals carried out within 12 months of a previous referral (Re-referrals) | Percentage | 2017/18 Q3 | | 33.5 | | 28.2 | | Low is good |
| Number of children subject to a Child Protection plan | Count | 2017/18 Q3 | | 371 | | 338 | | Low is good |
| Number of Children in Care | Count | 2017/18 Q3 | | 406 | | 411 | | Low is good |
| Number of Children in Care - Residential | Count | 2017/18 Q3 | N/A | 27.0 | | 39.0 | | Low is good |
| Timing of Children's Single Assessments (% completed within 45 working days) | Percentage | 2017/18 Q3 | | 94.9 | | 70.6 | | High is good |

8. COMMUNITY

| Indicator | Measure | Most Recent Period | Benchmark | First Value of Graph | Graph | Last Value of Graph | Trend | Comments |
|---|------------------|--------------------|---|----------------------|-------|---------------------|--|--------------|
| Provide integrated services that meet the whole needs of the person by developing: • Single, integrated points of access • Integrated support services & system performance management • Integrated records | | | | | | | | |
| Number of households prevented from becoming homeless | Count | 2017/18 - Q3 | N/A | 299 | | 175 | High is good | High is good |
| Average number of households in B&B per month | Count | 2017/18 - Q3 | N/A | 32.0 | | 57.0 | Low is good | Low is good |
| Reduce unnecessary emergency admissions to hospital across all ages by: • Responding quickly in a crisis • Focusing on timely discharge • Providing advice and guidance, recovery and reablement | | | | | | | | |
| Proportion of people still at home 91 days after discharge from hospital into reablement/ rehabilitation services | Percentage | 2017/18 - Q3 | N/A | 88.0 | | 84.0 | High is good | High is good |
| Improving Access to Psychological Therapies Monthly Access rate | Percentage | Dec-17 | N/A | 1.17 | | 0.90 | High is good | High is good |
| Improving Access to Psychological Therapies Recovery rate rate | Percentage | Dec-17 | N/A | 35.80 | | 47.40 | High is good | High is good |
| A&E four hour wait | Percentage | Dec-17 | N/A | 84.36% | | 79.29% | High is good | High is good |
| Emergency Admissions to hospital (over 65s) | Count | Dec-17 | N/A | 1,387 | | 1,371 | Low is good | Low is good |
| Discharges at weekends and bank holidays | Percentage | Dec-17 | N/A | 18.22% | | 19.09% | High is good | High is good |
| Rate of Delayed transfers of care per day, per 100,000 population | Rate per 100,000 | 2017/18 - Q3 | N/A | 16.4 | | 22.7 | Low is good | Low is good |
| Rate of Delayed transfers of care per day, per 100,000 population, attributable to Adult Social Care | Rate per 100,000 | 2017/18 - Q3 | N/A | 7.9 | | 11.9 | Low is good | Low is good |
| Provide person centred, flexible and enabling services for people who need on-going support to help them to live independently by:• Supporting people to manage their own health and care needs within suitable housing • Support the development of a range services that offer quality & choice in a safe environment • Further integrating health and social care | | | | | | | | |
| People helped to live in their own home through the provision of Major Adaptation | Count | 2017/18 - Q3 | N/A | 59 | | 77 | High is good | High is good |
| Long-term support needs met by admission to residential and nursing care homes, per 100,000 population (aged 65+) | Rate per 100,000 | 2017/18 - Q3 | N/A | 125.9 | | 116.7 | Low is good | Low is good |
| Long-term support needs met by admission to residential and nursing care homes, per 100,000 population (aged 18-64) | Rate per 100,000 | 2017/18 - Q3 | N/A | 1.8 | | 2.4 | Low is good | Low is good |

9. ENHANCED AND SPECIALIST

| Indicator | Measure | Most Recent Period | Benchmark | First Value of Graph | Graph | Last Value of Graph | Trend | Comments |
|--|------------|--------------------|-----------|----------------------|---|---------------------|-------|--------------|
| Provide high quality, safe and effective care, preventing people from escalating to, or requiring, urgent or unplanned care | | | | | | | | |
| Percentage of CQC providers with a CQC rating of good or outstanding | Percentage | 2017/18 - Q3 | | 84.0 |  | 73.0 | | High is good |

APPENDIX 4 – RISK AND OPPORTUNITY REGISTER

The following Strategic Co-operative Commissioning risks have been taken from the People Directorate Risk and Opportunity Register.

| PM RISK REF | DEPT | RISK CATEGORY | DESCRIPTION OF RISK (Risk description should include cause/risk event/consequence and risk category) | LINK TO CORPORATE PLAN PERFORMANCE FRAMEWORK OR BUSINESS PLAN (must be vital to the Depts. success / be synonymous with a high-level goal / link directly to a business plan, legislation, strategy or project) | CURRENT EXISTING MANAGEMENT CONTROLS AND INTERNAL CONTROL MEASURES (Business improvement actions, controls and reporting on progress) | ASSURANCES ON CONTROLS / MITIGATION (Where we can gain evidence that our controls on which we are placing reliance are effective) | PREVIOUS RESIDUAL RISK RATING | CURRENT RESIDUAL RISK RATING (taking account of existing mitigation) | RAG RATING / MOVEMENT IN RISK SCORE | ACTION PLAN / FUTURE MITIGATION / OPPORTUNITIES TO BE EXPLORED |
|-------------|------------------------------------|---------------|---|--|--|---|-------------------------------|--|-------------------------------------|---|
| OCC2 | PEOPLE (CC) IRR | Financial | Increased and sustained pressure on Adult Social Care budget due to increased numbers of people or increased complexity of need. As this is a statutory service and largest single budget it could have a significant impact on the Authorities overall financial position Risk Category: Financial | <i>Corporate Plan Performance Framework Outcome - Caring</i> | 2016/17 Measures in place with actions built into PCH contract. Budget containment Action Plan. | FARG | 4 4 16 | 4 4 16 | — A | Risk to be continued to be monitored and additional measures to be brought forward in year if risk materialises |
| OCC3 | PEOPLE (CC) IRR | Compliance | Failure to protect Vulnerable Adults or Children from risk of harm, resulting in a significant incident Risk Category: Compliance, Regulation & Safeguarding | <i>Corporate Plan Performance Framework Outcome - Caring</i> | Quality Standards built into contracts. Learning from Serious Case Reviews, Plymouth Safeguarding Adults Board (PSAB) Action Plan, Safeguarding Training | Plymouth Safeguarding Adults Board (PSAB) | 4 4 16 | 4 4 16 | — A | Annual PSAB Action Plan to be updated |
| OCC4 | PEOPLE (CC) IRR | Financial | Increase in demands and pressures within the system may result in failure to meet key performance indicators principally related to Patient Flow in the Urgent Care System. Not achieving these indicators is very likely to lead to a number of key risks:- a) Individuals not receiving services to the standards expected; b) Negative publicity around Health and Adult Social Care provision; c) Potential loss of income via the Improved Better Care Fund (IBCF) should the targets not be met. Risk Category: Financial | <i>Corporate Plan Performance Framework Outcome - Pioneering</i> | Current performance has not yet reached the required levels and actions are in place aimed at driving improvement. System Improvement Board (SIB) established and attended by all key partners and meets fortnightly has identified a number of key Service Improvement Areas | System Improvement Board; FARG | New | 4 4 16 | — A | Action Plan in place. CQC Review in December may help to inform us of other areas for development |
| OCC5 | PEOPLE (CC) IRR | Service | Risk of Market or Provider failure causing service disruption, loss of revenue and adverse publicity Risk Category: Operational/Service Delivery | <i>Corporate Plan Performance Framework Outcome - Pioneering</i> | Internal Audit Review. More regular financial checks undertaken on high risk providers. Dom Care Providers moving to payments in arrears. Market Failure Continuity Guidance | Finance and Commissioning Group established | 4 3 12 | 4 3 12 | — A | Risk to be continued to be monitored through contract monitoring and market intelligence. Supporting market wide workforce recruitment / retention across residential and domiciliary sector |

APPENDIX 5 – SERVICE STANDARDS

| Service Description | Standard for delivery |
|--|---|
| Brokerage (Children's) | <ul style="list-style-type: none"> Placement searches to be run in line with contractual requirements, including timescales for searches and order in providers are to be approached |
| QAIT | <ul style="list-style-type: none"> All Regulated Services to be reviewed in line with risk matrix |
| Service Description | Standard for delivery |
| Direct Payments | <p>Care Act Guidance - Regulations:</p> <ul style="list-style-type: none"> 12.61: "...local authorities must review the making of the direct payment within the first 6 months of making the first payment. This provision is intended to be used for direct payments made under the powers in the Care Act, rather than pre-existing ones. 12.64: "... sets out that following the 6-month review, the local authority must review the making of the direct payment no later than every 12 months..... " |
| Safeguarding | <ul style="list-style-type: none"> Safeguarding processes for Children's Social Care are followed, including reporting concerns about provider staff to the LADO or Ofsted if appropriate. There are no statutory timescales under the Care Act 2014 to complete safeguarding enquiries, but good practice would require that 'most' enquiries are completed within 28 days. |
| Contract Management including Quality Reviews | <ul style="list-style-type: none"> There is not a single standardised approach to contract management due to the varying size, importance and complexity of the commissioned service. An individual contract management approach will be tailored to the size of the contract through a risk-based assessment with delegated levels of sign off based on the size of the contract. |
| Councillor Casework Enquiries | <ul style="list-style-type: none"> One working day to acknowledge Five working days to respond/resolve casework/enquiry |
| MP enquiries | <ul style="list-style-type: none"> One working day to acknowledge. Five working days to respond/resolve casework/enquiry |

| | |
|------------------------------------|---|
| Information Access Requests | <ul style="list-style-type: none"> • Acknowledgement of the communication within 2 days. Respond to Subject Access Requests within 40 calendar days or let the citizen know as soon as possible, why we are unable to do so. • Respond to FOI within 20 working days or let the citizen know as soon as possible, why we are unable to do so. |
| Statutory Complaints | <ul style="list-style-type: none"> • Acknowledge communications within 3 working days. • Action and deliver Stage 1 Complaints within 20 working days. • Action and deliver Stage 2 Complaints within 65 working days. • Convene a Stage 3 panel within 30 working days of being requested. • Ensure that the Local Authority responds to the findings of Stage 3 panel hearings within 15 working days. |
| Information Governance | <ul style="list-style-type: none"> • We will ensure any non-compliance with the Data protection Act or any other external requirements are rectified as soon as possible. • We will manage all data breaches and ensure when necessary they are reported to the ICO within 72 hours. • We will ensure that the records management service delivers management of information according to Council strategy |

APPENDIX 6 – STRATEGIC WORKFORCE PLAN

As a part of the CQC Local Targeted Review of December 2017, there was a focus around answering the question of: To what extent is the system working together to develop its health and social care workforce to meet the needs of its population? The CQC review team drew the following conclusion in their full report.

‘We found there were strategic plans at organisational levels and STP level which aligned the workforce to future demand. It was clear what needed to be done and by whom, with a focus on developing teams rather than just individual professional groups. However, there was not a single, coherent workforce plan for Plymouth. Workforce was one of the most significant risks faced by the system with recruitment and retention challenges across every sector. The situation within primary care was felt most acutely and due to commissioning arrangements, this was being progressed at the STP level, which created its own challenges.

There were some examples of innovative approaches to responding to workforce capacity, looking at new roles and models of care. The system needs to ensure it works together as one, sharing good practice while preventing the burden from being felt elsewhere.’

In response to this, the Plymouth Local Summit looked at workforce within the health and wellbeing system as one of its main themes. The result of this was the system wide agreement to have a single workforce development workstream, headed up by Carole Burgoyne in her dual role sat across Plymouth City Council and NEW Devon CCG. The actions below have been signed off by the Chair of Health and Wellbeing Board as the approach to developing a single Strategic Workforce Plan for the system:

- Develop workforce strategy group
- Gather existing strategies and plans across the system
- Analyse and identify potential gaps
- Develop cross-organisational workforce strategy
- Develop workforce plan
- Develop evaluation framework
- Commence stakeholder engagement and consultation
- Complete consultation and engagement
- Revise strategy and plan following consultation period
- Implement plan
- Evaluate plan

It is recognised that this will need to be completed in conjunction with significant organisational changes within the system due to the creation of Integrated Care Partnership and the further development of Integrated Commissioning.

APPENDIX 7 – DELIVERING COUNCIL PLEDGES

| No | Theme | Pledge (Top Pledges Highlighted in green) | Portfolio Holder | Lead Department | Strategic / Service Director | Lead Officer |
|----|------------------------------|--|------------------|---|------------------------------|---------------|
| 41 | Health and Adult Social Care | We will continue to reduce the use of institutional placements for children and adults with complicated needs or challenging behaviour. We will support more people to remain living in their own communities, close to their friends and family, to enjoy their rights as full citizens. | Ian Tuffin | People - Retained Client Function | Craig McArdle | Anna Coles |
| 46 | Children and Young People | Mental health care for young people is a growing crisis in our city. We will work with the NHS to expand the support available to schools and young people to tackle this crisis and fight for more Government funding to support provision of services for adults. | Sue McDonald | People - Strategic Co-operative Commissioning | Craig McArdle | Emma Crowther |
| 46 | Children and Young People | Mental health care for young people is a growing crisis in our city. We will work with the NHS to expand the support available to schools and young people to tackle this crisis and fight for more Government funding to support provision of services for adults. | Ian Tuffin | People - Strategic Co-operative Commissioning | Craig McArdle | Anna Coles |
| 50 | Health and Adult Social Care | We will oppose the fragmentation of the NHS. We want to strengthen the NHS and social care system, not privatise it. We will take immediate steps to call a Health and Social Care Summit to address the crisis in provision in our city. This will include primary care concerns raised by voters about access to GPs and dentists. | Ian Tuffin | People - Strategic Co-operative Commissioning | Craig McArdle | Anna Coles |

| No | Theme | Pledge (Top Pledges Highlighted in green) | Portfolio Holder | Lead Department | Strategic / Service Director | Lead Officer |
|----|------------------------------|---|------------------|---|------------------------------|-------------------|
| 51 | Health and Adult Social Care | We will continue to train Council staff in dementia awareness and encourage other public bodies to do the same. | Ian Tuffin | People - Strategic Co-operative Commissioning | Craig McArdle | Rachel Silcock |
| 52 | Health and Adult Social Care | We will sign up to the UNISON ethical care charter, which provides for proper standards of care for vulnerable people in their own homes. We will also consult our city's older citizens to develop a charter for older people in Plymouth that will cover the full range of services they use. | Ian Tuffin | People - Retained Client Function | Craig McArdle | Caroline Paterson |
| 53 | Health and Adult Social Care | With child and adult care providers, charities and others, we will examine the benefits and feasibility of intergenerational care facilities with care being provided on the same site bringing older and younger people together. | Ian Tuffin | People - Strategic Co-operative Commissioning | Craig McArdle | Caroline Paterson |
| 55 | Health and Adult Social Care | Loneliness is a growing problem, and its effects were highlighted by the late Jo Cox MP. Far too many people in Plymouth face life in isolation without human contact. We will work with charities, social care providers and others to publish an action plan to ease loneliness. | Ian Tuffin | People - Strategic Co-operative Commissioning | Craig McArdle | Rachel Silcock |

| No | Theme | Pledge (Top Pledges Highlighted in green) | Portfolio Holder | Lead Department | Strategic / Service Director | Lead Officer |
|----|------------------------------|--|------------------|---|------------------------------|-------------------------------------|
| 56 | Health and Adult Social Care | Studies show increased physical and mental health benefits as a result of increased social interaction between generations. We will enable schools and child care providers to forge links with residential homes, community centres and senior citizen's clubs to build mutually beneficial relationships between younger and older people. | Ian Tuffin | People - Strategic Co-operative Commissioning | Craig McArdle | Emma Crowther/ Caroline Paterson |
| 57 | Health and Adult Social Care | We will adopt the 'safer places scheme' that provides people with learning disabilities with a safe place to go if they feel anxious, or face verbal abuse, harassment or bullying. | Ian Tuffin | People - Strategic Co-operative Commissioning | Craig McArdle | Cliff Morgan |
| 58 | Health and Adult Social Care | The staff at Derriford Hospital and in our NHS do a superb job, but there is far too much demand and not enough of them. We will work with health partners to provide more care in local communities to help prevent admission to hospital. When someone has been in Derriford or Mount Gould we will seek to speed up their discharge and receive care in their own home or other care setting by working to integrate services better. | Ian Tuffin | People - Strategic Co-operative Commissioning | Craig McArdle | Elaine Fitzsimmons |



CQC Action Plan 2018-19

Introduction

Plymouth has a long and established record of cooperation and collaboration with a formal commitment to Integration being set down by the Plymouth Health and Wellbeing Board in 2013, based around Integrated Commissioning, Integrated Health and Care Services and an Integrated System of Health and Wellbeing. The progress that the Plymouth System has made towards system integration was acknowledged in the recent CQC Local System Review with Professor Steve Field, Chief Inspector of Primary Care Services, noting:

“The review of Plymouth's services - and how the system works together – has found some shining examples of shared approaches. The system leaders had a clearly articulated, long-established vision of integration which translated well into local commissioning strategies. Leaders were consistent in their commitment to the vision with whole system buy-in.

“I would encourage system leaders in Plymouth to drive this forward to ensure there is a more community, home-based focus. System leaders also need to ensure that as the system moves towards further integration, work is undertaken to ensure that staff are fully engaged, from the outset and led by a collaborative leadership.”

In December 2017, the Plymouth Health and Wellbeing system was the subject of the Care Quality Commission (CQC) Local Targeted Review considering system performance along a number of ‘pressure points’ on a typical pathway of care with a particular focus on older people aged over 65. The review focussed on the interface between social care and general primary care as well as acute and community health services. The Plymouth Local System Review report summarised that ‘Plymouth is on a journey to integration. There was a compelling vision for integration within Plymouth, developed in collaboration with system partners and local people and linked to the Devon-wide Sustainability and Transformation Plan (STP). The strength and commitment of Plymouth’s leadership meant this strategic vision had the potential to be realised, but only if it was translated at ground level and if the wider current challenges facing the system are addressed.’

In February 2018, Plymouth held a Local Summit meeting involving system leads from the Western locality and from wider Devon and with a mix of representation from GPs, Commissioners, Social Services, Acute provision, Politicians and the Voluntary/Community Sector. The output from this Local Summit were the points and actions identified within this action plan which has been developed further to ensure alignment with other, existing strategies.

Oversight

The mandate for CQC’s Local Targeted Review states that oversight of the developed Actions Plans will be the responsibility of the local area Health and Wellbeing Board. All key system partners play a part in Plymouth’s integrated governance structure and are accountable to the Wellbeing Overview and Scrutiny Board which will continue to support the Health and Wellbeing Board in holding the system to account for the delivery of this action plan.

Regular operational oversight will be the responsibility of the newly formed Plymouth and Western Local Care Partnership (LCP) which reinforces our collective intent for collaborative working to solve some of the deep-rooted challenges we face and to create a step change in system transformation. Once agreed, the system wide actions will be delivered and monitored through reports presented to the LCP. The Joint Executive group will be responsible for ensuring the delivery of the system programme pulling through reports on actions plan as appropriate from related sub groups/programme groups such as the System Improvement Board.

| Action | Sub actions | SRO | Q1 | Q2 | Q3 | Q4 | Updates | RAG Status |
|--|---|--|----------|----|----|----|---|------------|
| Theme 1: Commissioning & Market Management Aim: Recognising our system challenges, Integrated Commissioners have set out a number of intentions. This programme will build on the existing provider landscape, address current funding challenges and enhance the use of our voluntary sector organisations | | | | | | | | |
| Develop commissioning intentions to signal market requirements 18/19 | 1. Develop draft Commissioning Intentions 2. Commissioning Intentions signed off ready for consultation 3. Consultation using existing System Design Groups (SDG's) and Provider forums 4. Publication of Final Commissioning Intentions | Craig McArdle, Director of Integrated Commissioning, PCC/NEW Devon CCG | Complete | | | | Plymouth's Health & Wellbeing System Strategic Commissioning Intentions 2018-2020 were signed off at PCC Cabinet and NEW Devon CCG Governing Body in July 2018, following a process of consultation and political review. | |
| Develop and remodel the care home market | 1. Baseline assessment against Enhanced Health in Care Homes (EHCH) model | Caroline Paterson, Strategic Commissioning Manager, PCC | Complete | | | | Detailed scoping exercise has been completed for all work areas where five key priorities have been identified to be implemented in year, whilst long term priorities are being planned for the programme. Executive Group is established to progress and monitor the EHCH Programme. Red Bag Scheme is being has been launched mid-October after a successful pilot period. The Scheme will be rolled out to all care homes by December 2018. Multi-disciplinary Care home visits are being developed focussing on ten main admitters to Hospital. Funding has been agreed and additional staff have been recruited to commence medicines reviews across care homes to ensure the right care is in place for residents. A Culinary Care project has been developed to support chefs in care homes with the aim of improving nutrition and hydration of residents. This includes dysphagia training, offer of accredited training with City College Plymouth and development of a care home cookbook in collaboration with Plymouth College of Art & Design. Significant demand and capacity planning is underway for care home usage across winter, this will help to inform improved market management in line with the Discharge to Assess and Home First approach. Integrated Market Oversight Group established to monitor and review demands across the system. | |
| | 2. Develop Project Plan | | Complete | | | | | |
| | 3. Programme Mobilisation | | Complete | | | | | |
| | 4. Commence Engagement | | Complete | | | | | |
| | 5. Commence Implementation of EHCH | | | | | X | | |
| Develop and remodel the Dom Care Market | 1. Engage with market to agree new fee levels and address short term capacity issues. 2. Develop Baseline Assessment of Market 3. Develop New Model of Care and Future Capacity 4. Commission New Model of Care | Caroline Paterson, Strategic Commissioning Manager, PCC | Complete | | | | New fees have been agreed with providers to ensure market sustainability. Commissioners have developed a new system for understanding what capacity is available in Domiciliary Care and as a system we are seeing improvements in how we manage the market. Weekly conference call established with providers to review referrals and monitor capacity across the City. Maximising Independence Project piloted with a Dom Care Provider to review packages and maximise people's independence where possible – thus creating additional capacity. In the 9 weeks up to 9th October 2018 the project released 172.75 hours of care that's an average of 20 hours per week. The Single Accountable Provider (SAP) model has been developed and options for its implementation will be considered in line with the Integrated Care Partnership. In December 2018 the Independence@Home service that supports discharge and hospital admission prevention was transferred in the Council to the Retained Client Function. | |


| | | | | | | | | |
|--|--|---|----------|--|--|---|---|---|
| Develop voluntary sector engagement to maximise their contribution | 1. Commence engagement through SDGs to identify further opportunities | Rachel Silcock, Strategic Commissioning Manager, PCC | Complete | | | | <p>Urgent Care workshops have taken place with good attendance from VCS organisations. Workshops mapped current interfaces between services for hospital admissions and discharge based on national best practice 'why not home, why not today?'</p> <p>Follow up workshops are continuing to take place to consider preventing admissions, hospital flow and discharge</p> <p>Findings from the workshops are being used to support the remodelling of pathways in to and out of the Hospital to improve patient flow and improve patient's experiences</p> <p>British Red Cross based in the Hospital and Mount Gould Local Care Centre are supporting discharged patients and providing a 6 week support offer which includes shopping and collecting prescriptions</p> <p>Plymouth's VCS are increasing their involvement with the Health & Wellbeing (HWB) system as part of the continued roll out of the HWB Hubs, ensuring that voluntary support is joined up with professional and statutory support through a single model in neighbourhoods, supported by a bolstered universal advice and social prescribing offer. The roll out of this way of working will continue across the next two years.</p> <p>The PCC contract with Wolseley for social prescribing delivers 1560 support hours quarterly, or 6240 annually. The money that has been secured from NHSE will deliver an additional 965 support hours a quarter, or 3860 a year. This will start from January 2019. In addition the NHS funded service will pay for 878 hours of community development work each year to support mapping of the community and securing funding for community organisations.</p> <p>The social prescribing work will be embedded into the Wellbeing Hubs services going forward which will give us better coverage across the city eventually</p> | Green |
| | 2. Align Voluntary and Community Sector (VCS) to Urgent Care System | | Complete | | | | | |
| | 3. Arrange strategic meeting with sector and Commissioners to agree approach | | Complete | | | | | |
| | 4. Roll out new way of working | | | | | X | | |
| Work with NHS England to deliver sustainable and transformed Primary Care using existing strategy/plan | 1. Joint NHS Commissioning of Primary Care in place | Shelagh McCormick, Chair of Western Locality, NEW Devon CCG | Complete | | | | <p>Joint commissioning of General Practice was established with effect from 1st August 2018. The other primary care providers currently have to be commissioned by NHSE. Note that the intention is that from 1st Jan 2019 the whole of Devon will move to a 'delegated light' position (in place in the South Devon & Torbay area), giving local commissioners as much influence as is possible without progressing to formal delegated responsibilities which we expect to apply for and might take effect from 1st April 2019</p> <p>Improved Access went live on 1st October 2018. This delivers evening and weekend access to GPs for all patients across the Western locality. With the national deadline being brought forward by six months, the two providers are continuing to build on the day one location and service offer of Beacon Medical and Devon Doctors extending their hours and rota'd staff whilst working closely to share key information, moving it to a scaled up GP-led model over the course of the next twelve months. Plans for full procurement process for services beyond April 2020 are underway.</p> <p>Working closely with the developing Strategic Commissioner to tie in with plans regionally such as telephone triage and use of prescribing and acute hub. Work underway to design a sustainable system based on the Primary Care Home model including: care for people in care homes, extended primary care team and extended access</p> <p>International GP Recruitment Programme is progressing at pace with International GP Fairs taking place in early July and September. Further round of International Recruitment programme due to take place alongside other workplace initiatives to support the sector.</p> | Green, Red, Yellow, Red, Green, Yellow, Red |
| | 2. Integrated Pharmacy Service designed | | | | | | | |
| | 3. Integrated Primary Care System designed | | | | | X | | |
| | 4. Integrated Pharmacy Service signed off | Mark Proctor, Director of Primary Care New Devon CCG/ South Devon and Torbay/ NHS England | | | | | | |
| | 5. Consultation to commence around delegating the Commissioning of Primary Care to local commissioners | | | | | X | | |
| | 6. Integrated Primary Care System signed off | | | | | X | | |
| | 7. Integrated Pharmacy Service initial integration commences | | | | | | | |

| | | | | | | | | | | |
|--------------------------------------|--|---|----------|--|--|--|---|--|--|--|
| | | | | | | | | | <p>Early visiting scheme being piloted for care homes with primary care and community crisis response team undertaking a test of change.</p> <p>Plans underway to develop the Primary Care Home model and developing wider multi-professional Enhanced Primary Care teams. Other key programmes include to the launch of the online e-consult function, development of the Practice Nurse Strategy and the developing Repeat Prescribing Hub.</p> <p>Consultation around the delegation of Primary Care Commissioning to a local level has been initiated and a number of events have been held with local providers in this regard. Further events are scheduled for coming weeks.</p> <p>Initial engagement has taken place around the development of the Integrated Pharmacy Service. Plans were put on hold to allow UHP to work on implementing CQC's recommendations around Pharmacy. Plans to be reconsidered once performance improvement is realised.</p> | |
| Development of Integrated Care Model | 1. Align working to Strategic Commissioning Intentions | Ann James, Chief Executive, University Hospitals Plymouth | Complete | | | | | | <p>Plymouth's Strategic Commissioning Intentions were agreed in June 2018 signalling the system's intention to integrate care which would be based on the following themes, some of which are already picked up in this plan:</p> <ul style="list-style-type: none"> Wellbeing & Prevention Transformed & Sustainable Primary Care Integrated Care Services Integrated Responsive Mental Health services Enhanced Care and Support System Enablers. <p>This has led to an initial focus around integrating community and complex adults services with Primary Care alongside elements of local mental health services to create a Neighbourhood Based Service Delivery Model. Commissioners are working to finalise this proposal before commencing an intensive period of co-design with the system, providers, patients and the general public.</p> <p>An Integrated Care Model (ICM) Programme Delivery Board is meeting with senior representation across the system. The priority delivery plan for ICM is being reviewed (Oct 2018).</p> <p>Procurement for Complex Lives Alliance is underway encompassing 26 services, including mental health, drug and alcohol, supported housing, offender projects and mainstream mental health.</p> <p>The End of Life (EOL) plan is now in place and the EoL coordination hub is due to launch in November 2018.</p> <p>Integrated Diabetes clinics are working in Primary Care The Community Diabetes Delivery Plan including Diabetes Super 6 will be developed and in place by 2020.</p> <p>The integration of Respiratory services has commenced. Liaison Psychiatry now available 24/7 in ED.</p> <p>The Repeat Prescribing Hub pilot will be implemented in part of Plymouth in late 2018.</p> | |
| | 2. Appointment of Transformation Lead for Providers | | Complete | | | | | | | |
| | 3. Develop Transition Plan | | Complete | | | | | | | |
| | 4. Detailed Transformation planning commences | | Complete | | | | | | | |
| | 5. Detailed Transformation planning complete | Dr Adam Morris, Chief Executive, Livewell Southwest | Complete | | | | | | | |
| | 6. Initial integration of new functions complete | | Complete | | | | | | | |
| | 7. Transformation of service model to deliver seamless care pathways | Nicola Jones, Head of Commissioning, NEW Devon CCG | | | | | X | | | |

| | | | | | | | | |
|--|--|--|--|--|--|--|---|--|
| | | | | | | | <p>Ben Rom has been appointed as Programme Director of Integrated Care for Livewell Southwest and University Hospitals Plymouth.</p> <p>Commissioners are considering the potential inclusion of the Mayflower procurement (general practice) with the ICP procurement.</p> | |
|--|--|--|--|--|--|--|---|--|

| Action | Sub actions | SRO | Q1 | Q2 | Q3 | Q4 | Updates | RAG |
|--|---|---|----------|----|----|----|--|---|
| Theme 2: Staff and Organisational Development | | | | | | | | |
| Aim: There are a number of workforce issues across our system and the hospital is facing significant challenges in the recruitment of medical staff. This is further compounded by the number of vacancies within our GP workforce locally. This programme of work will develop our strategy and plan for the creation of a system wide sustainable workforce for the future. | | | | | | | | |
| Develop local workforce strategy & Implementation Plan | 1. Develop workforce strategy group | Carole Burgoyne, Strategic Director for People, Plymouth City Council | Complete | | | | <p>Local Government Association (LGA) are supporting the development of the strategy and helping the Plymouth System respond to the recommendations from the CQC review and align to the draft STP Workforce strategy.</p> <p>The following clinical and care areas have been identified by the STP Workforce Development Group as the areas of greatest risk:</p> <ul style="list-style-type: none"> - Primary Care Workforce - General Practice Nursing - Mental Health - Learning Disability - Nursing Workforce - Medical Workforce - Adult Social Care <p>Work has started to develop a local workforce plan, including:</p> <ul style="list-style-type: none"> - Workforce Development Group established - LGA working locally to support the development of the workforce plan - Existing workforce plans have been collated. The plans have been reviewed by the LGA and feedback provided - The LGA facilitated a stakeholder workforce planning session, where an agreed approach to next steps was developed that included the development of a plan on a page for each priority area - Local leads have been identified for each of the priority areas. <p>Next Steps:</p> <ul style="list-style-type: none"> - Draft vision statement developed and agreed by workforce group - Existing strategies harvested and gaps identified, Plymouth plan developed following stakeholder planning session. This incorporates feedback from CQC and is based on the STP strategy priorities - Planning workshop took place on 28th September and was supported by ADASS - Draft plan circulated 5th October, feedback has now been incorporated and a final draft will be circulated to partner organisations and wider stakeholders by end of October - Papers to be presented at Health and Adult Social Care Overview and Scrutiny Committee in November | <div style="background-color: #008000; width: 100%; height: 100%;"></div> |
| | 2. Gather existing strategies and plans across the system | | Complete | | | | | |
| | 3. Analyse and identify potential gaps | | Complete | | | | | |
| | 4. Develop cross-organisational workforce strategy | | | | X | | | |
| | 5. Develop workforce plan | | | | X | | | |
| | 6. Develop evaluation framework | | | | X | | | |
| | 7. Commence stakeholder engagement and consultation | | | | X | | | |
| | 8. Complete consultation and engagement | | | | X | | | |
| | 9. Revise strategy and plan following consultation period | | | | X | | | |
| | 10. Implement plan | | | | | X | | |
| | 11. Evaluate plan | | | | | | | |

| Action | Sub actions | SRO | Q1 | Q2 | Q3 | Q4 | Updates | RAG |
|--|--|--|----------|----|----|----|---|-------|
| Theme 3: System Improvement Aim: Multiple system reviews have already been undertaken, however, our performance in a number of key areas continues to be challenging. Building on the Western System Improvement Board, this programme of work will continue to focus on the analysis of areas where delivery is compromised, the development of improvement plans and the monitoring of delivery against major milestones. | | | | | | | | |
| Admission Avoidance Schemes | 1. Review of Acute Assessment Unit (AAU), Minor Injuries Unit (MIU) & Acute Care at Home | <p>Elaine Fitzsimmons Head of Commissioning, NEW Devon CCG</p> <p>Jo Beer, Interim Director of Integrated Urgent Care, Livewell Southwest & Plymouth Hospitals NHS Trust</p> <p>Rachel Silcock, Strategic Commissioning Manager, PCC</p> | Complete | | | | <p>Review of AAU has been completed and Improvement Director has been allocated to support and drive improvement across the 'hot floor'. Phase two development plan has been agreed in outline which includes extending the working week and a direct referral process which bypasses the Emergency department and increases utilisation at both AAU and the Acute GP service.</p> <p>Following the review, the Cumberland Centre MIU has now been designated as an Urgent Treatment Centre, with a plan to be operational to the new specification by April 2019. This is in linked with the wider designation of Urgent Treatment Centres (UTC's) for the whole of Devon and the service contractually transferred to the responsibility of University Hospital Plymouth.</p> <p>Work with primary care in Kingsbridge and Tavistock underway to combine minor injury capacity with extended and same day primary care with a view to have a proposal in place by April 2019, which will need to include engagement with the community.</p> <p>The review of Acute Care @ Home took place in in Quarter 2 to identify more resilient community based alternatives to admission. The review identified synergies and potential benefits in closer working between Acute Care @ Home, Out of Hours District Nursing and the Community Crisis Response team. There is currently a test of change underway looking at how Acute Care @ Home and OOH District Nursing can work more closely together. Once completed this will extend to the Community Crisis Response team taking the learning from the initial test of change.</p> | Green |
| | 2. Roll out risk stratification across system | | | | | X | <p>Plan agreed in January, initial stage to support practices in implementing the Electronic Frailty Index was completed April 2018.</p> <p>Current significant focus is on developing a linked data set for Devon to improve information sharing about patients between services.</p> <p>Full roll out due March 2019 linking in with Social Prescribing and implementation of Health and Wellbeing hubs</p> | |
| | 3. Implementation of Health and Wellbeing Hub Programme commences | | Complete | | | | | |

| | | | | | |
|-----------------------------|---|--|----------|--|--|
| | | | | <ul style="list-style-type: none"> - Getting back into work support and IT training - Physical activity sessions - Social activities - Volunteering opportunities - Family and baby sessions - Meet and greet - Podiatry - Active for All - Better Futures - Long-term Condition Support - Sensory Solutions <p>Rees, Cumberland and Sterling Health centres to be implemented by the end of March 2019 and a further six HWB Hubs will be launched in 19/20.</p> <p>10 contracts with an annual value of approx. £1.9m are being redesigned to be delivered from the Wellbeing Hubs. By November 2019, we will have re-procured services that will provide support to people with mental ill-health and long-term conditions both directly in the hubs and in the surrounding communities. Additionally, this will be enhanced by social prescribing, advice and information and a 'virtual hub' to provide a range of interventions that support people as a whole person across the city.</p> <p>Pre-procurement work has been undertaken with the current providers and wider partners to establish an integrated and strategic system response. We are already seeing increased collaboration between current providers by collocating to provide complimentary services. This is improving people's experience of services and their outcomes and ultimately diverting people from our primary and urgent care systems. By April 2019 our new Plymouth Online Directory will go live which will form the basis of our virtual hub offer and replace our existing information offer. The new platform will focus on a more localised offer, signposting customers to local resources in the first instance. It will enable the hubs and other organisations to provide consistent information to citizens of Plymouth regardless of where they may access services whilst giving them greater control on how their information, advice and guidance needs are met.</p> | |
| Hospital Flow and Discharge | 1. Commence end to end review of processes | Jo Beer, Interim Director of Integrated Urgent Care, Livewell Southwest & Plymouth Hospitals NHS Trust | Complete | <p>Delivery Program in place with project leads identified – First Program Board 27.2.18</p>  <p>Delivery Program Update 27 2 18.docx</p> <p>End to End review of discharge pathways complete</p> | |
| | 2. Reframe Discharge to Assess Pathways 1/2 | Jo Beer, Interim Director of Integrated Urgent Care, Livewell Southwest & Plymouth Hospitals NHS Trust | X | <p>The Discharge to Assess 'Home' Pathway 1 has been reviewed, redesigned and reframed with wide system involvement. A number of workforce changes have been required to achieve the culture, leadership and performance required to ensure that Home First is truly embedded as the default option wherever safe to do so. Interim appointment to an integrated therapy role has proved hugely successful and the new 'Home First' team have taken part in an NHSI rapid improvement program and shared their journey nationally.</p> <p>Care home pathway has been reviewed and a number of operational processes embedded to ensure oversight and rigour is applied to ensure the intermediate nature of the pathway is supported. This has led to a reduction in patients within intermediate care beds from 200 to 140. Average length of stay is now 6 weeks and the 'stranded' and 'Extended</p> | |

| | | | | | | | |
|-----------------------------|---|---|----------|---|--|---|--|
| | | | | | | Length of Stay' metrics have been applied to continue to drive flow. | |
| | | | | | | As a result of the improvement in general operational management of these beds a number of block beds have been decommissioned and a review of the current contract has highlighted the need to review the current contract specification to ensure reablement is adequately commissioned across the pathway. | |
| | 3. Redesign Long Term Care Pathway | | X | | | The redesign of the long term care pathway has been completed. The care home pathway has been established as one pathway with or without therapy. EOL is now also included in this pathway to ensure bureaucracy is not a barrier to timely discharge. System wide leadership events have been held throughout the year to define, review and further improve agreed new pathways. The events have been an opportunity to network with community partners and to ensure ownership is established and maintained. | |
| | 4. Complete end to end review | | X | | | The hospital discharge processes were reviewed. These were simplified by bringing together a 'zoning' process. This has ensured a Multi- Disciplinary Team (MDT) approach from the integrated hospital discharge team comprising nurse, social work and discharge coordinator. Representatives attend daily whiteboard meetings and work with the patient and the ward MDT to define their discharge plans in parallel with their treatment. This process has supported the reduction in Delayed Transfers of Care (DTOCs) and caseload. | |
| | 5. Refine improvement plan | | X | | | The system has implemented a hard reset. Agreed measures of system metrics have been defined and measured to assist in patient flow. Measures have included Emergency Department (ED) performance, flow, Length of Stay (LOS), Extended LOS, DTOCs. These measures have been set to both acute and community teams. By setting targets and constantly reviewing we have been able to determine what 'good' looks like and how we might achieve this. Work is ongoing and a command centre approach is being implemented to support the management of flow across the whole system – this will be extended to bed based and home based care. | |
| | 6. Implement improvement plan | | | X | | The implementation of these refined pathways is ongoing. The system wide leadership events have allowed each element which has been implanted to be shared, reviewed and refined at each of the meetings. Healthwatch have been working with us during these events and have agreed to conduct a survey in January to determine the efficacy of the changes that have been implemented. | |
| System Improvement | 1. Share single access route into LWSW with wider providers in Plymouth | Nicola Jones, Head of Integrated Care, NEW Devon CCG, | | | | X | Due to be completed by end of December 18. |
| | 2. Roll out Yellow Card scheme | Michelle Thomas, Director of Operations, Livewell Southwest | Complete | | | | The Yellow Card Scheme had previously been made available for GP and Care Home providers. It has now been launched with Care Home, Domiciliary Care and social care providers with Yellow Cards received being shared with the Plymouth QAIT. A review will take place, timeframe to be agreed. The Yellow Card Scheme has won a national award. |
| Continuing Healthcare (CHC) | CHC Pathway - Review existing CHC data | Lorna Collingwood- Burke, Chief Nursing Officer, NEW Devon CCG | Complete | | | | Desktop review of cases with Local Authority is complete. Review of data already received from NHS improvement Deloitte benchmarking to our clusters nationally has been completed. |
| | CHC Pathway - Benchmark to other areas | | Complete | | | | |
| | CHC Pathway - Commence end to end mapping of process | | Complete | | | | Revised framework implemented on October 1 st 2018 and ongoing training programme. Workshop with NHSE on 21 st November to review process of meeting 28 day timescale. Workshop held 12 th October with NHSE SIP lead and system leaders to review delivery model. Academic Health Science Network (AHSN) review in progress for workshop on 16 th |
| | CHC Pathway - Implement process | | Complete | | | | |

| | | | | | | | |
|--|--|--|----------|---|--|---|--|
| | changes | | | | | November with teams for outcome and draft model by December 2018 . | |
| | CHC Pathway - Evaluate improvement | | | X | | Recruitment of health assessors is ongoing and currently have vacancies with further advert going out in November. Long term sickness in team reducing capacity. Pre April backlog only 12 cases in progress awaiting completion. Ongoing weekly waiting list meeting to review progress of 28 day timescales and delays. | |
| | CHC Pathway - Review delivery model | | | X | | | |
| | Reduce Backlog – Recruit 4 additional nurses | | Complete | | | | |
| | Reduce Backlog - Agree backlog trajectory for assessment and reviews | | Complete | | | | |
| | Reduce Backlog - Reduce checklist, assessment and review backlog | | Complete | | | | |
| | | | | | | | |

FEDERATED DIRECTORATES (CHILDRENS, ADULTS AND PUBLIC HEALTH)

Finance Monitoring Report

Month 8 Report 2018/19



1. REPORT TO

Directors - Carole Burgoyne, Alison Botham & Ruth Harrell

DMT – Craig McArdle, Neelam Bhardwaja, Judith Harwood, Matt Garrett

Support Services – David Northey, Bernadette Smith

Authors – Niki Clark, Helen Foote, Louise Jenkins

2. INTRODUCTION

2.1 This report is produced exclusively for the DMT each month for consideration on the monitoring position to be reported to CMT on the 12th December 2018.

3. FINANCE AND PERFORMANCE SUMMARY

3.1 This report sets out the finance and performance position for the People Directorate, with the year end outturn position as at October 2018.

3.3 The Federated Directorates are reporting an adverse year end position of £4.640m.

| Service | Latest Approved Budget | Latest Forecast | Variation at Month 8 | Variation at Month 7 | Change in Month |
|---|------------------------|-----------------|----------------------|----------------------|-----------------|
| | £m | £m | £m | £m | £m |
| Children, Young People & Families | 35.372 | 39.906 | 4.534 | 4.534 | 0.000 |
| Strategic Commissioning | 76.118 | 76.219 | 0.101 | 0.101 | 0.000 |
| Education Participation and Skills | 10.333 | 10.333 | 0.000 | 0.000 | 0.000 |
| Community Connections | 2.815 | 2.841 | 0.026 | 0.087 | (0.061) |
| Management & Support | 0.217 | 0.217 | 0.000 | 0.000 | 0.000 |
| ODPH - Public Health (grant funded) | 0.538 | 0.538 | 0.000 | 0.000 | 0.000 |
| ODPH - Public Protection & Bereavement Services | (0.224) | (0.245) | (0.021) | (0.021) | 0.000 |
| Total | 125.169 | 129.809 | 4.640 | 4.701 | (0.061) |

3.4 Federated Directorates Context

The People Directorate continues to face significant external challenges from welfare reform, the Care Act, the economy and the changing structure of the population. We are now facing further financial challenges as a result of changes to our Education Services grant (ESG) and the introduction of a national Funding Formula (NFF) for all schools from 2018/19.

A significant proportion of our revenue budget is spent on adult care services and the costs of providing health and wellbeing services are rising as demand increases. We have an ageing population with more complex needs and higher levels of young children requiring our services. We have been lobbying for more funding for both adult social care and funding for schools and school services and are now working with our CCG partners on plans for the additional Improved Better Care Fund (iBCF) allocation.

In response to the health agenda, Plymouth Health and Wellbeing Board has adopted a system's leadership approach that has set down a vision of system integration based around Integrated Commissioning, Integrated Health and Care Services and an integrated system of health and wellbeing. The programme emphasises the need for preventative and early intervention services to improve health, thus reducing demand for services in the longer term to develop a sustainable system.

It comprises multiple work streams currently embedded across:

- Integrated Delivery
- Integrated Commissioning, and
- Integrating services for Children and Young People and Families

The single commissioning function is focusing on developing joined up population based, public health, preventative and early intervention strategies and adopt an asset based approach to providing an integrated system of health and wellbeing, focusing on increasing the capacity and assets of people and place. Health and Wellbeing Commissioning is being delivered through four interconnected strategies

- Wellbeing
- Children and Young people
- Community Based Care
- Enhanced and Specialist Care

Integrated commissioning provides the opportunity to commission an integrated provider function stretching across health and social care providing the right care at the right time in the right place. Integrated commissioning also has a key role in ensuring that every Child in the City achieves the Best Start to Life.

All these changes are underpinned by high quality statutory services aimed at protecting the most vulnerable in society from harm and neglect and ensuring services are focused on delivering better outcomes for individuals.

As part of the MTFs for 2018 the Federated Directorates needs to make savings of £5.746m as well as £6.009m of savings brought forward from 2017/18 that were realised from one off savings and will need to be realised in this financial year.

3.5 Children Young People & Families

The Children Young People and Families Service are reporting a budget pressure of £4.534m at month 8, no change in the month.

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 £3.000m to date, although the Service has identified a savings plan £1.647m that will not be achieved this year.

The following actions are being taken to minimise the overheating budget.

- Tightening of the front door for LAC - Action only HOS Children's Social work and Permanence can give consent for anyone to be accommodated and in her absence Service Director will cover.
- Fortnightly placement review to ensure step down of high cost placements
- Review of staying put arrangements and financial remuneration
- Maximize contribution from partners - Health and Education Action Complete required Health tool for all Residential placements. Review elements of contracts to ensure Education element is recharged correctly
- Service Director persistently raising matter of budgetary pressures at all staff meetings to ensure only essential expenditure and actions taken in a timely manner.
- Maximise local residential placements to avoid higher out of area associated costs.
- Director & Finance Review all Financial Assumptions

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

- Significant increase in cost and volume of young people's placements since budget setting autumn 2018.
- Lack of immediate availability of the right in-house foster care placements creating overuse of IFA's.
- There are still a number of individual packages of care at considerably higher cost due to the complex needs of the young people.
- Regional wide commissioning activity did not bring about the anticipated holding and reduction of placement costs in both the residential and IFA sectors.
- There are 35 Residential placements with budget for 36. However, there has been a 10.16% increase in the average weekly cost.
- There are 135 Independent Fostering Agency Placements with budget for only 119.
- There are 21 Supported Living Placements with budget for 15 we have seen a 55% increase in the average cost due to a small number of young receiving significant wrap around packages.
- A region wide lack of placements due to an increase in demand for placements, both national and regionally continues to impact negatively on sufficiency
- There has been a 6% increase in looked after children since October 2017, which compares with an 11.3% increase in the South West Region March 2017- March 2018.

The overall number of children in care at the end of November stands at 421 a reduction of 6 in the month.

The number of children placed with independent fostering agencies stands at 135 against a target budget of 119 placements. Residential placements stands at 35 against a target of 36 budgeted placements with a number of these placements being high cost due to the complex nature of these children's needs. There are currently 2 young people placed in 'welfare' secure.

The In-House Foster Care placements have 166 including connected carer's placements against a target budget of 186 placements. There are 2 In House Parent & Child Assessment Placement, 1 court ordered Independent foster care placements and no high cost Residential placements. We currently have 21 Supported Living Placements with budget for 15. However, 30% of the placements are at a substantially high cost due to the complex nature of the placement.

Ongoing work continues all placements are reviewed regularly in order to reduce the pressure on cost and volume where appropriate.

Commissioning arrangements to increase the supply of local placements continues. The Peninsula residential framework tender has just closed, with 29 bidders. A contract award report will be presented to Cabinet in December. The Plymouth Caring in Partnership residential block contract continues to be developed – 3 beds have been added to the contract since March 2018, with a new solo home currently being registered. The Peninsula fostering contract began on 1st April 2018 and is embedding, with a wider group of providers engaged.

November Placement Detail attached.

3.6 Strategic Commissioning

The Strategic Commissioning service is forecasting an adverse variation to year end of £0.101m, with no movement in forecast for this month.

As part of the MTFS for 2018/19, Strategic Commissioning have assumed that savings of £2.546m (in order to contribute to the £2.914m People directorate target) will be achieved, as well as £2.248m of savings brought forward from 2017/18 that were realised from one off savings and need to be achieved in this financial year. At this stage, part of the savings that have been assumed as achieved are around care packages and further work is being undertaken to ensure these will be achieved by year end.

3.7 **Education Participation and Skills**

Education, Participation and Skills budget is forecast to balance to budget at year end.

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.

As part of the MTFs for 2018/19, Education Participation and Skills is expected to make savings of over £0.699m (in order to contribute to the £5.485m Directorate target) as well as £0.687m of savings brought forward from 2017/18 that were realised from one off savings and will need to be realised in this financial year. In addition the Adult Community Meals pressure of £0.130m still remains within Education Participation and Skills.

3.8 **Community Connections**

Community Connections is reporting an overspend of £0.026m at Month 8, a favourable variation of (£0.061m) from month 7.

Average B & B numbers for April to November have been 53 placements per night with a reduction in Housing Benefit income due to the change to the claiming through the universal credit system.

The net cost pressure for further reducing average placements by 4 from the current 53 to 59 per night is £0.026m, 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. There will also be capitalisation of equipment that will bring the spend back to budget.

As part of the MTFs for 2018/19, Community Connections is expected to make savings of over £0.368m (in order to contribute to the £5.485m Directorate target) as well as £0.291m of savings brought forward from 2017/18 that were realised from one off savings and will need to be realised in this financial year.

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

3.9 **People Management & Support**

The People Management & Support budget is forecast to balance to budget at year end, as per the reporting in previous months.

3.10 **Office of the Director of Public Health**

The budget for the Office of the Director of Public Health (ODPH) is forecasting to come in under 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.

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.

The Public Protection service, funded from RSG and other income streams, are showing a forecasted saving of (£0.021m) following budgets being scrutinised for all possible savings. We are working across the functions of the directorate, and with colleagues in the integrated fund, to identify a number of areas where possible further savings can be made.

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.

4. SCHOOLS

- 4.1 The gross DSG budget allocated from Central Government, for 2018/19 is £199.128m. Central deductions due to be made by the DfE and other adjustments totalled £128.036m including additional funding for LA post 16 special school places of £0.390m. This leaves a net DSG budget for 2018/19 of £71.092m. Actual budget allocated was £71.092, so there is no over-allocation.
- 4.2 Local Authority officers are working with Schools Forum to utilise the resources to support the achievement of the city's priorities for children and young people.
- 4.3 There is a significant cost to the local authority whenever a school becomes an Academy but the local authority receives no direct source of funding to cover this. Academy Conversion Orders notified will prompt the charging of a contribution of £7,000 to the respective maintained schools budget.
- 4.4 The current monitoring position on the Dedicated Schools Grant is forecasting a surplus carry forward of £0.241m. A summary of the variations is shown below:-

| | Total Budget 2018/19 | Forecast | Variance (Under) / Over |
|---|---------------------------------|-----------------|------------------------------------|
| | £m | £m | £m |
| Schools Block | 149.548 | 149.366 | (0.182) |
| Central Services Block | 3.116 | 2.313 | (0.803) |
| High Needs Block | 23.090 | 23.761 | 0.671 |
| Early Years' Block | 16.480 | 16.553 | 0.073 |
| Adjustmts incl. Academy Recoupment | (121.142) | (121.142) | 0.000 |
| 2018/19 Underspend | 71.092 | 70.851 | (0.241) |
| 2017/18 Overspend brought forward | | | 0.279 |
| Over allocation of budget | | | 0.000 |
| Early Years 2017/18 Adjustment | | | (0.142) |
| Academy Conversion Rates Adjustment | | | (0.177) |
| Commitment for retained ESG responsibilities | | | 0.135 |

| | | | |
|---------------------|--|--|----------------|
| DSG funding balance | | | (0.150) |
|---------------------|--|--|----------------|

Schools Forum have previously agreed to use the surplus Central Services Block funding which was previously used to fund the Excellence Cluster to fund the DSG overspend with the exception of £0.135m which was agreed to be used to fund the shortfall in ESG retained funding within Education, Participation and Skills.

The £0.671m adverse variance within High Needs is due to an increase in Top Up Funding for pupils with very high needs. There is particular pressure on Special School and Post 16 top up funding.

Maintained Schools Health Check

The financial stability of maintained schools is monitored and RAG rated to highlight those schools whose financial position is cause for concern. There are currently 4 establishments rated as 'red' and 18 schools rated as 'amber'. The 'red' rated establishments are detailed below;

Ham Drive Nursery – Actual Deficit of £0.038m for 2017/18 and £0.095m for 2018/19

Plymbridge Nursery – Actual Deficit of £0.271m for 2017/18 and £0.393m for 2018/19

These 2 maintained nursery schools have historically been reporting deficits due to the higher costs of running maintained nursery schools (rather than private nurseries) such as the need to employ qualified teachers. This has been recognised by schools forum who give these nurseries an additional £0.090m each lump sum every year to subsidise their funding. The local authority are currently working with the nurseries to discover where improvements can be made and will report back to DMT.

Sir John Hunt

Actual deficit of £0.212m for 2017/18 and forecasted cumulative overspend of £0.209m for 2018/19. This school is working under a licensed deficit agreement and their budget plan shows the school coming back into a surplus position by the end of 2019/20. The deficit was mainly due to lagged funding when the school experienced a drop in pupil numbers but plans show that numbers are now increasing. This school currently has their own bank account (local payment status) and are currently experiencing difficulties with their cash flow. It has been agreed Sir John Hunt can currently maintain their local payment status and the Local Authority will help them manage their current cash flow situation, on the condition that numerous terms are adhered to including the agreement that the school continue to work within their robust recovery plan to repay the deficit by the end of the financial year 2019/20. Finance are closely monitoring Sir John Hunts finances and attend the school's finance committee meetings.

Cann Bridge School

Actual deficit of £0.010m for 2017/18 and currently forecasting a cumulative deficit of £0.005m. This special school are currently reporting a deficit position due to staff sickness and a number of vacant spaces currently at the school. Finance will continue to closely monitor the financial position of the school, but do not feel it necessary to issue a licensed deficit at this time.

5. RISKS AND ISSUES

1. Strategic Commissioning is experiencing increased growth due to demographics and increased acuity of need. This, coupled with increases in the cost of care, is leading to higher cost care packages and an increasing cost of care within Supported Living, Nursing and Residential Sectors.
2. Increasing numbers of people being discharged from hospital that require ongoing packages of care.
3. Delegation of funding schools for increased pupil numbers due to growth in the birth rate as schools are expanding to meet need.
4. Increased demand on the High Needs Dedicated School Grant is putting pressure on the High Needs budget which in turn is putting pressure on individual schools to maintain a balanced budget.
5. There are a significant number of individual packages of care at considerably higher cost due to the needs of the young person.
6. A region wide lack of placements due to an increase in demand for placements, both national and regionally continues to impact negatively on sufficiency
7. Overall capacity and increasing caseloads impacting on performance and in particular care planning to achieve planned step down for children in care. As well as effective work to prevent high increase in number of children coming into care.
8. Increasing cost pressures could arise as a result of the 40% increase in the volume of people who are at risk of homeless or have significant housing needs.
9. Impact of Welfare reform, housing market conditions and the recession have led to more households in temporary accommodation resulting in longer stays with the risk of a continuing increase in demand.
10. Grants within the department need careful management to plan for potential reductions in future government spending reviews
11. Reducing resources against increasing expectations, demands and costs.
12. Ensuring that the financial resources are available to the council to manage school services if an increasing number of schools transfer to Academy status to enable services to downsize or offer alternative models.
13. Level of grants and other sources of funding available.
14. The capacity to transform services when operational frontline demand continues to increase.
15. Advanced medical care at birth is resulting in a significant increased pressure on the High Needs Dedicated Schools Grant within the city.
16. The 'general funding rate' element of the Education Services Grant will cease from September 2017. This equates to a budget pressure onwards of £1.3m in 2017/18 and £1.5m in 2018/19.
17. Regional wide commissioning activity did not bring about the anticipated holding and reduction of placement costs in both the residential and IFA sectors.
18. The Public Health grant funding has been reduced year on year.
19. Changes to the way in which the Public Health Grant is being funding, moving from a ring-fenced grant to being part of the RSG.

6. DECISIONS AGREED

1. Report noted.

7. CAPITAL EXCEPTIONS REPORTING

7.1 2018/19 Summary Table

| Service | Latest Forecast October 2018 | Latest Forecast November 2018 | Movement in Period |
|-------------------------------------|---------------------------------|----------------------------------|-----------------------|
| | £m | £m | £m |
| Community Connections | 2.343 | 2.343 | 0.000 |
| Adult Social Care | 0.000 | 0.000 | 0.000 |
| Education, Participation and Skills | 5.788 | 5.559 | (0.229) |
| Total | 8.131 | 7.902 | (0.229) |

7.2 Latest Forecast

The revised 2018/19 forecast at the end of October is £8.131m. There was a decrease of £0.229m in the November 2018 period which was due to change in basic needs requirements.

8. APPENDICES (available on request)

- People Delivery Plan Scorecard
- Children, Young People & Families Placement Monitoring
- ASC Care Package Monitoring

This page is intentionally left blank

RETAINED CLIENT FUNCTION

Business Plan 2018-19



VISION & CONTEXT

In 2013, Plymouth Health and Wellbeing Board articulated a vision that we would develop an integrated whole system of health and wellbeing based around the following elements:

| Integrated Commissioning | Integrated Health and Care Services | Integrated System of Health and Wellbeing |
|--|---|--|
| Building on co-location and existing joint commissioning arrangements, the focus will be to establish a single commissioning function, the development of integrated commissioning strategies and pooling of budgets | Focus on developing an integrated provider function stretching across health and social care and providing the right care at the right time in the right place An emphasis on those who would benefit most from person-centred care, such as intensive users of services and those who cross organisational boundaries | A focus on developing joined-up population-based public health, and preventative and early intervention strategies Built on an asset-based approach focusing on increasing capacity and assets of both people and place |

As outlined in the Health and Wellbeing Board's vision, the integration of the Council's Adult Social Care function with Livewell South West has seen the creation of the integrated health and social care provider, undertaking statutory responsibilities outlined within the Care Act. The Strategic Co-operative Commissioning department regulates the third party delivery of these statutory functions through contractual arrangements with the provider to ensure that citizens of Plymouth are provided with a high level of service and that the Council continues to deliver against what is constitutionally required of it. To aid with this monitoring and oversight role, the Retained Client function was created in 2015 to work closely with the integrated provider whilst housing remaining functions statutory functions such as Safeguarding and other essential functions such as Community Reablement and two remaining adult provisions.

PURPOSE

The purpose of the Retained Client function (RCF) was to ensure that the appropriate safeguards were in place to protect the vulnerable adults in Plymouth. It provides an overview of the following:

- Ensuring DASS responsibilities are exercised
- Ensure statutory compliance
- Performance/Budgetary Management
- Quality Assurance
- Ensure Best value compliance
- Relationship to PCC support services
- Deliver Plymouth City Council Pledges

The RCF has three primary functions:

- Safeguarding
- Provision
- Supporting the regulation of the Integrated Provider

In March 2018, Cabinet signed off the *Strategic Commissioning Intentions for the Plymouth Health and Wellbeing System 2018-20* which contain the system-wide commissioning outcomes and priorities that can be seen in appendix 2. In its role of supporting and monitoring the integrated provider, the Retained Client works to ensure that performance is focused on meeting the outcomes identified within the *Adult Social Care Outcomes Framework 2017/18* and the new Plymouth City Council Corporate Plan 2018-22. If delivered those outcomes support the achievement of the key system objectives for Plymouth, which can be seen below;

- Enhancing quality of life for people with care and support needs
- Delaying and reducing the need for care and support
- Ensuring people have a positive experience of care and support
- Safeguarding adults whose circumstances make them vulnerable and protecting them from avoidable harm

Further information of performance against these outcomes can be found in appendix 3.

Due to the nature of the Retained Client being an oversight function it has significant regulatory responsibilities to ensure that the overall standard of social care delivery is in line with the Council's agreed standards and budgetary framework. It also takes a more hands on approach to regulating performance around safeguarding, with responsibilities for commissioning enquiries and sign off on all safeguarding plans. As a part of this, the Safeguarding team screen all safeguarding referrals requesting enquiries to be conducted by appropriate agencies. The Retained Client also provides a verification function which is a type of quality assurance from a best practice perspective and financial oversight. Verification is conducted through dip sampling of Livewell South West cases and through oversight of the Adult Social Care inputting of data and intelligence on to systems.

DELIVERING PLEDGE COMMITMENTS

We will be on a quarterly basis monitoring how the delivery of the department's service priorities (outlined below) are also delivering against the Council's pledges. There are 3 Council pledges that the Retained Client function are responsible for contributing to the delivery of and these have been assigned lead officers from across the Integrated Commissioning teams. The 3 pledges are identified in Appendix 7.

SERVICE PRIORITIES FOR 2018/19

The service priorities for the RCF are a combination of business-as-usual activities, actions outlined in the Corporate Safeguarding Improvement Plan and residual actions from the service review.

| Improvement Priority <i>What it is and why you're focussing on it</i> | 'Must do' actions | Dependencies |
|--|--|--|
| <p>Provision</p> <p><i>The Retained Clients provision functions take the form Of Colwill Lodge Short Breaks and Respite Centre, The Vine Day Centre and the Community Reablement.</i></p> <p>In December 2018 the Independence@Home service that supports discharge and hospital admission prevention was transferred in the Council to the Retained Client Function.</p> | <p>Maximise utilisation – As the last two remaining provisions for adults in the Council, there is a real focus on maximising the utilisation levels at both Colwill Lodge and the Vine to release pressure elsewhere in the system. Focus will be on looking at schemes to release capacity such as transferring outreach clients and looking at increasing the number of clients attending sessions. A more long term focus will be looking at the infrastructure requirements and service standards for both services moving forwards, with the development of a business case to look at a single site option. There will also be a focus on changing the culture of the Vine to ensure it is used as a more short term intervention for individuals where it is identified that the provision can provide specific outcomes for them. If achieved, this will provide greater throughput at the Vine and increase the utilisation levels.</p> <p>Independence@Home service now needs to focus on its delivery model, efficiency and create plans to further increase the number of daily slots it has available to support hospital discharge and crisis response. This supports the essential wider health system flow activity and is a critical component to winter planning and Delayed Transfers of Care (DToc performance).</p> <p>Efficiency of Workforce – Part of the End to End Review of the units in 2017 looked at how capacity and the workforce was managed across both units. The idea of a peripatetic workforce working across both sites will be looked at to realise efficiencies for the service.</p> <p>Quality – Colwill Lodge was the subject of a CQC inspection in 2017, receiving an overall Good rating. However, the service received a 'requires improvement' around its responsiveness. This has led to an improvement plan being developed to move that rating to good and delivery of this will be a focus in 2018.</p> <p>Targeted Support – The Community Reablement service are able to flexibly target specific cohorts of clients as part of their approach to deliver specific system outcomes. Two of these areas are Complex Needs and Transitions. In 2018 the service will look to work in partnership with Livewell South West to better manage transitions into adult services and to focus on supporting</p> | <p><i>Support from the Capital Programmes Office to develop potential single site proposal</i></p> <p><i>Potential support from QAIT to help with implementing improvements at Colwill Lodge</i></p> <p><i>Close partnership working with Livewell South West to manage transitioning and complex needs clients through a different approach</i></p> <p><i>Support from HR and OD to embed new service and harmonise conditions supporting efficiency improvement.</i></p> |

| | | |
|---|--|---|
| | clients with complex needs to live more independently with a less intensive package of care. | |
| Improvement Priority <i>What it is and why you're focussing on it</i> | 'Must do' actions | Dependencies |
| Safeguarding & Deprivation of Liberty Safeguards <i>The Local Authority has lead responsibility for Safeguarding in the City. The service priorities around this function are made up of actions identified within the corporate Safeguarding Improvement Plan and targets already in place around DoLS</i> | <p>Compliance – The function has a responsibility to ensure all partners are working to the standards outlined within the Care Act, Mental Capacity Act and Human Rights Act, local integrated service arrangements and in national guidance. In 2018, focus will be on annual reviews of all guidance and developing the right tools to support the system in working to them.</p> <p>Plymouth Safeguarding Adults Board – Statutory responsibility to establish and Support the PSAB to deliver its Strategic Plan, annual report and Safeguarding Adult Reviews as required, whilst contributing to Board development.</p> <p>Engagement and Networks – Due to the nature of safeguarding's ever changing policy landscape, there is a continued need to ensure that the Council is engaging with and supporting related national, regional and local agendas. This benefits our system through being able to support with implementing best practice across agencies, training and raising awareness around agendas such as Modern Slavery</p> <p>Deprivation of Liberty Safeguards Assessments – There are strict legal frameworks and performance targets around DoLS assessments contained within the performance data in appendix 2. Focus will remain on keeping a disciplined programme of assessment and risk management around the volume of DoLS referrals currently received with a view to meeting that target.</p> | <p><i>Support from the Chief Executive Office with developments of policy at a national/regional level and communication across the City</i></p> <p><i>Close networking with inner city partners to maintain strong safeguarding network</i></p> <p><i>Continue to work closer with Livewell Southwest as they conduct safeguarding enquiries commissioned by the Retained Client</i></p> <p><i>Legal support in managing Deprivation of Liberty Safeguards cases and preparation for legislative changes expected in 2019.</i></p> |
| Health and Adult Social Care Monitoring <i>Regulating and monitoring the work of Livewell South West to ensure that Social Care delivery is compliant with the standards and budgetary targets the Council has outlined</i> | <p>Budget Containment – Working closely with Livewell South West to ensure that best value is achieved within packages of care and that we focus on areas of service/financial risk.</p> <p>Performance Regulation – Continuing to monitor the performance and of the Integrated Provider to ensure it is at the required standard and that we meet the outcomes identified within the Adult Social Care Outcomes Framework, the legal framework of the Care Act and other legislation associated with the delivery of Adult Social Care within budgetary targets</p> <p>Transformation Oversight – Livewell South West will be a key part of the ICP and</p> | <p><i>Support from the Adult Social Care Transformation team to provide performance oversight from the Carefirst dashboards</i></p> <p><i>Support from Corporate Performance to continue aiding the department in understanding the integrated providers performance trends</i></p> <p><i>Continue to work closely with Livewell Southwest and other key system</i></p> |

| | | |
|---|---|---|
| | therefore will be involved in a large amount of change. The RCFs role will be to ensure that the Adult Social Care responsibilities continue to be met as a result of these changes, | <i>partners</i> |
| Improvement Priority <i>What it is and why you're focussing on it</i> | 'Must do' actions | Dependencies |
| Implement Service Improvement Plan | Following the completion of the restructure taking place within the Retained Client Function, a service improvement plan will be developed containing actions highlighted within the service review. Throughout 2018 there will be a focus to deliver the changes outlined and to support employees through a time of transition and implementation of a new service. | <i>Continued support from Project Management resources previously managed by Transformation</i> |

APPENDIX I – STRATEGIC CO-OPERATIVE COMMISSIONING BUDGET

Plymouth City Council General Fund Budget 2018/19 - Strategic Co-operative Commissioning

| | | | Budget 2017/18 | Budget 2018/19 | | | |
|-------------|-----------------------------|-------------------------------|----------------|----------------|----------------|----------------|---------------|
| Directorate | Department | Division | Net Budget | Cost Increases | Savings | Other Savings | Net Budget |
| | Jt Comm & Adult Social Care | Service Delivery | 54.646 | 4.922 | (2.161) | 1.300 | 58.707 |
| | | Commissioning | 10.663 | 0.026 | (0.026) | 0.000 | 10.663 |
| | | Leisure Management | 2.547 | 0.001 | (0.001) | 0.000 | 2.547 |
| | | Management and Transformation | (3.988) | 0.003 | (0.003) | (4.579) | (8.567) |
| | | Social Care Contract | 6.919 | 0.000 | 0.000 | 0.000 | 6.919 |
| | | Childrens Commissioning | 4.915 | 0.004 | (0.004) | 0.000 | 4.914 |
| | Total People | Total People | 75.702 | 4.956 | (2.197) | (3.279) | 75.182 |

APPENDIX 2 – PLYMOUTH HEALTH AND WELLBEING SYSTEM – COMMISSIONING OUTCOMES & PRIORITIES

| PLYMOUTH HEALTH AND WELLBEING SYSTEM- COMMISSIONING OUTCOMES AND PRIORITIES | | | |
|--|---|--|--|
| Local System Outcomes | | | |
| To improve health and wellbeing outcomes for the local population | To reduce inequalities in health and wellbeing of the local population | To improve people's experience of care | To improve the sustainability of our health and wellbeing system |
| Commissioning Priorities | | | |
| The Health and Wellbeing Gap Integrated Children and Young People Services Development of Wellbeing Hubs Making Every Adult Matter | The Care and Quality Gap Integrated Care Organisation Local, Integrated and Responsive Mental Health Services Transformed and Sustainable Primary Care Enhanced Care and Support | The Funding and Efficiency Gap Integrated Commissioning Review One Public Estate and One Public Infrastructure | |
| Key System Performance Objectives | | | |
| <ul style="list-style-type: none"> • Reduced Hospital Admissions • Reduction in Smoking Prevalence • Reduced Delayed Transfers of Care • Less Admissions to Long Term Care • Improved A/E 4 Hour Performance • Increased Physical Activity • Reducing Demand and delivering Financial Efficiencies • Improved access to Primary Care | | <ul style="list-style-type: none"> • Reduced levels of homelessness and Rough sleeping • Reduction in the number of looked after children • Improved IAPT Access and Recovery Rates • Improved Reablement Performance • Increased numbers of carers receiving an assessment • Improved RTT Performance • Reducing packages of care • Less Bed Based Care • Improved Educational Attainment Levels | |

APPENDIX 3 – INTEGRATED SCORECARD/ SERVICE KPI'S

Performance is reported across a number of platforms, performance that reflects not only Plymouth City Council but the whole of the health system. Attached in Appendix 3 are the Integrated Commissioning performance scorecard and the Integrated Commissioning Department KPI setting template, which is more focused on areas for which Plymouth City Council is the responsible authority. With an overarching performance framework being proposed by the STP the Integrated Commissioning scorecard will likely be reviewed towards the beginning of 2018/19.

This page is intentionally left blank

ODPH BUSINESS PLAN 2018/19

Office of the Director of Public Health

**Contents**

| | |
|-------|---|
| 1 | Introduction |
| 2 | |
| 1.1 | Our Goal |
| 2 | |
| 1.2 | Overview of Functions |
| 2 | |
| 1.2.1 | Public Health |
| 4 | |
| 1.2.2 | Environmental Health (Environmental Protection) |
| 4 | |
| 1.2.3 | Environmental Health (Food Safety and Hygiene) |
| 4 | |
| 1.2.4 | Licensing |
| 4 | |
| 1.2.5 | Trading Standards |
| 5 | |
| 1.2.6 | Bereavement Service |
| 5 | |
| 1.2.7 | Civil Protection |
| 5 | |
| 1.3 | The way we are structured |
| 5 | |
| 1.4 | The way we work (and interdependencies) |
| 5 | |
| 1.5 | Funding for the directorate |
| 6 | |
| 1.6 | Our approach to measuring performance |
| 6 | |
| 1.7 | Key priorities for 2018-19 |
| 7 | |
| 1.7.1 | Delivery of the manifesto commitments |
| 8 | |
| 1.7.2 | Health and Safety |
| 8 | |

| | |
|--|---------|
| ppendix 1 Budget 2018/19 | A 13 |
| ppendix 2a Corporate indicators | A 14 |
| ppendix 2b Balanced Scorecard | A 15 |
| ppendix 2b Integrated Health and Wellbeing Scorecard | A 19 |
| ppendix 2c PHOF indicator report | A 22 |
| ppendix 3 Risk and Opportunity Register | A 24 |
| ppendix 4 Service Standards | A 30 |
| ppendix 5 Manifesto Pledges 2018/19 – 2022/23 | A 31 |

I INTRODUCTION

I.1 Our Goal

Our goal is to reduce health inequalities through impacting on health and on the social, economic and environmental determinants of health.

The City Vision refers to everyone enjoying an outstanding quality of life; this requires the reduction of inequalities, and improvements in health and wellbeing which impact considerably on our quality of life.

Much of our work relates to these wider determinants, and we influence health and wellbeing through;

- Developing health-promoting environments
- Changing the context of choice
- Improving the quality of services across the city
- Protecting the public from harm

I.2 Overview of Functions

The Office of the Director of Public Health (ODPH) covers the functions of;

- Public Health
- Environmental Health (Food Safety)
- Environmental Health (Environmental Protection)
- Trading Standards
- Licensing
- Civil Protection
- Bereavement Services

The work of the teams (in partnership with others) supports the delivery of the corporate plan through both supporting the growth of the city, and caring about the quality of the lives that they lead.

OUR PLAN A CITY TO BE PROUD OF



CITY VISION Britain's Ocean City

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

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

OUR VALUES

**WE ARE
DEMOCRATIC**

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

**WE ARE
RESPONSIBLE**

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

**WE ARE
FAIR**

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

**WE ARE
CO-OPERATIVE**

We will work together with partners to serve the best interests of our city and its communities.

OUR PRIORITIES

A GROWING CITY

- A clean and tidy city
- An efficient transport network
- A broad range of homes
- Economic growth that benefits as many people as possible
- Quality jobs and valuable skills
- A vibrant cultural offer
- A green, sustainable city that cares about the environment.

A CARING COUNCIL

- Improved schools where pupils achieve better outcomes
- Keep children, young people and adults protected
- Focus on prevention and early intervention
- People feel safe in Plymouth
- Reduced health inequalities
- A welcoming city.

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

1.2.1 PUBLIC HEALTH

Public Health is described as “the science and art of promoting and protecting health and well-being, preventing ill-health and prolonging life through the organised efforts of society.” The Public Health Team takes a population based approach to improving the health and wellbeing of the people of Plymouth. We focus on health and wellbeing, not disease, and prevention and promotion, rather than diagnosis and treatment.

The team works across the three domains of Public Health;

- Health Improvement – we focus on helping people to live healthy lifestyles, reducing negative impacts on their health and reducing health inequalities.
- Health Protection – we work to ensure that the population’s health is protected from a wide range of threats including communicable diseases and exposure to environmental hazards.
- Healthcare Public Health – we influence health service planning through ensuring equity, using evidence to inform what we do and delivery of interventions, ensuring clinical effectiveness and efficiency and through use of audit and evaluation.

This work is underpinned by the Public Health Intelligence function which exists to ensure that the Council and partners have access to the intelligence required to inform their decision-making and as such ensuring that services are commissioned according to local needs.

Under the terms of the ring-fenced Public Health Grant, we are required to ensure that the population has access to a range of services including;

- Sexual health services
- Drug and alcohol service provision
- Children and young people (0-19) public health including health visitors
- Weighing and measuring of children (National Child Measurement Programme)
- NHS Health check assessment

1.2.2 ENVIRONMENTAL HEALTH (ENVIRONMENTAL PROTECTION)

This service deals with a wide range of pollution issues, both commercial and domestic, that relate to land, air and waste, including noise, air pollution, contaminated land and authorised processes.

The service works proactively with businesses and individuals to provide advice and assistance on these matters but also investigates complaints and enforces legislation to protect our environment and health, including enviro-crime issues, pest and dog control functions.

1.2.3 ENVIRONMENTAL HEALTH (FOOD SAFETY AND HYGIENE)

This service is responsible for carrying out regular checks on all food premises to ensure the public is protected and that high standards are maintained. They also undertake routine inspections of premises such as warehousing, offices, shops, care homes and hotel accommodation to ensure compliance with health and safety legislation. The service responds to complaints and investigates accidents and statutory notifications (e.g. of food-borne diseases). The service provides guidance on how the law relates to businesses and offers a full training and advisory service. In addition the service is responsible for delivery of port health functions and for the monitoring and control of the quality of drinking and bathing waters.

1.2.4 LICENSING

This service is responsible for the licensing of establishments, businesses and individuals for the following:

- Alcohol and entertainment (premises and personal licenses, late night refreshments, temporary events),
- Animals (zoos, boarding and breeding establishments, pet shops, dangerous wild animals)
- Beauty and body art (body piercing, tattooing, acupuncture, hairdressing)
- Caravan sites
- Gambling establishments (betting shops, casinos, bingo halls, amusement arcades)
- Fireworks and explosives
- Petroleum storage
- Sex establishments
- Taxis

1.2.5 TRADING STANDARDS

The service aims to protect and promote the safety and the economic and environmental interests of Plymouth consumers and businesses. It aims to ensure that Plymouth's prosperity is not jeopardised by unfair or illegal trading. The Service enforces laws concerned with the quality, quantity, marketing, description and safety of a whole range of goods and services. Particular consideration is given to the protection of customers who may be vulnerable. The service works both proactively, through inspections and sampling projects, and reactively investigating complaints.

1.2.6 BEREAVEMENT SERVICE

The core service delivered is cremation and burials. This service touches the lives of residents of the city and sub region with an economic role for the city (in terms of employment and income) and an environmental role (with 65 acres of green space). There is a focus on ensuring that this service can best meet the needs of a growing population, which will include potential investment in modern crematoria equipment. The Efford and Weston Mill sites have over 100 years of history dating back to 1907 and 1904 respectively and as such form an integral part of the city's heritage.

1.2.7 CIVIL PROTECTION

The main purpose of the Civil Protection team is to ensure that Plymouth City Council is as resilient as possible in the unlikely event of an emergency so that it can continue to deliver its services to our Community, and that Plymouth City Council can fulfil its requirements as a Category I Responder as defined within the Civil Contingencies Act 2004. Major incident planning and response requires a strategic partnership approach, and the team works closely with all of its Statutory Partners within Plymouth and the Devon, Cornwall and Isles of Scilly Local Resilience Forum.

1.3 The way we are structured

We work as multi-disciplinary teams (MDTs), comprised of a mixture of public health and other services, led by a Public Health Consultant.

1.4 The way we work (and interdependencies)

A co-operative, partnership approach is key to the work that we do. Whether that is between teams within the council (such as providing enforcement to support making the city clean and green, with Street Services) or working across the city with partners in health, social and wellbeing services, across the public sector, voluntary, community and social enterprise sectors; where we work closely with Councillors and other local leaders to ensure that the voice of the communities is strong and is listened to (such as wrapping services around people in our wellbeing hub programme).

We are very aware of the impact that our services and our actions can have on people, businesses and communities, and take our responsibilities seriously.

Fairness is at the heart of what we do; whether that is ensuring that businesses do not have unfair advantages through cutting corners and breaking the law, in helping people to live their lives without being unfairly impacted by others actions (such as noise complaints) or tackling the unfair distribution of ill health.

We have significant interdependencies across the Council, both in terms of people we work with on a day-to-day basis as well as people whose work is key to delivering our aims of improving the health and wellbeing of the population.

Key interdependencies include;

- Integrated health and wellbeing; public health is part of the integrated commissioning system and plays a strong leadership role in ensuring that prevention and early intervention is promoted. Therefore we have very explicit links across the People directorate, and in particular Strategic Commissioning.
- Environmental Protection Services have a role in enforcement of various issues that impact our streets (as well as providing pest control services) and as a result have strong connections with Street Services.
- Bereavement Services work closely with Parks, around keeping our cemeteries neat and tidy.

1.5 Funding for the directorate

The funding for the directorate comes from three main sources;

- Grant funding – public health currently receive a ring-fenced grant to fund public health services (including the PH team).
- Income – the directorate have a number of income streams; most notably from Bereavement Services, and other teams within the directorate also contribute significant income.
- A Revenue budget is also provided to the ODPH.
- Some income such as Licensing, is ring-fenced to cover the costs of the licensing process.

1.6 Our approach to measuring performance

We have followed a logic model approach for each of our programmes of work. This considers the intervention (and the resources required to deliver it) and the impact it is supposed to have. It separates measures into process measures (what has been delivered), shorter term outcomes (what has changed as a result), and long term outcomes (what we are wanting to see change; this may require many interventions and attribution to a particular programme might be difficult).

For the process and some short term measures, we have a balanced scorecard approach which is included in Appendix 1. Rather than have a separate section for Public Health, we feed into the Integrated Health and Wellbeing scorecard, shown in Appendix 2.

For longer term outcomes, we monitor the Public Health Outcomes Framework (PHOF), looking at relative measures (relative to England and to similar areas), and trends. The latest report is shown in Appendix 3.

The new 2018-2022 Plymouth City Council Corporate Plan introduced two new performance indicators that the directorate will report on corporately. These are 'The prevalence of excess weight (including obesity) among children in Year 6 (aged 10 – 11 years old)' and 'Stop Smoking Service successful quit attempts', an indicator measuring the impact of our Stop Smoking service.

1.7 Key priorities for 2018-19

Improving health and wellbeing overall and reducing inequalities by working with partners to develop an integrated population health and wellbeing system that enables positive choices for better health in a growing city. This includes:

- Playing an active role in integrated health and wellbeing, including delivery of Public Health components of the integrated commissioning strategies, and the programmes of system transformation as we move towards a Local Care Partnership
- DPH as the Strategic Lead for the Wellbeing Strategy and implementation of Plymouth's Wellbeing Hub Programme
- Continuing to work with partners across wider Devon to influence and deliver the STP Prevention Programme
- Delivery of Year 4 of Thrive Plymouth – our 10-year plan to address health inequalities in the city – and planning for Year 5 (launch date October 2018)
- Consultants and Specialists in Public Health taking leadership, advocacy and assurance roles across core programmes of work within the three domains of Public Health and Public Health Intelligence
- Ensuring appropriate procurement of the following Public Health services: Children and Young People 0-19, and Complex Needs
- Delivery of the Council's mandated and discretionary Public Health responsibilities
- Continuing to provide public health related intelligence for the council and partners

Continue to deliver environmental health and protection services including;

- Food safety inspections, prioritising those premises which pose the highest risk to health and those which have never been inspected
- Reducing backlog of overdue food safety inspections to increase compliance with statutory responsibilities
- Investigation of food poisoning cases and customer complaints about food premises, in accordance with statutory duty, but based on a priority system to ensure efficient targeting of resources
- Contribute to delivery of cleaner city (FPN littering, dog fouling, fly posting enforcement increased)

Continue to deliver an intelligence-led trading standards service, protecting public from harm including;

- Investigation and action of high priority criminal Trading Standards referrals and intelligence

- Protecting consumers and businesses from fraudulent and illegal trading practices and unfair competition
- Maintain focus around broader health and wellbeing of scams victims.

Continuing to use licensing to promote high standards and support health and wellbeing as well as economic growth

- Investigating high risk health and safety incidents
- Embedding the new taxi licensing policy and exploring next steps in raising standards.
- Provide an efficient and effective and integrated public transport service through the provision of taxis; that is safe, protects consumers and the environment.
- Protection of public health, environmental and consumer protection through the regulation and control of licensed premises
- Reducing alcohol harm and the impact from the Evening and Night Time Economy
- Co-ordination of the Event Safety Advisory Group which provides an efficient and effective mechanism to coordinate agencies to review large scale events in the City and to help ensure the public have a safe and good experience.

Continue to ensure that Plymouth City Council can fulfil its requirements as a Category I Responder as defined within the Civil Contingencies Act 2004, and maintain resilience

- Ensure Statutory Plans are tested and reviewed to capture all National and Local lessons identified
- Ensure that Business Continuity Management is embedded across the organisation, to enable the council to deliver key services in the event of an incident
- To maintain a 24/7/365 Response capability for Plymouth City Council

Maintain the ability to provide cremation facilities to our population

- low levels of unscheduled downtime (and consequently funerals cancelled by LA)
- Further the development of crematorium fit for the future

I.7.1 DELIVERY OF THE MANIFESTO COMMITMENTS

Three manifesto commitments are the responsibility of this Directorate to deliver;

54. We will work with the NHS, the third sector and pharmacists to create a network of health and well-being centres across the city to make good health advice available across Plymouth to deliver good health in your high street.

59. It is a scandal that there are 8,000 people in Plymouth waiting for an NHS dentist. More than 20% of those waiting are children. We will continue to support the inclusion of oral health and hygiene in the child poverty action plan, and we will look to work with the Peninsula Dental School at Plymouth University, the Director of Public Health and dental professionals to provide more dental services in our city.

a) We will continue to support the inclusion of oral health and hygiene in the child poverty action plan.

b) We will look to work with the Peninsula Dental School at Plymouth University, the Director of Public Health and dental professionals to provide more dental services in our city.

92. We will work with responsible dog owners to campaign for zero tolerance of dog mess on our pavements and fine those owners who do not clean up after their dog. - PRIORITY PLEDGE (TOP 5)

1.7.2 HEALTH AND SAFETY

Health and safety is a key priority across the Council and we will ensure that we;

1. Collaborate with the implementation of the HSW E-system
 - Participate in training schedule for use of the new system
 - Migrate current system into new digital system
 - Implement digital Incident/accident management and reporting
2. Continue with actions arising from the self-assessment process to ensure compliance with HSG65 and working towards ISO 18001 / 45001
3. Embed core requirements for HSW into new / revised role profiles as per new guidance
4. Monitor
 - Mandatory training compliance
 - 8 day reporting
 - Service area HSW action plans
5. Embed clear feedback loop between all levels of meetings in regards to HSW management and escalation of risks
6. Develop action plans in response to the
 - Safety climate tool (March)
 - Wellbeing survey (May)
7. Support wellbeing champions in their role
8. Produce quarterly report for HSW Steering group, JCC and sub-committees as relevant
9. Designate HSW co-ordination to appropriate persons within your service area

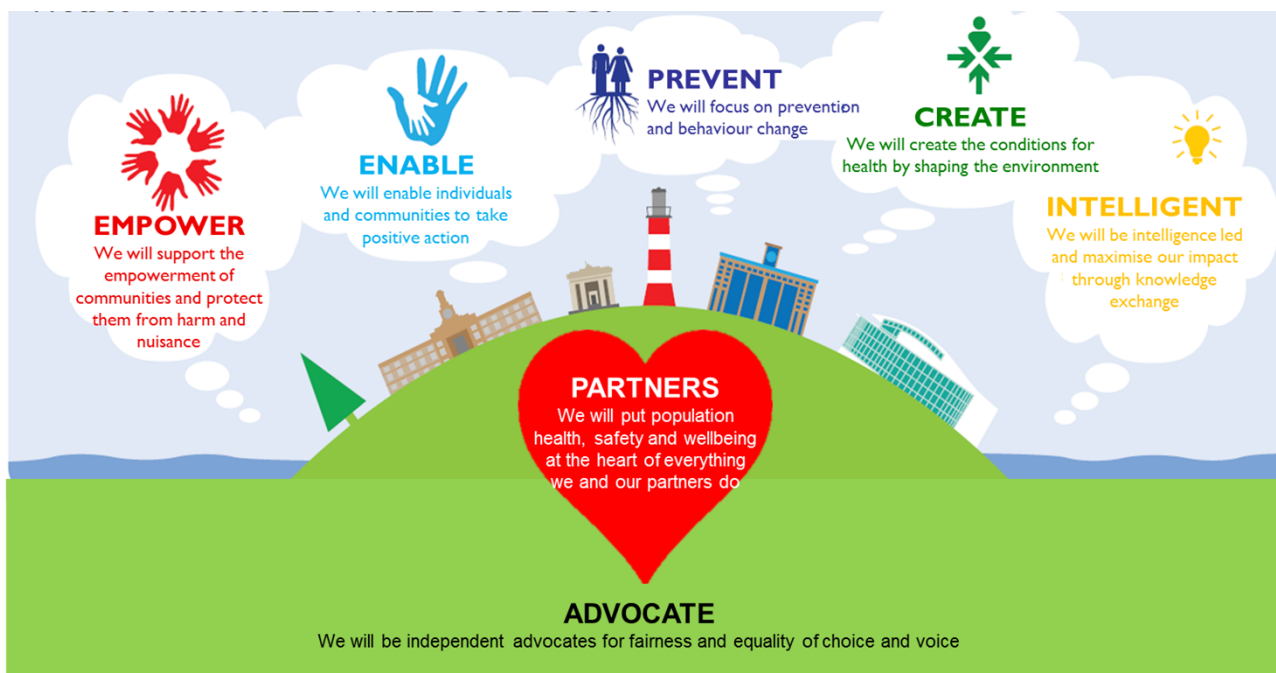


Figure 1 These are the principles that guide the work of the ODPH

APPENDIX I BUDGET 2018/19

| | | Budget 2017/18 | Budget 2018/19 | | | |
|-----------------------------------|-----------------------------------|-------------------|-------------------|----------------|------------------|----------------|
| Department | Division | Net Budget | Cost Increases | Savings | Other Savings | Net Budget |
| Public Health | Prescribed Functions | 8.033 | 0.000 | 0.000 | 0.000 | 8.033 |
| | Non-Prescribed Functions | 7.702 | (0.405) | 0.000 | 0.000 | 7.297 |
| | ODPH Funding Streams | (15.735) | 0.405 | 0.000 | 0.000 | (15.330) |
| Operational and Development | PPS Management | 0.059 | 0.001 | (0.003) | 0.000 | 0.057 |
| | PPS Technical Support | 0.142 | 0.005 | (0.002) | 0.000 | 0.145 |
| Trading Standards | Trading Standards | 0.411 | 0.013 | (0.006) | 0.000 | 0.418 |
| Environ Health (Food & Safety) | Environ Health (Food & Safety) | 0.398 | 0.013 | (0.006) | 0.000 | 0.405 |
| Bereavement Services | Contracts Cems & Cremes | (1.689) | 0.017 | (0.078) | 0.000 | (1.750) |
| | Cems & Cremes Improvements | 0.000 | 0.001 | (0.000) | 0.000 | 0.001 |
| Licensing | Licensing | (0.102) | 0.010 | (0.005) | 0.000 | (0.097) |
| Environmental Protection | Neighbourhood & Enviro Quality | 0.413 | 0.016 | (0.009) | 0.000 | 0.421 |
| | Enviro Protection & Monitoring | (0.005) | 0.000 | 0.000 | 0.000 | (0.005) |
| Civil Protection Unit | Civil Protection Unit | 0.163 | 0.005 | (0.004) | 0.000 | 0.165 |
| Total Public Health | Total Public Health | (0.209) | 0.080 | (0.113) | 0.000 | (0.242) |

APPENDIX 2A CORPORATE INDICATORS

APPENDIX 2B BALANCED SCORECARD

| Key Performance Indicator (KPI) | | KPI Description and Methodology | Reporting Frequency | Latest Data | Current Target 2017/18 | Proposed Target 2018/19 | Proposed Target 2019/20 |
|---------------------------------|---|---|---------------------|-------------|------------------------|-------------------------|-------------------------|
| Corporate Plan Indicator | Excess weight in 10-11 year olds | The prevalence of excess weight (including obesity) among children in Year 6 (aged 10 – 11 years old). This outcome is measured via the National Child Measurement Programme. | Annual | 31.7% | Monitoring only | Monitoring only | Monitoring only |
| Corporate Plan Indicator | Stop Smoking Service successful quit attempts | The number of people who engage with the Stop Smoking service and set a quit date, with successful quit attempts measured at four weeks. | Quarterly | 45% | 35% | 35% | 35% |
| PPSI | % of confirmed food poisoning/ infectious disease that are investigated | This indicator offers reassurance that confirmed food poisoning and infectious diseases are the subject of investigation. Calculation method - Number of food poisoning and infectious disease incidents investigated during the period divided by the number of Number of food poisoning and infectious disease incidents scheduled to have been investigated during the period. | Quarterly | 100% | - | 100% | 100% |
| PPS2 | % of food | Every year we have | Annually | TBC | - | Maintain | Maintain |

| | | | | | | 2017/18 out-turn | 2017/18 out-turn |
|------|--|---|------------|-------|---|------------------|------------------|
| | premises identified as high risk that have been subject to an inspection | an inspection programme to meet the requirements of the Food Standards Agency's statutory programme. Due to resourcing we are unable to comply with the statutory code, so we have set this target and put measures in place to ensure we direct our attention to the highest risk food safety premises. Calculation method - Number of high risk premises subject to an inspection during the period divided by the Number of high risk premises scheduled for inspection during the period. | | | | | |
| PPS3 | % of scheduled food safety compliance inspections undertaken | Calculation method - Number of compliance checks completed during the period divided by the number of compliance checks that were scheduled to have been completed during the period. | Biannually | 80.0% | - | 80.0% | 80.0% |
| PPS4 | % of unsatisfactory food samples followed up | We procure food samples anonymously and also as part of food inspections. Where food samples fail laboratory tests, we aim to follow up all of them. Calculation method - Samples followed up during | Quarterly | 100% | - | 100% | 100% |

| | | | | | | | |
|------|---|--|-----------|-------|---|-------|-------|
| | | the period divided by the number of samples that have failed tests scheduled to be followed up during the period. | | | | | |
| PPS5 | % of registered food businesses that haven't received inspection | These are newly registered businesses that are waiting to receive their first inspection. A low figure is desirable, as these are businesses that are trading without having ever been inspected. Calculation method - Number of registered businesses not inspected divided by the number of registered businesses. | Quarterly | 3.0% | - | 3.0% | 3.0% |
| PPS6 | % of required food hygiene inspections undertaken within the year | The Food Standards Agency statutory Code of Practice requires us to achieve 100% of our due inspections each year, however our level of resourcing makes this difficult. We are striving to make efficiencies and have changed ways of working to increase the percentage we can achieve this year. Calculation method - Number of food hygiene inspections undertaken during the period divided by the number of food hygiene inspections scheduled | Quarterly | 54.0% | - | 60.0% | 70.0% |

| | | | | | | | |
|-------|---|--|-----------|-------|---|------------------------------|---------------------------------------|
| | | during the period. | | | | | |
| PPS7 | % of noise service requests that were closed during the period, and that were closed within expected timescales | Calculation method - Number of noise related service requests closed during the period, and within 112 days divided by the number of noise related service requests closed during the period. | Quarterly | 93.0% | - | To maintain 2017/18 out-turn | To increase on 2017/18 out-turn by 1% |
| PPS8 | Number of open noise service requests that have been open for more than 112 days | This indicator is designed to gauge the level of work that remains open within the service. Calculation method - Number of service requests that are open, and have been open for more than 112 days on the last day of the quarter, or nearest appropriate working day. | Quarterly | - | - | TBC | TBC |
| PPS9 | % of environmental service requests that were closed during the period, and that were closed within expected timescales | Calculation method - Number of environmental service requests closed during the period, and within 56 days divided by the number of environmental service requests closed during the period. | Quarterly | 82.0% | - | 85.0% | 85.0% |
| PPS10 | Number of open environmental service requests that | This indicator is designed to gauge the level of work that remains open within the service. Calculation method: The | Quarterly | TBC | - | TBC | TBC |

| | | | | | | | |
|-------|---|---|-----------|-------|---|---------------------------|---------------------------|
| | have been open for more than 56 days | number of service requests that are open, and have been open for more than 56 days on the last day of the quarter, or nearest appropriate working day. | | | | | |
| PPS11 | % of criminal referrals and Intelligence reports passed for investigation by the Trading Standards team | Calculation method: Number of Consumer OR Business criminal referrals and Intel reports passed for investigation / Number of consumer OR business criminal referrals & Intel reports received. | Quarterly | 52.0% | - | Not to be less than 50.0% | Not to be less than 50.0% |
| PPS12 | % of high priority criminal referral reports investigated by the Trading Standards team | Calculation method - Number of high priority reports investigated divided by the number of high priority reports received. | Quarterly | 100% | - | 100% | 100% |
| PPS13 | % of high priority referrals from the SCAM team that are supported by Trading Standards. | Calculation method - Number of high priority referrals subject to support divided by number of high priority referrals. | Quarterly | 100% | - | 100% | 100% |
| PPS14 | % of premises tested that sold age restricted products illegally | Calculation method - Number of premises that sold to an underage customer divided by the number of tests undertaken by the Trading Standards team. | Quarterly | 0 | - | 15.0% | 15.0% |

| | | | | | | | |
|-------|--|---|-----------|-------|---|---|---|
| PPS15 | % of roadside taxi checks failed | This indicator measures the percentage of taxis that fail their roadside check. Calculation method - Number of roadside check failures divided by the number of roadside checks undertaken. | Quarterly | 47.0% | - | To decrease the 2017/18 out-turn by 3% points | To decrease the 2017/18 out-turn by 6% points |
| PPS16 | % of High Risk Health and Safety accidents that are investigated by the Licensing team | All Health and Safety service requests are triaged to ensure that only those of evident concern are investigated. The service will investigate 100% of high risk accidents. | Quarterly | 100% | - | 100% | 100% |
| PPS17 | % of scheduled cremator inspections that are undertaken as planned | This indicator provides an assurance that each cremator in Plymouth receives it's scheduled inspection and maintenance. Calculation method - Number of inspections undertaken during the period divided by the scheduled number of inspections during the period. | Quarterly | - | - | 100% | 100% |
| PPS18 | Unscheduled Cremator downtime | This measure has a cost implication for the local authority and measures the number of days that a cremator is out of action. A downtime day is when a crematorium is out of action, and that the out of action period is not | Quarterly | 14 | - | 10 | 10 |

| | | | | | | | |
|-------|---|--|-----------|---|---|-------|-------|
| | | scheduled. No calculation method. | | | | | |
| PPS19 | % of funerals cancelled by Plymouth City Council | This indicator measures the percentage of all cancelled funerals that were cancelled as a result of Plymouth City Council. Calculation method - Number of funerals cancelled by Plymouth City Council divided by the Number of funerals cancelled. There is no calculation method. | Quarterly | - | - | 0.00% | 0.00% |
| PPS20 | % of multi-agency preparedness, and information sharing meetings that are held as planned | Lead multi-agency meetings Plymouth Emergency Responders Forum, Cattedown Emergency Planning Forum, and Tamar Estuaries Emergency Planning Forum. Attendance at multi-agency preparedness, and information sharing meetings (reference Chapters 2 and 3 of the Emergency Preparedness Guidance). Calculation method - This indicator measures the percentage of these meetings that are planned and go ahead. | Quarterly | - | - | 100% | 100% |
| PPS21 | % of Strategic and Tactical | Mechanisms - ELearning, site awareness | Quarterly | - | - | - | - |

| | | | | | | | |
|-------|--|--|----------|-----|---|-----|-----|
| | commanders who attend Emergency Preparedness events during the quarter | visits, Plymouth hazard tours, tactical and strategic command visits, exercising, 1:1/ collective briefings, counter terrorism briefings, delivery of annual training/ refresher program, quarterly report to CMT. Calculation method - Number of commanders who attend Emergency Preparedness events during the period divided by Number of Emergency Preparedness events. | | | | | |
| PPS22 | Review and assess the Resilience Capability Survey (RCS) 2017 | This measure simply reports whether we have undertaken an annual review of the Resilience Capability Survey. There is no calculation method. | Annually | YES | - | YES | YES |

APPENDIX 2B INTEGRATED HEALTH AND WELLBEING SCORECARD

Full report to be submitted; performance by exception charts copied below

1. WELLBEING

| Indicator | Measure | Most Recent Period | Benchmark | First Value of Graph | Graph | Last Value of Graph | Trend | Comments |
|---|------------|--------------------|-----------|----------------------|-------|---------------------|--------|--------------|
| Place health improvement and the prevention of ill health at the core of our planned care system; demonstrably reducing the demand for urgent and complex interventions and yielding improvements in health and the behavioural determinants of health in Plymouth | | | | | | | | |
| CCGOF Referral to Treatment waiting times (patients seen within 18 weeks on incomplete pathway (%)) | Percentage | Dec-17 | N/A | 84.8% | | 81.3% | Yellow | High is good |
| NHSOF Estimated diagnosis rates for Dementia | Percentage | Dec-17 | N/A | 59.6% | | 60.1% | Yellow | High is good |
| In hospital Falls with harm | Percentage | Dec-17 | N/A | 0.24 | | 0.36 | Red | Low is good |




2. CHILDREN AND YOUNG PEOPLE

| Indicator | Measure | Most Recent Period | Benchmark | First Value of Graph | Graph | Last Value of Graph | Trend | Comments |
|---|------------|--------------------|-----------|----------------------|-------|---------------------|--------|--------------|
| Keep our Children and Young People Safe: ensure effective safeguarding and provide excellent services for children in care | | | | | | | | |
| Referrals carried out within 12 months of a previous referral (Re-referrals) | Percentage | 2017/18 Q3 | Red | 33.5 | | 28.2 | Yellow | Low is good |
| Number of children subject to a Child Protection plan | Count | 2017/18 Q3 | Red | 371 | | 338 | Green | Low is good |
| Number of Children in Care | Count | 2017/18 Q3 | Green | 406 | | 411 | Red | Low is good |
| Number of Children in Care - Residential | Count | 2017/18 Q3 | N/A | 27.0 | | 39.0 | Red | Low is good |
| Timing of Children's Single Assessments (% completed within 45 working days) | Percentage | 2017/18 Q3 | Red | 94.9 | | 70.6 | Yellow | High is good |

3. COMMUNITY

| Indicator | Measure | Most Recent Period | Benchmark | First Value of Graph | Graph | Last Value of Graph | Trend | Comments |
|---|------------------|--------------------|-----------|----------------------|-------|---------------------|--------|--------------|
| Provide integrated services that meet the whole needs of the person by developing: • Single, integrated points of access • Integrated support services & system performance management • Integrated records | | | | | | | | |
| Number of households prevented from becoming homeless | Count | 2017/18 - Q3 | N/A | 299 | | 175 | Red | High is good |
| Average number of households in B&B per month | Count | 2017/18 - Q3 | N/A | 32.0 | | 57.0 | Red | Low is good |
| Reduce unnecessary emergency admissions to hospital across all ages by: • Responding quickly in a crisis • Focusing on timely discharge • Providing advice and guidance, recovery and reablement | | | | | | | | |
| Proportion of people still at home 91 days after discharge from hospital into reablement/ rehabilitation services | Percentage | 2017/18 - Q3 | N/A | 88.0 | | 84.0 | Yellow | High is good |
| Improving Access to Psychological Therapies Monthly Access rate | Percentage | Dec-17 | N/A | 1.17 | | 0.90 | Red | High is good |
| Improving Access to Psychological Therapies Recovery rate rate | Percentage | Dec-17 | N/A | 35.80 | | 47.40 | Green | High is good |
| A&E four hour wait | Percentage | Dec-17 | N/A | 84.36% | | 79.29% | Red | High is good |
| Emergency Admissions to hospital (over 65s) | Count | Dec-17 | N/A | 1,387 | | 1,371 | Yellow | Low is good |
| Discharges at weekends and bank holidays | Percentage | Dec-17 | N/A | 18.22% | | 19.09% | Green | High is good |
| Rate of Delayed transfers of care per day, per 100,000 population | Rate per 100,000 | 2017/18 - Q3 | Red | 16.4 | | 22.7 | Green | Low is good |
| Rate of Delayed transfers of care per day, per 100,000 population, attributable to Adult Social Care | Rate per 100,000 | 2017/18 - Q3 | Red | 7.9 | | 11.9 | Green | Low is good |
| Provide person centred, flexible and enabling services for people who need on-going support to help them to live independently by:• Supporting people to manage their own health and care needs within suitable housing • Support the development of a range services that offer quality & choice in a safe environment • Further integrating health and social care | | | | | | | | |
| People helped to live in their own home through the provision of Major Adaptation | Count | 2017/18 - Q3 | N/A | 59 | | 77 | Green | High is good |
| Long-term support needs met by admission to residential and nursing care homes, per 100,000 population (aged 65+) | Rate per 100,000 | 2017/18 - Q3 | Green | 125.9 | | 116.7 | Green | Low is good |
| Long-term support needs met by admission to residential and nursing care homes, per 100,000 population (aged 18-64) | Rate per 100,000 | 2017/18 - Q3 | Green | 1.8 | | 2.4 | Yellow | Low is good |

4. ENHANCED AND SPECIALIST

| Indicator | Measure | Most Recent Period | Benchmark | First Value of Graph | Graph | Last Value of Graph | Trend | Comments |
|--|------------|--------------------|---|----------------------|---|---------------------|---|--------------|
| Provide high quality, safe and effective care, preventing people from escalating to, or requiring, urgent or unplanned care | | | | | | | | |
| Percentage of CQC providers with a CQC rating of good or outstanding | Percentage | 2017/18 - Q3 |  | 84.0 |  | 73.0 |  | High is good |

APPENDIX 2C PHOF INDICATOR REPORT

Full PHOF report is available; this shows the February 2018 quarterly report areas where Plymouth scores significantly worse than England. Narrative is available in the full report for many indicators.

| Name | Rank (1=best 16= worst) | Index (100 best, 0 worst) | Last 5 periods of data (Red- Worse, Green- Better, Amber- Not Different & White- Not Applicable) | | | | | Trend exported from the PHOF |
|---|----------------------------------|------------------------------------|---|--|--|--|--|---------------------------------|
| 0.1i - Healthy life expectancy at birth | 7 | 72 | | | | | | Cannot be calculated |
| 0.1i - Healthy life expectancy at birth | 15 | 5 | | | | | | Cannot be calculated |
| 0.1ii - Life expectancy at birth | 1 | 100 | | | | | | Cannot be calculated |
| 0.1ii - Life expectancy at birth | 5 | 89 | | | | | | Cannot be calculated |
| 0.1ii - Life expectancy at 65 | 6 | 78 | | | | | | Cannot be calculated |
| 0.2iv - Gap in life expectancy at birth between each local authority and England as a whole | 1 | 100 | | | | | | Cannot be calculated |
| 0.2iv - Gap in life expectancy at birth between each local authority and England as a whole | 5 | 89 | | | | | | Cannot be calculated |
| 1.01i - Children in low income families (all dependent children under 20) | 3 | 78 | | | | | | Decreasing and getting better |
| 1.01ii - Children in low income families (under 16s) | 3 | 79 | | | | | | Decreasing and getting better |
| 1.02i - School Readiness: the percentage of children achieving a good level of development at the end of reception | 15 | 8 | | | | | | Increasing and getting better |
| 1.02i - School Readiness: the percentage of children achieving a good level of development at the end of reception | 16 | 0 | | | | | | Increasing and getting better |
| 1.02i - School Readiness: the percentage of children achieving a good level of development at the end of reception | 12 | 20 | | | | | | Increasing and getting better |
| 1.02i - School Readiness: the percentage of children with free school meal status achieving a good level of development at the end of reception | 13 | 20 | | | | | | Increasing and getting better |
| 1.02i - School Readiness: the percentage of children with free school meal status achieving a good level of development at the end of reception | 13 | 13 | | | | | | No significant change |
| 1.06i - Adults with a learning disability who live in stable and appropriate accommodation | 16 | 0 | | | | | | Decreasing and getting worse |
| 1.06i - Adults with a learning disability who live in stable and appropriate accommodation | 16 | 0 | | | | | | Decreasing and getting worse |
| 1.06i - Adults with a learning disability who live in stable and appropriate accommodation | 16 | 0 | | | | | | Decreasing and getting worse |
| 1.09ii - Sickness absence - the percentage of working days lost due to sickness absence | 15 | 40 | | | | | | Cannot be calculated |
| 1.12i - Violent crime (including sexual violence) - hospital admissions for violence | 4 | 92 | | | | | | Cannot be calculated |
| 1.18ii - Social Isolation: percentage of adult carers who have as much social contact as they would like | 15 | 16 | | | | | | Cannot be calculated |
| 2.01 - Low birth weight of term babies | 15 | 6 | | | | | | No significant change |
| 2.02i - Breastfeeding - breastfeeding initiation | 5 | 84 | | | | | | No significant change |
| 2.02ii - Breastfeeding - breastfeeding prevalence at 6-8 weeks after birth - current method | 3 | 92 | | | | | | Cannot be calculated |
| 2.06i - Child excess weight in 4-5 and 10-11 year olds - 4-5 year olds | 13 | 16 | | | | | | No significant change |
| 2.07i - Hospital admissions caused by unintentional and deliberate injuries in children (aged 0-14 years) | 9 | 36 | | | | | | Decreasing and getting better |
| 2.07i - Hospital admissions caused by unintentional and deliberate injuries in children (aged 0-4 years) | 14 | 26 | | | | | | No significant change |
| 2.10ii - Emergency Hospital Admissions for Intentional Self-Harm | 12 | 60 | | | | | | Cannot be calculated |
| 2.11iv - Proportion of the population meeting the recommended "5-a-day" at age 15 | 11 | 54 | | | | | | Cannot be calculated |
| 2.11v - Average number of portions of fruit consumed daily at age 15 (WAY survey) | 10 | 28 | | | | | | Cannot be calculated |
| 2.11vi - Average number of portions of vegetables consumed daily at age 15 (WAY survey) | 8 | 49 | | | | | | Cannot be calculated |
| 2.12 - Percentage of adults (aged 18+) classified as overweight or obese - current method | 10 | 35 | | | | | | Cannot be calculated |
| 2.15i - Successful completion of drug treatment - opiate users | 12 | 67 | | | | | | No significant change |

| Name | Rank (1=best 16= worst) | Index (100 best, 0 worst) | Last 5 periods of data (Red- Worse, Green- Better, Amber- Not Different & White- Not Applicable) | | | | | Trend exported from the PHOF |
|---|----------------------------------|------------------------------------|---|--|--|--|------------------------------|---------------------------------|
| 2.15iii - Successful completion of alcohol treatment | 14 | 35 | | | | | No significant change | |
| 2.15iv - Deaths from drug misuse | 5 | 38 | | | | | Cannot be calculated | |
| 2.18 - Admission episodes for alcohol-related conditions - narrow definition | 3 | 87 | | | | | Cannot be calculated | |
| 2.18 - Admission episodes for alcohol-related conditions - narrow definition | 2 | 91 | | | | | Cannot be calculated | |
| 2.18 - Admission episodes for alcohol-related conditions - narrow definition | 4 | 74 | | | | | Cannot be calculated | |
| 2.22iii - Cumulative percentage of the eligible population aged 40-74 offered an NHS Health Check | 8 | 24 | | | | | Cannot be calculated | |
| 2.22iv - Cumulative percentage of the eligible population aged 40-74 offered an NHS Health Check who received an NHS Health Check | 13 | 27 | | | | | Cannot be calculated | |
| 2.22v - Cumulative percentage of the eligible population aged 40-74 who received an NHS Health check | 11 | 12 | | | | | Cannot be calculated | |
| 2.24ii - Emergency hospital admissions due to falls in people aged 65 and over - aged 65-79 | 7 | 59 | | | | | Cannot be calculated | |
| 2.24ii - Emergency hospital admissions due to falls in people aged 65 and over - aged 65-79 | 7 | 48 | | | | | Cannot be calculated | |
| 3.03xiv - Population vaccination coverage - Flu (aged 65+) | 14 | 17 | | | | | Decreasing and getting worse | |
| 3.03xv - Population vaccination coverage - Flu (at risk individuals) | 16 | | | | | | Decreasing and getting worse | |
| 3.03xviii - Population vaccination coverage - Flu (2-4 years old) | 10 | 55 | | | | | Cannot be calculated | |
| 4.03 - Mortality rate from causes considered preventable | 1 | 100 | | | | | Cannot be calculated | |
| 4.03 - Mortality rate from causes considered preventable | 1 | 100 | | | | | Cannot be calculated | |
| 4.04i - Under 75 mortality rate from all cardiovascular diseases | 8 | 49 | | | | | Cannot be calculated | |
| 4.04ii - Under 75 mortality rate from cardiovascular diseases considered preventable | 10 | 35 | | | | | Cannot be calculated | |
| 4.05i - Under 75 mortality rate from cancer | 3 | 71 | | | | | Cannot be calculated | |
| 4.05i - Under 75 mortality rate from cancer | 10 | 30 | | | | | Cannot be calculated | |
| 4.05ii - Under 75 mortality rate from cancer considered preventable | 2 | 96 | | | | | Cannot be calculated | |
| 4.05ii - Under 75 mortality rate from cancer considered preventable | 7 | 45 | | | | | Cannot be calculated | |
| 4.08 - Mortality rate from a range of specified communicable diseases, including influenza | 14 | 40 | | | | | Cannot be calculated | |
| 4.08 - Mortality rate from a range of specified communicable diseases, including influenza | 14 | 37 | | | | | Cannot be calculated | |
| 4.09ii - Proportion of adults in the population in contact with secondary mental health services | 11 | 74 | | | | | Cannot be calculated | |
| 4.12i - Preventable sight loss - age related macular degeneration (AMD) | 16 | | | | | | No significant change | |
| 4.12iv - Preventable sight loss - sight loss certifications | 9 | 39 | | | | | Increasing and getting worse | |
| 4.16 - Estimated dementia diagnosis rate (aged 65+) | 1 | 0 | | | | | Cannot be calculated | |

APPENDIX 3 RISK AND OPPORTUNITY REGISTER

| LINKS | CURRENT EXISTING MANAGEMENT CONTROLS AND INTERNAL CONTROL MEASURES | ASSURANCES ON CONTROLS / MITIGATION | PREVIOUS RESIDUAL RISK | | | CURRENT RESIDUAL RATING | | | ACTION PLAN / FUTURE MITIGATION / ASSURANCE PLAN | HOW WILL PROGRESS BE MEASURED | TARGET DATES | |
|--|---|--|------------------------|--|----|-------------------------|--|----|--|--|--|--|
| <p>Corporate Plan Performance Framework Outcome - Caring</p> | <p>All areas of work have been assessed and prioritised to attract focus attention on areas of highest risk. Areas have been assessed and we have a triage system to ensure resources on areas of greatest risk. However residual risk remains. We continue to make efficiencies and to make progress however we have issues from staffing issues corporate support IT and Transformation programs.</p> | <p>Food Standards Audit has taken place. An action plan has been agreed and we are working towards completion. An action plan for workplace stress has been produced and we have plans to improve staff wellbeing.</p> | | | 15 | | | 15 | | <p>Continual reassessment of prioritisation system to ensure our targeting of resources is correct.</p> <p>Constant review of intelligence and information to identify trends and emerging risks and to identify efficiencies in ways of working</p> | <p>Customer satisfaction, balanced budgets including income targets, monitoring demand.</p> <p>Staff wellbeing and stress surveys.</p> <p>Benchmarking with other local authorities or providers. Generation of performance score card has been implemented.</p> | |

| | | | | | | | | | | | |
|---|---|---|--|--|---|--|--|----|---|---|--|
| Corporate Plan Performance Framework Outcome - Caring | Thrive Plymouth framework adopted by full council and reading across in Plymouth Plan and Integrated Commissioning Strategies provides good foundation to achieve prevention in all services and decision making processes. | The Health & Wellbeing Board; Thrive Plymouth integral to the Plymouth Plan Finance and Assurance Review Group review Joint Integrated Commissioning Risk Register quarterly. | | | 6 | | | 12 | Persistent action across the Council required at many levels to tackle inequalities. Continue to work with employers and schools to influence healthier lifestyles and to embed the national One You campaign and 5 Ways to Wellbeing across the city | At the highest level health inequalities can be measured in changes in life expectancy. At the 5 year and 10 year stage we will hope to repeat the Health and Wellbeing survey to give us additional monitoring progress. | Annual launch: October PDH report in March Next review date Oct 2018. |
|---|---|---|--|--|---|--|--|----|---|---|--|

Operational Risks- only higher levels of risks are shown (amber – there are no red). Reduced/edited compared to full excel spreadsheet.

| DESCRIPTION OF RISK | CURRENT EXISTING MANAGEMENT CONTROLS AND INTERNAL CONTROL MEASURES | PREVIOUS RESIDUAL RISK RATING | CURRENT RESIDUAL RISK RATING | ACTION PLAN / FUTURE MITIGATION / OPPORTUNITIES TO BE EXPLORED | HOW WILL PROGRESS BE MEASURED (LIST MEASURABLE BENEFITS AND NON QUANTIFIABLE BENEFITS) | TARGET DATE |
|---|--|-------------------------------|------------------------------|---|---|-------------|
| Failure to deliver public health commissioned services within the reduced public health grant allocation Risk Category: Financial | Close contract and budget monitoring | 4 | 6 | Negotiating reduced contract values with current service providers and working collaboratively to co-design services to move forward to deliver prioritised outcomes. | Reduced contract costs . Maintained improvement in health of population. Monthly reviews. | Ongoing |

| | | | | | | | | | |
|---|--|---|--|----------|--|----------|---|--|------------------------|
| | | | | | | | Majority of budget savings have been contractualised. Further savings likely to be needed from contracts to meet cut in PH Grant. | | |
| <p>Potential risks resulting from the fragmented clinical and service governance arrangements between ODPH, CCG and NHSE Area Team with regard to drug and alcohol system</p> <p>Risk Category: Operational/Service Delivery</p> | <p>Clinical Governance Forum provides integrated oversight providing high level partnership working and consistency across what is a fragmented system</p> | 3 | | 5 | | 5 | <p>Public Health intends to develop a preventable deaths strategy for Plymouth to give assurance in this last remaining area of clinical governance in preventable deaths due to national rises in drug and alcohol deaths. The strategy will support development of more robust methods of monitoring, investigation and oversight in Plymouth</p> | | |
| <p>Risk of financial loss due to new market entrant (crematoria) within or near Plymouth, particularly South West Devon</p> <p>Risk Category: Financial</p> | <p>Investment decision being investigated to secure long term future of service</p> | 3 | | 5 | | 5 | <p>Further analysis of customer base and geographic draw to better understand potential financial impact. Land negotiations progressing for new crematoria, with a business case expected to be delivered in November 2017</p> | | <p>3 1/12/2017</p> |

| | | | | | | | | | | |
|---|--|---|---|----|---|--|---|---|---|---|
| <p>Risk of personal injury from unsafe headstones due to lack of rigor in headstone audit programme and recording (PCC sites and closed churchyards) because of reduced staffing levels and training</p> <p>Risk Category: Compliance, Regulation & Safeguarding</p> | <p>Safe system of work. Unstable headstones then marked and owner notified before "laying down" Workforce development programme will train staff</p> | 3 | | 5 | | | 5 | <p>Every grave to be entered on the system to enable recording Staff training rolling programme to be introduced Parks staff process induction to be agreed and implemented. Currently 50% of the headstones in Plymouth have been checked as of Oct 2017</p> | <p>1/12/2017</p> | 3 |
| <p>Failure to deliver Plymouth City Council's identified critical services in an emergency</p> <p>Risk Category: Operational/Service Delivery</p> | <p>Department recovery plans new template and reviewed every 6 months.</p> | 3 | 5 | 15 | 3 | | 5 | <p>In addition to existing mitigation regular testing and validation of departmental plans is ongoing Preparation of a corporate eLearning package has been completed and rolled out. Responsible officer leads Business Continuity Planning in the Local Resilience Forum and regularly identifies good practice</p> | <p>Plans updated every 6 months. BCSG meet when a threat presents</p> | 0 |
| <p>An increasing number of criminal referrals from citizens advice are going uninvestigated and are closed off as intelligence only due to lack of capacity within Trading Standards team</p> | <p>All complaints triaged. Priority based on vulnerability of victim, scale of consumer detriment, issues involving public safety</p> | 4 | 4 | 6 | 3 | | 2 | <p>Since 2012 Trading Standards has lost 25% of its establishment. Attempting to recruit staff to fill three vacant posts which if recruited will take Trading Standards back to minimum staffing levels. Exploring alternative ways of delivering the service with</p> | <p>Despite recruiting 3 new posts, there is still only minimal capacity within the Trading Standards team</p> | 0 |

| | | | | | | | | | | |
|--|--|----------|----------|----------|----------|--|----------|--|---|------------------------|
| <p>Risk Category: Operational/Service Delivery</p> | | | | | | | | <p>partners</p> | | |
| <p>Failure to provide legally mandated open access sexual and reproductive health services due to financial pressures leading to unplanned conceptions and unmanaged sexually transmitted infections</p> <p>Risk Category: Financial</p> | <p>Enhanced contract activity monitoring</p> | <p>3</p> | <p>4</p> | <p>2</p> | <p>3</p> | | <p>2</p> | <p>Provide assurance to SLT through monthly and quarterly monitoring of service activity to identify trends and emerging risks. Currently working with providers on system optimisation programme to redesign sexual and reproductive system to promote self-management, make best use of new technologies and achieve cost efficiencies</p> | <p>Reduced contract costs and on-going system optimisation work to achieve efficiencies</p> | <p>3 1/12/2017</p> |
| <p>Risk of reputational damage and financial loss due to failing to deliver crematoria services at venue of choice or delays in resuming service within reasonable time frame due to critical failure of crematoria equipment because of aging equipment and difficulties sourcing parts and maintenance provider response time</p> | <p>Condition survey undertaken Maintenance contracts being reviewed to agree SLA on response times. Business continuity planning being reviewed. Short term improvements being planned to reduce risk of failure</p> | <p>3</p> | <p>4</p> | <p>2</p> | <p>3</p> | | <p>2</p> | <p>Business case into investment decision on existing and or new site being drawn up to secure medium to long term solution with modern fit for purpose equipment</p> | | <p>D ec-17</p> |

| | | | | | | | | | | |
|--|--|----|---|---|---|--|---|--|---|---------|
| Risk Category: Reputation | | | | | | | | | | |
| <p>Risk of failure of Plymouth City Council to respond to an emergency outside of normal operating hours.</p> <p>Risk Category: Compliance, Regulation & Safeguarding</p> | <p>The Civil Protection Unit provides an out of hours 24/7 365 Emergency on call service; only 3 officers out of a team of 5 are on rota. Formal CMT/SMT rota is in place - remains limited voluntary (best endeavours) in most cases. We now have boosted additional number for SMT staff and Tactical Commander and a full comprehensive training program is currently underway.</p> | 4 | 3 | 2 | 4 | | 2 | <p>Development of options for formal on call arrangements for appropriate frontline staff, including Union consultation and potential review of role profiles. Research existing Voluntary Cadres in Somerset County Council, Gloucestershire County Council, Cornwall Council and Devon County Council to identify good practice. Then prepare a proposal for the introduction of a Voluntary PCC Emergency Response Team Cadre. Consideration on annual staff incentives to support out of hours on call</p> | <p>Customer value Delivery performance to customer Learning and growth Employee turnover Job satisfaction Training/learning opportunities Regular reporting to ODPH SLT</p> | Ongoing |
| <p>The risk of vaccination of social care staff being delayed by care home providers whilst waiting for the national announcement regarding funding of flu vaccination by NHS England</p> <p>Risk Category: Operational/Service</p> | <p>Maintaining regular communication with care home providers. PCC has developed a Winter Preparedness Toolkit for care homes with Public Health England. This provides up to date guidance regarding the management of</p> | ew | | | | | 2 | <p>We are waiting for NHS England to confirm arrangements for vaccination of social care staff. This is likely to be in place in mid December 17. We are maintaining regular communications with care home providers through the quality assurance and improvement team and care home lead. Monthly written</p> | <p>We are monitoring flu vaccine uptake on a monthly basis and feed back any issues or concerns via a monthly South West flu teleconference.</p> | Jan-18 |

Delivery

flu outbreaks and stresses the importance of having staff vaccinated early on in the flu season

updates for progress in Plymouth are sent to the South West Flu Planning Group.

APPENDIX 4 SERVICE STANDARDS

| ID | Service Description | Standard for delivery |
|------|---|-----------------------|
| PPS1 | Stray Dog Report | 1 working day |
| PPS2 | Request for an Export Health Certificate | 72 hours |
| PPS3 | The following are examples of actions that are required to occur within five working days; Response to a dog attack Respond to a reported environmental problem Respond to a Licensing representation Respond to a Noise Nuisance Report Respond to a Health and Safety concern or incident Respond to a food query Respond to a reported rat or mouse problem | 5 working days |
| PPS4 | Vehicle Licence Renewal Application | 7 working days |
| PPS5 | The following are examples of actions that are required to occur within 10 working days; Approval of a food business Registration of a food business Respond to a food hygiene visit request Respond to a taxi complaint Respond to a change of taxi details | 10 working days |

Note: Council wide service standards are not reported here but are adhered to across the Directorate.

APPENDIX 5 MANIFESTO PLEDGES 2018/19 – 2022/23

ODPH

| o | Theme | Pledge | Portfolio Holder | Lead Department | Strategic / Service Director | Lead Officer |
|---|------------------------------|---|--------------------------|---------------------------------|------------------------------|----------------|
| 4 | Health and Adult Social Care | We will work with the NHS, the third sector and pharmacists to create a network of health and well-being centres across the city to make good health advice available across Plymouth to deliver good health in your high street. | Ian Tuffin | ODPH | Ruth Harrell | Rachel Silcock |
| 9 | Health and Adult Social Care | <p>It is a scandal that there are 8,000 people in Plymouth waiting for an NHS dentist. More than 20% of those waiting are children. We will continue to support the inclusion of oral health and hygiene in the child poverty action plan, and we will look to work with the Peninsula Dental School at Plymouth University, the Director of Public Health and dental professionals to provide more dental services in our city.</p> <p>a) We will continue to support the inclusion of oral health and hygiene in the child poverty action plan.</p> <p>b) We will look to work with the Peninsula Dental School at Plymouth University, the Director of Public Health and dental professionals to provide more dental services in our city.</p> | Sue McDonald /Ian Tuffin | ODPH | Ruth Harrell | Rob Nelder |
| 2 | Greener Cleaner City | We will work with responsible dog owners to campaign for zero tolerance of dog mess on our pavements and fine those owners who do not clean up after their dog. - PRIORITY PLEDGE (TOP 5) | Sue Dann | ODPH - Environmental Protection | Ruth Harrell | Nicola Horne |

ODPH Summary updates for the Business Plan

| Progress so far | Key actions outstanding (or planned for delivery before end of March) | Priorities for 2019/20 |
|---|--|---|
| <i>Improving health and wellbeing overall and reducing inequalities by working with partners to develop an integrated population health and wellbeing system that enables positive choices for better health in a growing city.</i> | | |
| <p>Thrive Plymouth; Delivery of TP Year 4 focussed on Wellbeing, embedding the 5 Ways to Wellbeing. The launch of Year 5 in October 2018 introduced our next focus, around people connecting through food, targeting food poverty, healthy eating and social isolation. Over the next 2-3 years, we will be working in partnership with Food Plymouth to achieve Silver of the Sustainable Food Cities award.</p> <p>We now have over 150 organisations forming our Thrive Plymouth network. A summary from Year 3 was produced as the DPH Annual Report, and the programme has been shortlisted for a LGA Award 2019.</p> | | <p>Thrive Plymouth; Delivery of TP Year 5 and Launch of Year 6.</p> <p>Evaluation report for Thrive Plymouth Year 4 Wellbeing</p> <p>Extension of responsibilities from physical inactivity to cover Sport a a whole</p> |
| <p>Wellbeing Hub programme; two new Wellbeing Hubs have been launched in 2018, with two more opening in the next few months. PLEDGE 54 (ongoing).</p> | <p>Opening of two more wellbeing hubs (St Budeaux and Cumberland Centre)</p> | <p>Wellbeing Hub programme; Ongoing work to continue development and delivery of Hub programme (including city centre location).</p> |
| <p>Advocacy and leadership; PH continued and strengthened the leadership role within the STP throughout 2018, including working jointly with other PH teams on the Prevention Programme (highlighting the importance of wider determinants as well as lifestyles), supporting the development of clinical improvement and change programmes, and taking a lead in Population Health management approaches.</p> <p>Locally, there are a large number of areas in which PH provides a leadership and/or advocacy role, such as mental health, suicide prevention, Adverse childhood experiences/trauma</p> | | <p>Advocacy and leadership; working within the integrated care system, continue to provide public health core skills (mandatory function referred to as the 'core offer').</p> <p>Maximise the opportunities for increased Prevention embedded within the NHS Long Term Plan.</p> <p>Leading and/or providing public health support / intelligence for significant</p> |

| | | |
|---|---|---|
| <p>informed practice, Compassionate City etc Working with NHS England and the Dental School, additional dental services have now been planned for Plymouth. (PLEDGE 59 MET).</p> | | <p>funding bids.</p> |
| <p>Public Health support to wider PC strategic objective notably those aligned to the strategic commissioning and health intelligence.</p> | | <p>To continue to provide PH support to the integrated commissioning strategic system work across the 4 commissioning strategies – in line with strategic commissioning 2019/20 priorities (includes health intelligence; subject matter expertise and leadership roles).</p> <p>Provide Public Health expertise around intelligence, whether for the ongoing development of the JSNA evidence base (for example, 2018 Schools Survey analysis), or in support of other PCC priorities.</p> |
| <p>Public Health Services procurement; working with colleagues internally and with the CCG, two large procurements have taken place</p> <ul style="list-style-type: none"> • An integrated contract for services for children aged 0-19 which includes Health Visitors and School Nurses has been awarded to Livewell SW. • An alliance of providers working with those individuals and families with complex lives has been working towards a contract award for services which include drug and alcohol treatment services. This will provide an innovative service delivery model reinforcing the principles that we have been working to of ‘Making Every Adult Matter’. | <p>Public Health Grant cuts The ring-fenced PH grant has been cut again, adding to the year-on-year cuts experienced since 2015. These cuts are in addition to the fact that Plymouth’s PH grant is 22% (around £3 million) below the amount required based on need. Transformation of services has enabled us to manage cuts to date, to some extent, but work is ongoing to identify the impact of this further reduction.</p> | <p>Public Health Services Ensure that there is full consideration of the system impacts if further cuts to public health services are required due to PH grant cut by reporting into integrated commissioning governance system. Seek to maximise shift of resource within the system towards prevention (at locality and STP level).</p> <p>To support the mobilisation of the integrated Children and Young People’s Community Health, Wellbeing and SEND Support Services contract. The</p> |

| | | |
|--|---|---|
| Ongoing commissioning (in widest sense) across other services such as health improvement, sexual health and NHS Healthchecks. | | programme of work will be determined through the mobilisation plan. |
| Health Protection; Continued our assurance role in making sure that the health protection system in Plymouth is joined up and responsive to need. In 2018, we launched a new Plymouth Health Protection Locality Group with local leads from partner organisations including NEW Devon CCG and Public Health England to share learning and work collaboratively across key health protection issues for Plymouth. This approach has been viewed as best practice by the regional Health Protection Network. We also launched two local groups to prioritise promotion and uptake of flu vaccination particularly amongst vulnerable groups. | | To continue to fulfil our assurance role; annual health protection report for the Devon, Cornwall and Isle of Scilly Health Protection Committee to be presented to the Plymouth Health and Wellbeing Board. Providing surveillance for and a response to emerging threats to public health (includes standard monitoring intelligence and bespoke response to emergent issues). |
| Public Health statutory or mandatory function (not otherwise covered above). Delivery of National Child Measurement Programme 2018 and analysis DPH Annual Report published | | To produce the DPH annual report 2019. To oversee the delivery of the National Child Measurement programme 2019. |
| <i>Continue to deliver environmental health and protection services including Food safety inspections, Investigation of food poisoning cases and customer complaints about food premises, and to delivery of cleaner city</i> | | |
| Food Safety Inspections; continuing the risk-based approach agreed with the FSA, and utilising best use of technology, the team are working towards achieving their target. A key focus of the last few months has been planning for the impact of Brexit in relation to Port Health. | Impact of Brexit is not currently clarified due to uncertainty over the process. Port Health is a key issue in the event of No Deal and adds considerable workload to the team. | Port Health will be a key priority; level of work will be dependent on the situation. |
| Environmental enforcement; a pilot using Kingdom | A recent decision to end the pilot | To transition the external pilot service |

| | | |
|--|--|---|
| <p>Services has been in place throughout 2018/19. This saw a considerable increase in environmental enforcement (FPNs), the majority for littering offences.</p> <p>The current in-house team have increased prosecution for waste-related offences (including fly-tipping).</p> <p>We have run a campaign with responsible dog owners making it clear that there is zero tolerance of dog mess on our pavements (PLEDGE 92).</p> | <p>and increase in-house capacity is now being implemented.</p> | <p>into an in-house service ensuring that environmental enforcement remains a priority and delivery in-house with increased capacity will enable more flexible use of the workforce and for intelligence led prevention and enforcement.</p> |
| <p>Air quality feasibility study; Plymouth's air quality, and plans to improve air quality further, was scrutinised by DEFRA earlier this year. The result of this was that they were assured that the improvements already seen, and plans in place to make further improvements in the coming years, were appropriate to continue reductions in levels of exposure to air pollution.</p> | <p>Continue to focus efforts on reducing air pollution in areas subject to an Air Quality Management Area within Plymouth.</p> | <p>Continue to work with transport to assess any local measures that could be implemented to further improve air quality.</p> |
| <p><i>Continue to deliver an intelligence-led trading standards service, protecting public from harm</i></p> | | |
| <p>Work undertaken in accordance with TS Operational Plan. Significant seizures of illegal tobacco and some successful large sale legal cases against those causing most consumer detriment were achieved this year. Scams awareness and support work continued and combined with new Safer Plymouth priority on Fraud and Cyber Crime.</p> | <p>Brexit could create significant resource demands for TS in areas such as Product Safety, animal feed and pet travel.</p> | <p>Dependent on local analysis on Intel, MoRiLe scoring, National and Regional Strategic Assessments but likely to be: Doorstep Crime, Scams & fair Trading, Product Safety, illegal tobacco. Brexit could impact priorities.</p> |
| <p><i>Continuing to use licensing to promote high standards and support health and wellbeing as well as economic growth</i></p> | | |
| <p>Taxi Licensing</p> <p>Administration and enforcement of taxi licensing regime to ensure a safe, healthy, convenient, effective and sustainable hackney carriage and private hire transport. Taxi's are a vital component of the public transport system that provides a door to door service which is relied upon by a significant number of users. It also supports the local economy and provides over 1200 drivers with regular employment.</p> | | <p>12 month review of the Penalty Points Scheme which was introduced as part of the new Taxi Licensing Policy. It was agreed at full Council that the effectiveness of this scheme would be reviewed after 12 months.</p> <p>Ensure all licensed drivers have completed the Safeguarding Course by 1st April 2019.</p> |

| | | |
|---|--|---|
| <p>Miscellaneous Licensing Administration and enforcement of the licensing regime to ensure businesses are compliant with the legislation and to protect the public through the regulation and control of licensed premises.</p> <p>Continue to work with the regulatory agencies such as police, fire, safeguarding, planning to ensure we work in partnership.</p> | | <p>Embed the new Gambling Policy that comes into effect on 31st January 2019 and publish a local area profile to assist businesses with their risk assessments.</p> <p>Embed the new Licensing Act Policy that comes into effect on 31st March 2019.</p> <p>Ensuring all businesses undertaking animal activities are compliant with the new legislation.</p> <p>Work with other regulatory agencies to achieve the Purple Flag status for the city (standards of excellence in managing the evening and night time economy).</p> |
| <p><i>Continue to ensure that Plymouth City Council can fulfil its requirements as a Category 1 Responder as defined within the Civil Contingencies Act 2004, and maintain resilience</i></p> | | |
| <p>LRF and other local and National emergency planning networks; through these we quickly identify lessons learned for National emergencies i.e. Grenfell, Salisbury, Manchester. Action plans are prepared and delivered via our PCC Corporate Civil Protection Liaison Officers Group. We have facilitated Counter Terrorism (CT) training by the police to many of our PCC officers and that training and awareness programme is ongoing.</p> | <p>Planning for Brexit, which will follow the emergency planning frameworks across the LRF</p> | <p>Continued programme of testing, learning and improving across emergency plans</p> |
| <p>Business Continuity Management; we ensure that is embedded across the organisation, to enable the Council to deliver key services in the event of an incident.</p> | <p>Business Continuity Planning is an integral part of our BREXIT Contingency planning and a battle rhythm of Business Continuity Strategic Group meetings (BCSGs) is being planned to dovetail into</p> | <p>Ongoing development of BCM, both internally, across our suppliers, and with other organisations as advisors.</p> |

| | | |
|--|--|---|
| | the existing LRF Command and Control battle rhythm. | |
| 24/7/365 Response capability for Plymouth City Council; We continue to maintain a 24/7/365 Response capability for Plymouth City Council. This includes management of the Strategic and Tactical Commander Cadres and officer training. | We are facilitating the delivering National standard Strategic and Tactical training days on 17 and 18/1 by the Emergency Planning College. The courses will be delivered in PCC by an accredited trainer from the College (big cost saving).We have also offered places (at minimal cost) to several of our partner agencies to enrich the training and our partnerships. | Ongoing delivery of this vital service. |
| Statutory Plans; continue to test and review Statutory Plans to capture all National and Local Lessons identified. | | The Devonport Off-Site Emergency Plan is being exercised this year firstly on 31/1/19 by a table top exercise to revisit Cooperation, Coordination and Communication lessons learned from Exercise Short Sermon 2016. We will introduce and train new process prior to our L3 Exercise. Our L3 will take place on 22/5/19 and will be live play at HMNB Devonport, Plymouth City Council, and at all levels of police Command and Control to MOD Main building in Whitehall and COBR. For the first time all of our Off-Site play will be Regulated by the Office for Nuclear Regulation. |
| <i>Maintain the ability to provide cremation facilities to our population</i> | | |
| The design and development of new cremation facilities has continued, having reached significant milestone of submission into the planning process. Current facilities are delivering within parameters set and are | | Planning decision expected April; this will inform the programme of work in 2019/20 |

| | | |
|--|--|--|
| maintaining customer service standards (e.g. no funeral postponed by PCC even throughout the 'Beast from the East') | | |
| Health, Safety and Wellbeing | | |
| <ul style="list-style-type: none"> • Named leads for HSW identified • HSW self-assessment and action plans in place • e-learning induction course being promoted and monitored • Review of service level HSW action plans underway • Staff survey results led to in depth consultations with staff identifying concerns; these overlap considerably with those raised in the Wellbeing Survey and many actions already in place inc Staff Charter | | Embedding HSW culture and programmes of work Improve timeliness of reporting of incidents |
| Vibration issues within Bereavement services (and other teams across PCC) have been identified as a key issue (improvement notice). Detailed action plan is in place to reduce exposure. | Delivery of actions within the plan by end Feb | On-going monitoring |

This page is intentionally left blank