

# **CORPORATE PLAN**

**2012-15**

# Our shared vision and priorities



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*The Corporate Plan placed on the council's website once approved will be in a design layout that includes pictures and other design features not available in a basic word document*

## FOREWORD

We are in an incredibly challenging period nationally and globally and no one can know for sure what the impact will be on the economy and our standards of living. Things may well be very tight indeed for some years to come and Plymouth, as both a city and a council, cannot escape that scenario. We can, however, try to ensure that we are well placed when the economic upturn does come and do our best to support people through difficult times, particularly those most reliant on our front line services.

In last year's edition of what is a three year rolling Corporate Plan, we recommitted, along with our partners, to our ambitious vision to make Plymouth one of Europe's finest, most vibrant waterfront cities where an outstanding quality of life can be enjoyed by everyone. We did this in the full knowledge that the economic climate was extremely difficult and we remain committed to achieving that vision - whilst recognising that some of the original milestones for doing so may need to be pushed back, given the changing circumstances from when they were first set in 2003-6.

Last year, following analysis of the Plymouth Report in 2010, we adopted four key priorities with our partners to help us really drive towards our vision. These were to help us really drive towards our vision. These were to deliver growth, raise aspirations, reduce inequality and provide value for communities. We are more than ever committed to them and they are priorities we all need to own. Providing value for communities and working together to be more efficient is very pertinent in these austere times. Focusing on inequality and disadvantage to reduce dependence, enhance aspiration and opportunities and protect the most vulnerable is also essential. Creating the right infrastructure to enable the city to come out of the economic down turn strongly and deliver growth is also critical, while that very growth can help to sustain a strong and resilient city.

We have a number of major items that we have to deliver over the life of this Corporate Plan if we are to address the financial and external challenges we face and move forward on our long-term vision and priorities. These cover adult social care transformation; health integration; early intervention and prevention, including trouble families; tackling worklessness and unemployment; delivering some

### Corporate Plan's purpose

#### The Corporate Plan helps us make sense of our complex world. It:

Outlines the strategic direction of the council for the next three years

Provides an assessment of current performance and future challenges

Shows how we contribute to achieving the city's shared vision and priorities

Demonstrates how we align our resources and contribute to the efficiency drive and transformation of service delivery

Informs the integrated planning process with partners

Gives clear direction on how the organisation will operate

Helps us hold ourselves to account and ensure we deliver for the city and its residents

Brings key information together in one place – particularly for members, managers, staff and partners

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key elements of the growth agenda, particularly around rail and broadband connectivity; working with other organisations to reduce costs and improve services; transforming our working practices and improving customer contacts.

This year sees us put more focus on how we organise ourselves to ensure delivery, both as a council and a city, whilst meeting efficiency targets. We have to address a very challenging national agenda in areas like, health, welfare, localism, child poverty, education and policing reform. Our senior management structure is being reorganised and streamlined as we have moved to three directorates – People, Place and Corporate Services. We are also working with our partners to streamline our partnerships and enhance their operational focus. Whilst our management overheads will continue to be reduced, this is an opportunity to look at whether we are being imaginative enough in how we deliver services on the ground and the degree to which we get maximum benefit for our residents and customers.

The future will be about being far more innovative in how services are resourced and provided and being even more focused on seeing things through from conception to implementation. Our staff will be central to achieving both these objectives.

Leader

Chief Executive

# OUR VISION AND PRIORITIES

## The type of city we want to be

The transformation of Plymouth where the most is made of the city's natural assets and setting, is at the core of the vision for Plymouth to become "one of Europe's finest, most vibrant waterfront cities where an outstanding quality of life is enjoyed by everyone". It is based on the Mackay view that the city should grow in width to the east and in height to exploit its waterfront setting. The aim is to grow the city's population to achieve the critical mass to provide the range of amenities needed to be an enticing regional economic hub of the far South West – with more visitors, inward investment and jobs; the development of the cultural and retail offer and making the place more vibrant. It involves exploiting the city's natural waterfront setting for commercial, recreational and domestic purposes; as well as building on the city's marine heritage to become a major marine industries centre of international excellence.

It is a vision that involves all our council services and partnership activity. We will have to respond to what will be a growing and changing population, as new workers and visitors arrive, in an inclusive and welcoming way. It means building on the city's strengths and developing a series of interlocking and sustainable communities, where there is strong resident engagement. Ensuring that there are high quality access networks across the city to leisure, work, health and other amenities is a feature of the vision, together with improving the major gateways to the city and our major road corridors. It requires much better connectivity to the rest of the country in terms of both transport and information and communications technology.

The vision involves the University of Plymouth centred on enterprise, the City College on vocational skills and the council supporting a range of learning opportunities and high quality school provision that is at the heart of community regeneration. It is also about co-locating services like health and social care, so they are more accessible and bringing services together better at the locality level. It is focused on creating jobs in six high value growth areas; having a vibrant city centre of

## The type of city we want to be

A marine city noted for its world class marine industries and waterfront setting

A city that is a thriving regional centre that attracts visitors and businesses

A city with a series of sustainable communities enjoying a high quality of life

A city that is well connected to the rest of the country, particularly for business

A city with a strong cultural and retail offer

A city that is aspiring with excellent educational attainment

A city that is cutting edge with high tech, high value industries and jobs

A city that people want to live, work and play in because of the quality of its environment and waterfront setting

A city where everyone feels they can be part of its success

A city with a strong regional, national and international identity

A city that is dynamic and innovative with a growing and diverse population

Our plans involve increasing the city's population from 248,000 in 2005 to around 300,000 by 2026, with an extra 50,000 in the surrounding area.

They include opening up the waterfront, renovating the harbour areas and delivering area action plans

It means, creating 13,000 sq metres of office space per annum; 172,000 sq metres of new retail space by 2021; as well as 100 new hectares of local nature reserves, 32,000 new homes and 42,500 new jobs in our six growth areas:

- advanced engineering,
- business services,
- creative industries,
- marine industries,
- medical and health care
- tourism and leisure

regional significance and a second centre for the growing high tech and medical sciences quarter to the north of the city at Derriford. It involves getting the most from 12 miles of open waterfront; enhancing our many green amenities like the Hoe and Central Park; and continuing to improve the economic and cultural vibrancy of the city centre and the waterfront.

It includes rejuvenating areas like Devonport and North Prospect; ensuring the housing stock is decent, there is a good balance of quality and affordable homes; waste is effectively recycled and disposed of; providing a safe and healthy environment; the opening of the Plymouth Life Centre that provides local and nationally significant sports facilities; enhancing the cultural offer through major events and other attractions to create vibrancy and having a thriving voluntary and community sector. It is a vision that is about people in terms of raising aspirations, widening horizons, maximising opportunities and having a creative culture. The vision and commitment to growth is what makes Plymouth distinct. It is also a level of ambition against which progress has to be judged. In Plymouth the bar is higher.

It is work in progress with achievements to date and there is no intention of moving away from it. Recent examples of progress include the Americas Cup and British Arts show; government funding for Princess Yachts to support enterprise and jobs; new state of the art marine research facilities being developed at the University of Plymouth and the opening of the Plymouth Life Centre in February 2012.

## The type of council we want to be

A vibrant, innovative city needs an efficient, innovative and enabling council focused on its customers, so we must continue our process of modernisation and improvement. Looking to the future, we will have a stronger enabling function, as we seek to build up capacity in local communities and help people achieve their ambitions and become less dependent on services in some cases. In terms of direct provision, we will have more varied delivery options and a stronger focus on commissioning services. We will e-enable all our services so that, where appropriate, we can provide our customers with the choice of self service at times that suit them.

There will be closer working with our partners as we seek to provide more seamless services and easy contact points for a range of advice and support. We will share more back

## The type of council we want to be

We will be very focused on our customers and work with partners to provide easy points of contact and streamlined service delivery

We will be ambitious for our city, all its residents, our council, Members and staff

We will have staff that recognise the value and demands of operating within a democratically accountable body; while our Members will value the knowledge and commitment of our staff

We will encourage innovation and take reasonable risks in pursuit of our vision for the city, encouraging both user and staff engagement to improve services

We will work from flexible settings, sometimes co-located, sometimes remotely, and there will be more movement around the organisation and across the partnership to tackle issues

We will be a confident, learning organisation; an employer of choice where people feel they can develop and realise their full potential

We will be more of an enabling organisation rather than simple provider – helping others to deliver services where possible

We will have clear and transparent leadership and sense of direction, with an enabling management culture where staff are empowered to act and make decisions

We will be an organisation that shares its support services with other agencies to get maximum efficiencies and benefits

We will be a 'can do', problem solving organisation that is focused on having an impact and getting things done

We will constantly raise the bar and challenge ourselves to perform better

office functions where we can to reduce costs and gain benefits of scale. There will be more flexible working as we 'hot desk' and lower office costs. We will also share more accommodation with our partners, whether that is offices, depots or other facilities. Our staff will be empowered to make decisions; they will be far more self-reliant; there will be considerably less management overheads and more focus will be placed on strong strategic leadership, good communication and managing outcomes. The council will be both a more exciting and more challenging place to work.

Again this is work in progress with the council, for example, rationalising it accommodation through new ways of working, including the introduction of Lync telephone technology, co-locating with health services at Windsor House and undertaking the current management restructure.

## Our four priorities for delivering the vision

Following our analysis of the Plymouth Report in 2010 we reduced the number of our priorities for the city, the council and our key partners to four, in order to drive the vision:

<b>Deliver growth</b>	Develop Plymouth as a thriving growth centre by creating the conditions for investment in quality homes, jobs and infrastructure
<b>Raise aspirations</b>	Promote Plymouth and encourage people to aim higher and take pride in the city
<b>Reduce inequality</b>	Reduce the inequality gap, particularly in health, between communities
<b>Provide value for communities</b>	Work together to maximise resources to benefit customers and make internal efficiencies

We recommitted to our growth agenda and recognised that we need to focus on it much more strongly if we are to get the step change required to achieve our vision for the city. This is the agenda that makes Plymouth distinct. Closely tied to that is the need to raise aspirations. We not only want our children and young people to set their sights higher, but for those in contact with them to have higher expectations; for people to want to come to Plymouth as a place where they can develop and prosper. We do not want the local population to be held back by deprivation and inequalities, but to contribute to and share in the city's growth. At the same time, we recognise that we are operating in tight financial circumstances and need to be innovative, resourceful, more customer focused and provide greater value for money. Whilst some directorates within the council, or partner agencies, may have a greater affinity with some priorities than others, we must stress that these are four priorities that we are all responsible for – they are all our business and they are all interlinked.

Together with partners we agreed a set of very high level long term outcome measures that sit under the priorities and for which we share collective responsibility. Under these sit a set of medium term outcome measures which will contribute to the delivery of the high level ones and involve effective partnership working if we are to achieve the desired results.

## Level 1 Long-term Outcome Measures

Deliver growth	Raise aspirations	Reduce inequality	Provide value for communities
Increase the number of jobs in Plymouth	Raise Plymouth's Level 4 attainment so that it exceeds the national average by 2% by 2020.	Reduce the gap in life expectancy by at least 10% between the fifth of areas with the lowest life expectancy and the population as a whole by 2020	Increase the value of commissioned goods and services by the third sector
An increase in the headline gross value added per head index at current basic prices	Increase in the number of visitors coming to the city	Reduce the rates of premature mortality (<75 years) in men from all causes by 40% by 2020	Increase customer satisfaction with all public services offering VFM
Deliver connectivity with key regional, national and international markets	Overall / general satisfaction with local area	Reduce Child Poverty	Increase % of people who feel they can influence decisions in their locality
	Increase the new business births in the city per 10,000 resident population		Per Capita CO2 emissions in the LA area
			Increase % of people who believe people from different backgrounds get on well together

## Level 2 Medium-term Outcome Measures

Deliver growth	Raise aspirations	Reduce inequality	Provide value for communities
Hectares of employment land delivered per annum	Achievement of 5 or more A*-C grades at GCSE or equivalent incl Maths & English	Reduction in the educational attainment gap at Key Stage 4 between the most and least deprived localities in the city	Increase in the value of commissioned goods and services
Percentage of dwellings on major sites meeting good/very good Building for Life standards	Reduce under 18 conception rate	Reduce the gap in vulnerable families by at least 50% between the fifth most and fifth least deprived neighbourhoods by 2020	Increase in the use of volunteers
Number of inward investment enquiries	16 to 18 year olds who are not in education, training or employment (NEET)	Child protection plans lasting two years or more	Customer satisfaction with the council offering vfm
Number of affordable homes delivered (gross)	Rate of anti-social behaviour incidents per 1000 population	Social Care clients receiving self directed support.(direct payments & individual budgets)	% of priorities identified at neighbourhood meetings that have been resolved
Net additional homes provided	Increase in the percentage of working age people with level 3 or above qualifications	Prevalence of breastfeeding at 6-8 weeks	Percentage of household waste sent for reuse, recycling and composting
Improved rail journey times and frequency to key cities	Increase in numbers of visitors by different types – e.g. day, stay, international visitors	Reduce the economic inactivity rate	CO <sub>2</sub> reduction from public sector operations
Percentage of households connected by broadband		Housing decency - Number of Category 1 Hazards removed	No. of racist, disablist, homophobic and faith, religion and belief incidents
Improved road journey times to key cities		Narrow the gap in overall crime between the city average and most deprived neighbourhoods	Level of community engagement in neighbourhood plans



Reduce the gap in average pay of full-time workers between Plymouth and the South West		Reduce the rate of accidental dwelling fire casualties	Rate of non-domestic property fires
		Reduce the rate of adult smoking	% satisfied with outcome of reported racist, disabilist, homophobic, faith & belief incidents
		Narrow the gap in Coronary Heart Disease (CHD)	
		Decrease the rate of childhood obesity in Year 6 children by 10% by 2020	
		Reduce the rate of alcohol-related admissions by 2020 to 2010 levels	
		Delayed Transfers of Care (NI 131)	
		Reduce harm from inter-personal violence (domestic violence and sexual violence)	
		Access to services and opportunities – ease of transport access	

Progress against medium term outcome measures can be found in the quarterly monitoring reports that go through Overview and Scrutiny and which are published on the council's website. In addition, the six-monthly Economic Review contains information about longer term economic trends and more medium term measures. Information can also be obtained through the Policy, Performance & Partnerships service – 01752 398330.

## Our medium term operational focus

We have a number of major items that we have to deliver over the life of this Corporate Plan if we are to address the financial and external challenges we face and move forward on our long-term vision and priorities. These are the areas where we have to ensure we have robust delivery plans and milestones in place and give added attention to achieving our required outcomes. They are the areas where change will be significant and cover:

- Adult social care transformation around personalisation and choice
- Health integration including social care, public health, the Joint Strategic Needs Assessment and health strategy
- The early intervention and prevention agenda around children and families, including troubled families, to reduce dependency and provide better outcomes
- Tackling worklessness and youth unemployment
- Delivering on some key immediate challenges within the growth agenda – e.g. connectivity, particular rail and broadband; business support, especially in relation to the maritime sector, selling Plymouth as a place to invest in and building on the success of the America's Cup to bring in more visitors
- Working with other organisations to reduce costs and improve services
- Transforming our working practices to further improve productivity and service delivery
- Improving customer contact through library hubs, one-phone number, e-transactions and customer management

These areas represent an interrelated programme of activity and issues like our response to welfare reform and reducing child poverty will be integrated within them.

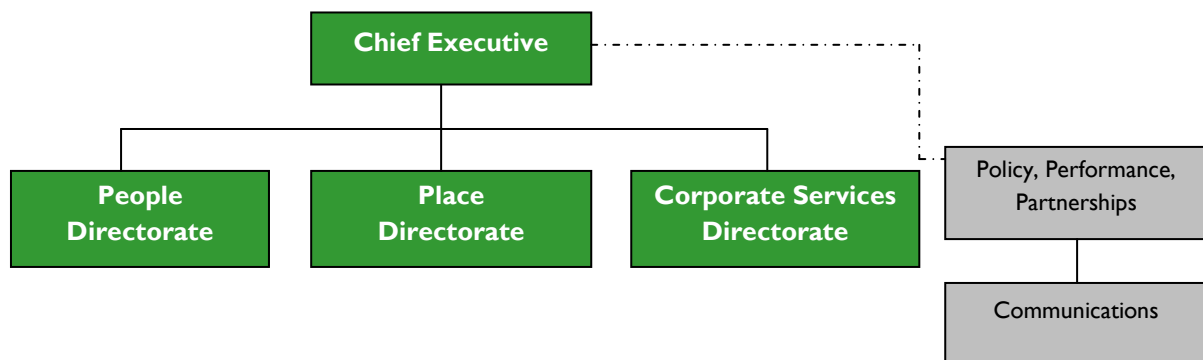
### **Plymouth Plan – our long term perspective**

The new statutory requirement to prepare a Local Plan under the government's Localism Act provides the opportunity, for the council as the responsible body, to develop one overarching strategic Plymouth Plan for the city. The Plan will:

- Map out how change will be delivered to 2031, building on city's vision and priorities for transformation, while taking account of national and local changes since the city's current strategies were first prepared.
- Be about both people and place, outward facing, outcome focused and provide the context for all other plans and the allocation of resources – the focus will be on what Plymouth will be like as a place to work, rest and play in and how the city and its services need to be configured to achieve this
- Provide an integrated approach for key areas such as the economy, education, health, housing, transport and communications, culture, the environment, social inclusion, neighbourhoods, older people and children and set this within a sub-regional context
- Enable a significant streamlining of the strategies that currently exist, with those that remain feeding into the Plan in a way that they both influence and are influenced by it – with the focus on operational delivery
- Offer a single point of reference for articulating our vision and long term direction of travel and a framework to guide decisions on infrastructure investment and service priorities
- Be supported by a shared source of evidence and information to assist demographic modeling and scenario planning – including the Economic Review, Joint Strategic Needs Assessment, strategic assessment of crime and Plymouth Report
- Be produced in an inclusive way with our partners

# OUR CHANGING DELIVERY MODEL

We are in the process of changing our delivery model within the council. A key driver for this has been to reduce senior management positions and costs in order to make £1m savings as part of the council's budget delivery plans 2011-14. However, it is an opportunity to get greater clarity around how the council is likely to evolve as an organisation in the future, ensure the revised structure supports that evolution and thereby informs future decision-making around support services and direct delivery. The overarching model we have adopted is now common in many unitary authorities, though we will be fine tuning it further in the coming year, particularly around the front end of delivery, as we better align service functions.



The restructure is also an opportunity to rationalise our strategic work; ensure we share our technical skills better; improve our operational and customer interface to provide more streamlined customer processes, reduce duplication and achieve greater efficiency; operate more effectively across directorates and encourage innovation. We have adopted a structure that we feel will help us better deliver the city's vision and the four priorities, with a strong focus on customer delivery and engagement. It is simple to understand and align with both revised partnership and shared delivery arrangements.

# People

We face major legislative, demographic and financial challenges within the People Directorate and how we change our working practices and work more closely with our partners will be crucial to our success. We will need strong leadership throughout; effective negotiating and influencing skills; a willingness to work across service areas and issues and develop a shared vision for delivery with our partners.

In health, for instance, there are a number of new delivery and commissioning groups. We have established an overarching Health & Wellbeing Board development group; the Plymouth Shadow Commissioning Group is in place, as is Plymouth Community Healthcare; Plymouth Hospital NHS Trust is applying to be a Foundation Trust and we are exploring joint commissioning opportunities. We will soon see public health responsibilities transferred to the council. We want to use the Joint Strategic Needs Analysis, Health and Wellbeing Strategy and overview of commissioning to focus on the most important health and well-being priorities for the city, particularly health inequalities.

At the same time, medical science is one of our growth priority sectors, so it will be important that the Foundation Trust's business plan and the development of Derriford as a centre for the north of the city fit together. Growth interweaves with health as a vehicle for planning healthy communities, with better quality housing, services and improved access to specialist facilities, and as a means of attracting more high value jobs and companies through the development of the medical sciences, hospital and university.

In 'People' we must establish a shared vision for areas where adult, children's and health services need to be integrated to deliver better outcomes; with the early establishment of a

## People Directorate

### Children's Social Care

- Children's Safeguarding
- 16+ Service and transitions
- Children in Care
- Business Support (Children's Social Care)
- Permanency and Placements
- Advice and Assessment
- Children in the Community
- Out of Hours
- Family Support

### Joint Commissioning/Adult Social Care

- Adult safeguarding
- Joint Adult and Children's Commissioning
- Assessment/Care Management Service -Adults
- Self-directed Support Service
- Service Provision
- Children's Disability Team (integrated)

### Education, Learning and Family Support

- School Improvement (schools and settings)
- School Organisation and Admissions
- Early Years Team
- Governor Services
- Plymouth Adult and Community Learning
- Special Educational Needs
- Integrated Locality Services inc. Ed. Psychology
- Behaviour Support Services
- Educational Welfare Services
- Common Assessment Framework Team
- School Transport
- Assessment of need
- Route planning and procurement
- Passenger assistants
- Education Catering
- Alternative Complementary Education
- Centre for Young Parents
- Parent Partnership Service

### Homes and Communities

- Youth Services
- Youth Offending Services
- Sports Development Unit
- Neighbourhood working
- Equalities, Access and Participation Co-ord.
- Community Safety
- Gypsies and Travellers Welfare
- Homelessness and Temporary Housing
- Housing Advice
- Housing Needs (Register)
- Housing Options - Customer services
- Neighbourhood Regeneration
- Anti-Social Behaviour Unit
- Family Intervention service
- Private Rented Sector Team
- Housing Renewals Team

## Major achievements to draw on

Good safeguarding and children in care services with outstanding features; fostering and adoption service outstanding
Good assessment of adult services throughout, strong progress on the personalisation agenda
Rising educational attainment, including that for Children in Care
Preventing homelessness and reducing the number of children in temporary accommodation
Work on financial inclusion/community cohesion
Preventative approach to addressing disadvantage and tackling issues like alcohol and substance misuse, families with multiple problems, anti-social behaviour
Reduction in overall crime
Examples of commission driving down costs and providing better service
Adapting 466 homes with Disabled Facilities Grants
Improving quality of rented accommodation through HouseLet and EasyLet

## Moving on – the big issues

Increased demand for children's social care services, whilst responding to the Munroe Review and diverting children from care
Making the most of the trading relationship with schools in the new educational environment
Ensuring commitment from partners around multi-disciplinary team locality working
Aspirations and the post 16 agenda highlighted by Ofsted
Ageing population with more complex conditions such as dementia and multiple disabilities – extra 4000 people over 65 by 2015
Impact of economic downturn on serious acquisitive crime, up 19% in first half of year, and longer term impact of reducing inequalities
Big health agenda – integration of social care, joint commissioning, setting up new partnerships
Reducing costs in Adult Social Care, particularly expensive care packages in Learning Disability – where we are around average
New relationships to develop with Police and Crime Commissioner and Panel
Responding to welfare reform policy changes
Focus on troubled families that consume resources of many agencies – building on our success here
Increased birth rate in more deprived areas

joint commissioning team essential. We are committed to developing a more joined up advice and information services through the Contact Centre, web, libraries, GP surgeries, schools and other outlets; together with the further development of Plymouth Online Directory

The personalisation agenda within adult social care involves a major change in culture in terms of how services are provided and received and we will have to ensure this transformation change takes place. The inclusion of adult and children's services also provides us with the opportunity to achieve better outcomes for those children who move between the two services.

We will have to use our influence to ensure that the needs of Plymouth are reflected in the priorities of directly elected Police and Crime Commissioners and Panels, as they become established. The bringing together of youth services, youth offending, neighbourhood management, sports development, anti-social behaviour, community regeneration and homelessness will enable us to have one joined up approach and maximise our resources on the ground. We must concentrate on more joined up services to vulnerable families, in conjunction with health and the police, to deliver better outcomes in their lives.

Early intervention and the embedding of multi-agency teams around localities are both critical to diverting children from care, improving school attendance, reducing the number of young people not in education, training or employment and addressing issues like teenage pregnancy, substance misuse and inequalities in attainment.

We must continue to tailor our education services to meet the needs of academies and

emphasise the improvement agenda. The city needs a more highly educated and skilled workforce to match its growth aspirations and we must continue to aim high here, whilst narrowing the attainment gap for the most deprived areas.

We remain committed to preparing young people for work, particularly given the difficult economic climate. Pupil attainment for 11 year olds at Key Stage 2 needs to improve significantly to achieve and overtake the national average, as does attainment at age 19. We are working with our schools and colleges to improve education results and the development of the University Technical College will provide an important new educational offer to young people in the city and beyond, concentrating on engineering skills.

More shared services across back office functions will help us to succeed, along with a joint workforce development plan across children, adult and health services.

Although there is much to do we have a strong base to build on and must utilise the best practice we have developed – e.g. consultation and engagement with young people; Charteris and Carefirst 6 up-grade in adult transformation; the Sentinel Referral Hub that provides a single point of access for all planned referrals; the Children and Young People's Plan, the Children's Trust and work of the Safeguarding Board; our work to address and prevent disadvantage and harm; and, our use of Programme Boards to drive delivery.

## Place

The configuration of services under the Place Directorate offers a real opportunity to work more effectively in terms of strategy, project development and delivery. For instance:

- Bringing together culture and economic development provides a much stronger link with Destination Plymouth and can help to strengthen and clarify the city's cultural offer
- Pulling together the various capital programme teams from across the council will provide us with a broader set of shared skills, improve co-ordination and delivery and bring greater coherence to what we are trying to achieve

Across the directorate we want to encourage strong matrix working to maximise our impact. At the same time, we will need to ensure that we maintain high standards of day to day delivery, particularly in areas like environmental services and aspects of cultural provision, where there is a strong customer interface.

Our work is intimately tied to delivering the city's vision with key areas of immediate priority:

- The development of the city centre and Derriford centre
- Maintaining the momentum around Devonport and North Prospect regeneration
- Bringing in the investment that supports high growth businesses and business start-ups
- Improving connectivity – digital and physical

Other major challenges include ensuring that we have a strong Peninsula and regional presence and national identity and are able to state the city's case clearly, particularly at a time when there are less funding sources to compete for and a more fluid environment in which to do so. Working with the Heart of the South West Local Economic Partnership (LEP) and our own private sector led Growth Board will be crucial here.

We must also remember that there are a number of areas where it is critical that we work successfully across the whole council and city partnership:

Place Directorate
<b>Economic Development</b>
<ul style="list-style-type: none"> <li>▪ Economy and Employment</li> <li>▪ Capital Strategy (inc. Strategy for Change)</li> <li>▪ Strategic Estate Management (including business parks and City Market)</li> <li>▪ Strategic Projects</li> <li>▪ Museum Services</li> <li>▪ Culture and Arts</li> <li>▪ Events and Visitor Services</li> <li>▪ Place Management</li> </ul>
<b>Transport and Infrastructure</b>
<ul style="list-style-type: none"> <li>▪ Network Management</li> <li>▪ Parking and Marine Services</li> <li>▪ Public Transport</li> <li>▪ Capital Projects Delivery</li> <li>▪ Transport Strategy</li> <li>▪ Road Safety</li> <li>▪ AMEY Contract Management</li> </ul>
<b>Planning</b>
<ul style="list-style-type: none"> <li>▪ Area Planning Teams</li> <li>▪ Planning Delivery</li> <li>▪ Spatial Planning</li> <li>▪ City Sustainability</li> <li>▪ Building Control</li> <li>▪ Housing Enabling and New Homes Delivery</li> </ul>
<b>Environmental Services</b>
<ul style="list-style-type: none"> <li>▪ Garage</li> <li>▪ Waste Disposal</li> <li>▪ Waste Projects and Commercial Development</li> <li>▪ Environment Protection and Monitoring</li> <li>▪ Food Safety and Standards</li> <li>▪ Safety, Health and Licensing</li> <li>▪ Trading Standards</li> <li>▪ Bereavement Service</li> <li>▪ Neighbourhood/Environmental Quality</li> <li>▪ Parks</li> <li>▪ Waste and Street Scene</li> </ul>

## Achievements to draw on

Very successful Americas Cup, British Arts Show attracting visitors and investment
Market recovery action plan
Award winning area action planning and strong performance on major applications
£1.2b of development approved since 2009, £318m of development on the ground
993 new affordable homes and further 1,000 through accessing inward investment of over £100m
Award winning East End Community Village and regeneration of Devonport and North Prospect
Eastern Corridor and East End scheme
Strong City Centre Company and Development of Waterfront Improvement District
Work to support to Plymouth Argyle
Extension of green waste collection and anti-social littering bins
Strong city record around sustainability

## Moving on – the big issues

Moving the city forward during difficult times
Promoting the city so that its identity is clear to investors, policy makers and visitors
Becoming the centre of marine excellence
Achieving improved connectivity
Developing city and Derriford centres; maintaining momentum in Devonport and North Prospect
Securing long-term commitment to the naval base
Rebalancing economy away from dependence on public sector; supporting private sector job growth
Addressing unemployment amongst young people
Responding to the Localism Act
Addressing challenging environmental issues around waste minimisation, recycling
Building on Americas Cup success
Maintaining income during economically difficult times and also developing a Growth Fund
Ensuring the city's population has the right skills to support growth
Supporting innovation and the Growth Acceleration Investment Network

- Worklessness, homelessness and poverty have to be addressed as one issue and not compartmentalised and there must be an increasingly strong emphasis on both early intervention and support for young people who are unemployed
- Provision of new and affordable housing is another cross cutting issue that will require imaginative solutions to how we influence the housing supply chain and maintain progress with affordable housing and area regeneration
- Across the council we have many physical assets and these can be used more strategically and efficiently, both within the council and the partnership, to support the growth agenda and provide better value for communities.

In the more challenging environment we are working in it will be crucial that we develop innovative initiatives for attracting investment and jobs, or reducing the cost of delivery in some areas - and have the skills to do so from conception of an initiative through to delivery. The technical skills that support this work will need to be enhanced. We will need to work towards the long-term transition of the local economy, shifting dependence on public sector jobs to areas of recognised excellence – e.g. the marine sector through support for and development of initiatives such as the Marine Energy Park. Finally, we have some challenging targets to deliver against. Given the economic circumstances we are in nationally and globally, we may well have to adjust the timings of some of these targets. Whilst

many of these outcomes are not in our direct control, it is important that they are 'owned', so that we ensure things happen and barriers to progress are identified. The long-term nature of some of the measures, such as increasing Gross Value Added and the jobs target, heightens the need to have clear plans to ensure the building blocks for success are in place. This in turn means having clear milestones and knowing where you are at a given time.



# Corporate Services

Corporate Services is not simply a support service to other parts of the council, but an outward facing service that has extensive contact with residents and businesses.

Customer Services, for instance, provides advice and information to customers and will now include the Library Service, following the restructure. This provides the opportunity to strengthen the role of libraries in the community and create community information hubs. Further operational services will transfer to Customer Services over the next year as we seek one seamless contact point for our customers. Other services with a very strong customer interface include Revenues and Benefits, Electoral Services and the Registration Service; while our Procurement and Legal Services interact extensively with our business suppliers.

We are working hard to provide as seamless a service as possible for our customers. For instance, our Tell Use Once initiative means that customers informing the Register Office of births, marriages and deaths have all other relevant departments informed as a result. Our support to other departments also has a strong outward facing impact – e.g. Customer Services work with Adult Social Care in giving people more control over the provision of services; Finance, Legal and ICT services working with development colleagues to deliver the Americas Cup and purchase Home Park; Carers clubs delivered through libraries.

We also have a major role in the delivery of the transformational change agenda across the council through new ways of working and new interfaces with our customers; as well as providing day to day support to other services, including realigning financial, technical and HR areas of work to support the new structures. As we seek to operate within a more limited budget and provide services more efficiently, we will increasingly be looking at partnership and shared service arrangements to support delivery across the city.

In terms of performance, we need to improve benefit processing times against a background of increasing demand, as well as phone response times. We need to improve our response times for addressing Freedom of Information requests and Subject Access Requests. We

## Corporate Services Directorate

### Human Resources and Organisational Development

- Human Resources Operations
- Payroll and Pensions
- Health, Safety and Wellbeing
- Organisational Development
- Training (including ICT training)
- Workforce Development Strategy and Coordination
- Recruitment and Talent
- Organisational Review

### Customer Services

- Counter Services
- First Stop and Reception
- Contact Centre
- Customer Services
- Corporate Feedback
- Library Services (including the schools library service)
- Corporate Information Management & Provision

### Democracy and Governance

- Coroner
- Democratic Support
- Civic Support and Lord Mayor's Office
- Electoral Services
- Legal Services
- Registration Service
- Risk and Insurance

### Finance, Technology, Assets and Efficiencies

- Finance and Accounting
- ICT services
- Facilities and Estate Management (Corporate Estate)
- Property Maintenance
- Asset Register
- Carbon Management (Council)
- Value for Money and Efficiencies
- Procurement
- Council Tax
- Revenues and Benefits
- Transaction Centre

## Key achievements to build on

Improved customer contact and increased productivity in Customer Service and Revenues and Benefits

Govmetric council of the year

Progress with accommodation and ICT strategies – including Lync, Windows 7, AX 2012, SharePoint, Dynamic CRM and Project Server

Agreement on terms and conditions

Embedding competencies and appraisals

20% reduction in absence across the council saving £1.03m in sick pay

New libraries at St Aubyn's church, Plymstock and forthcoming one at Plympton

Purchase to pay scheme

Public satisfaction with reception service improving from 66% to 89%

Saving of £408,000 on corporate insurance

90% success rate with High Court judicial reviews

Retention of working balances during tough economic times

## Moving on – the big issues

Growing demand for frontline customer services due to economic situation

Impact of welfare reform

Economic and public sector funding environment

Maximising income opportunities

Impact of Localism Act

Effect on staff morale of continuing pay freeze, pension changes, restructures

Bedding in new structure and supporting rest of council through restructure

Maintaining momentum around transformational change and shaping future direction of organisation

Shared services agenda

must also improve the quality of our internet transactional offer in order to improve e-take-up rates

Looking ahead our focus in the coming year will be around:

- Working with partners, particularly health and the university on shared accommodation and ICT
- Ensuring our services are supporting the population, especially vulnerable people
- Growing and improving our customer services – with more services on one phone number and more through the web
- Maximising the efficiency of all services across the council
- Investing further in ICT to improve services to customers – ICT Strategy
- Maximise the efficiency of our workforce – Workforce Development Plan
- Getting the best use out of our assets – Accommodation Strategy

## Chief Executive's Unit

The Unit provides the glue and direction that can help bind and drive both the council and the city partnership. Its focus is on clear strategic direction, strong communication and co-ordinated activity, supported by robust evidence and proportionate accountability arrangements. The Policy, Performance and Partnerships bit has only recently been set up, drawing in functions from across the council and thereby reducing costs.

The operating context for both the council and the city is changing. Budgetary constraints are putting greater pressure on managing resources more efficiently internally and with partners. There is a move away from top down target setting and overall inspection towards greater local autonomy and less nationally prescriptive partnership approaches. Public health will become a council responsibility; localism is of increasing importance; while the city will need to promote itself within a more fluid regional environment. The growing move from provider to enabling councils, with an enhanced role for commissioning, is another crucial ingredient in this mix. This changing landscape offers both opportunities and risks and it is important that the Unit helps the council and the partnership take control of this agenda and shape it to support our vision and priorities for the city.

The Unit must have credibility and be regarded as source of authoritative advice. It must be about change, innovation and impact if it is to operate successfully. Key priorities are:

- Helping reshape the partnership
- Improving forward planning/decision making
- Rationalising strategies through a Plymouth Plan
- Aligning research and intelligence
- Proportionate and effective performance management
- Providing clear and consistent messages across the council and to the partners and public around performance, transformation and change
- Driving the Visual Identity Project

### Chief Executive's Unit includes

#### Policy, Performance & Partnerships

- Executive Office Support
- Civil Protection
- Partnerships
- Policy and Performance
- Business Planning
- Information and intelligence
- Scrutiny co-ordination

#### Communications

- Press and PR
- Internal and external communications
- Design and branding
- Website

### Key achievements to build on

- Managing and informing the successful inspection of Safeguarding and Children in Care Services
- The Adult Social Care inspection returns
- Strong consultation exercises run around transport, planning issues and budget process
- Development of integrated planning with partners
- Corporate Plan and approach to service business planning and support
- Plymouth Report and development of four priorities for the council and the city
- New Children and Young People's Plan
- Support for Children's Trust and Plymouth 2020
- Work to support Health and budget scrutiny
- Short Sermon and business continuity planning
- Visual identity project

### Moving on

Holding together and improving partnership working during challenging times for partners

Ensuring that the council and partnership holds itself to account effectively, whilst not becoming overburden with reporting arrangements

Keeping abreast of new and potential legislation and practices, so that we stay one step ahead

Further embedding the visual identity project

Bringing together the Chief Executive's functions into a high impact, strategic operation

# WORKING TOGETHER

## Working as one council

We are a large complex organisation that offers over 300 distinct services to our customers, involving thousands of products and activities. The problems we have to address are complex ones that can cut across service areas and partner activity, as we seek to find solutions to them. Whilst it is important that we have clear lines of linear accountability, so people know who does what and where to go, it is equally important that we work across the organisation and partnership, not in silos. The alternative is wasted opportunities and poor deployment of resources.

Working across complex organisations is challenging, but there are a number of things that can help to bind us together:

- We have a common set of priorities - although some may have greater affinity for some services, they are interlinked priorities and we must all own them
- We stand or fall by our reputation and this can be influenced by how customers perceive a particular service or how well we do in an inspection – all our reputations are at stake
- We have to ensure we speak with one voice, both as a council and a city, if we are to promote Plymouth effectively and get the resources and support we need to achieve our vision for the city
- We all have to support each other to improve performance and efficiency – as poor performance in one area can quickly impact on another in terms of increased demand and extra cost
- We need to be seen as one council in terms of our staffs' experience of working for us; the way we deal with customers in a seamless manner and through our arrangements with suppliers and external providers – the alternative is confusion and alienation
- We must make the most of our collective resources and assets if we are to be innovative and efficient – whether through the accommodation strategy, council property estate or our collective skills and competencies

Whilst we want to give staff the freedom to make decisions at the earliest point of contact and encourage new ideas and taking risks, we want to do this within the simple framework of one council operating in a seamless and efficient manner.

## We are a diverse and complex business

Daily we help around 3,500 older people to live in the community, support the education of 40,000 children, fund 4,220 nursery places, through customer services have 250 face to face contacts and deal with 2,100 calls

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Weekly we pay out £1.5m in benefit, collect bins from 117,000 households, respond to 600 housing advice requests and undertake 30 food hygiene inspections

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Yearly we dispose of 127,500 tons of domestic and bulky waste, process 2,000 planning applications, issue over 1,315,000 books from our libraries and cut 6m square metres of grass

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**This is just some of what we do**

## Working in partnership

We believe that by working in partnership we can achieve far more for Plymouth than if we worked alone. We have a strong vision for the city, a clear set of priorities for driving it forward and some good successes behind us. Our world is, however, changing. The pressure on public expenditure and the difficult economic climate mean it is even more important to work together to make economies of scale, achieve efficiencies, effectively address complex multi-agency issues and support our ambitious growth agenda. We have already had to respond to some new partnership requirements, such as Health and Wellbeing Boards; while our existing set up has evolved with, for instance, the formation of the private sector led Growth Board and its links to the Heart of the South West Local Economic Partnership. How these Boards fit with the existing Children's Trust, Culture Board, our focus on safe and strong communities and adult skills is being reviewed. We must change how we operate in some important respects:

- The focus on delivery rather than strategy means the partnership must adapt its structure, with greater delegation and fast track decision-making within the overall parameters of accountability
- The tightening of resources in the public sector in particular means that more stress needs to be put on capacity issues
- There will have to be a more aggressive pursuit of funding in what is a competitive market - with a stronger shared message across the city and better support evidence
- A stronger sub-regional focus will be needed to meet the challenges ahead
- More emphasis on building capacity and engagement in the community is required

A vibrant, innovative city needs a vibrant innovative partnership if it is to be successful.

### Building on successes

- Tackling difficult issues – e.g. Little Teds', Southway explosion, community cohesion
- Working on the ground – e.g. Partnership Talents; Better Together; Hidden Harm; Family Nurse Partnership
- Infra-structure partnerships – e.g. Sutton Partnership
- Community regeneration partnerships – e.g. East End and Devonport
- Strong links between schools, colleges and business around skills
- A number of important strategies agreed with a clear vision/priorities
- Third sector service agreement; partner agreement around locality working
- User/community engagement

### Being more effective

- Partnership arrangements that are focused on delivery with clear plans, milestones and outcomes
- Strong resource alignment behind targeted delivery
- Stress on making decisions that impact on actions, rather than receiving and noting information
- Identifying cross cutting impacts and combined pressures on resources when planning and delivering
- Alignment of strategic delivery under one Local Plan – The Plymouth Plan
- More streamlined reporting arrangements with the focus at the right level
- Making the best use of people's time/skill

### Being more resourceful

- Using our collective finance, assets and people in the most efficient way
- Understanding total spend across the city and its impact
- Maximising our bidding capability in order to attract funding and investment
- More focus on joint commissioning, procurement and contract management
- Good understanding of our skills base and requirements with an aligned workforce development approach
- Movement of staff between agencies to utilise specialist skills and learning opportunities where appropriate
- A focus on competencies like leadership, communication, change and project management within a partnership context
- Having a resource plan

## **Democratic accountability and governance**

We are a democratically accountability body and that gives us both an added legitimacy and public leadership role, which we have a responsibility to exercise. Our aim, as stated earlier, is to work inclusively with our partners, whilst taking the initiative where there is a vacuum.

Our Full Council approves the overall direction of the council, our Cabinet makes executive decisions and our Overview and Scrutiny function ensures we are held to account, increasingly in relation to partnership and city-wide activity. Both parties on the council support the overall vision for the city and council and the current directorate restructure.

A feature of this Corporate Plan has been how we are restructuring and adapting to meet the very big challenges that are ahead. The democratic side of the organisation has to regularly adapt to change. The more we work in partnership the more we have think about how we hold those sometimes more arms length activities to account; similarly with moves to being the commissioner rather than provider of services. This is about changing relationships and ensuring our members are fully supported to address new challenges. The more streamlined and efficient we become as an organisation and partnership, the timelier and more clinical our scrutiny arrangements must be. Key challenges:

- Further improve the overall democratic planning process
- Clarify Overview and Scrutiny's engagement with changing delivery arrangements and ways of doing business, particularly in areas like health and crime

## **Addressing inequality**

Addressing inequality is one of our four priorities, with a particular stress on health inequality. We want everyone to benefit from the city's growth and recognise that inequalities and high levels of deprivation hold the city back, as well as the people experiencing them. This is a particular problem in the western side of the city. Our current restructure will help to align services better to address inequality. We recognise the importance of early intervention and working both across the council and partnership to meet this challenge.

- We will continue to align our resources including our neighbourhood working arrangements, to reduce inequality gaps particularly in health, child poverty and between our communities.
- By building on our strong track record in promoting equality of opportunity we will ensure that we deliver against the new Public Sector Equality Duty.
- To address the economic pressures faced by our communities, we will modernise our advice giving services to be prepared for the pending welfare benefit changes
- We will need to improve our Community Cohesion levels as they are in the lowest 25% in the country, with particular focus on the West of our city.
- Our 'Report It' system will be improved to reach more communities, enabling us to increase both the amount of reports we receive and satisfaction rates.

- As our population grows, diversifies and gets older, health and care related services will be adapted to meet the demand.
- We will engage and involve all our diverse community groups especially our Black and Minority Ethnic (BME) groups, where we expect to see an increase in three or four larger communities with some new smaller groups emerging,

### **Promoting sustainability**

Whilst we continue to enjoy a reputation for excellence in the application of sustainable thinking, our commitment to the 2008 Sustainable Development Framework needs to be reviewed and updated to take account of changing priorities. Consequently, we will develop a Sustainability Master Plan with a corporate position statement against which baselines and targets can be set and actions agreed. A long term corporate delivery plan 2012-20 will follow which, once adopted, will support departmental action, the integration of sustainability into the Plymouth Plan and business continuity across the council. This plan will be reviewed annually in a Sustainability Statement.

Cost effectiveness and environmental resource management are emerging as key drivers for corporate sustainability. Our Carbon Management Plan continues to provide support for the reduction of emissions from the council's estate and the introduction of energy and cost saving initiatives. Our carbon footprint reduced by 8.5% in 2010/11 against the previous year's baseline and we are aiming for a 20% reduction in emissions by March 2015.

City-wide sustainability is also focused on tackling climate change and, in particular, the impact of a low carbon economy on sustainable growth. Here nationally recognised initiatives, that reflect the council's leadership, include:

- The reduction of the city's overall carbon footprint by 14.53% between 2005 and 2009
- The reduction of the city's per capita carbon footprint by 18.04% between the same dates
- The development of the city's Local Carbon Framework and its recommended local carbon budget (one of only nine in the UK supporting a Government pilot project)
- Recognition that the low carbon sector already employs 2.9% of Plymouth's workforce
- Recognition that the sector's contribution of £192 million in 2008 could be boosted by a further £127 million by 2020 with an additional 880 new jobs

New legislation and monitoring processes for both sustainability and carbon accounting are expected from early 2012. Plymouth's reputation as a 'green city' relies on our ability to be ahead of the game in developing and applying new, innovative and creative ways of embedding sustainability.

Under our new delivery arrangements Corporate Services will take the lead for our corporate sustainability responsibilities, while the Place Directorate will lead on the city-wide agenda, where the sustainability of new developments, green space, social sustainability and the green economy are major areas of focus. We must emphasis though that being sustainable is all our responsibilities, we all have something to contribute.

## **Finance and efficiencies**

We remain committed to sound financial management as a basis for achieving our priorities, providing good quality services and protecting those who are most vulnerable. We aim to put resources behind our priorities and move them away from those areas that are less important or where we can stop doing things. We also want to increase our income where we can and be more resourceful, so achieving a priority is not always about putting more money behind it. We resource our priorities over time, so some priorities may feature more strongly as circumstances change.

### **Financial context**

The 2010 Comprehensive Spending Review (CSR) set a very tight financial envelop for local government funding to 2015, with a real terms reduction of 28% in the formula grant. The Government's 2011 Autumn Statement makes it clear that the financial situation is likely to remain tight for many years to come. There is the likelihood of further severe restrictions on public sector pay, while a public sector pension's settlement is still being negotiated. The national and global economic situation is causing real uncertainty and significant budget pressures, as we experience the impact of reduced income from our car parks and commercial rents. The downturn has brought reduced interest rates and therefore reduced income from our treasury investments. Our ability to use future capital investment in the city to stimulate growth and regeneration has been restricted. We also face increasing spending pressures in areas like adult social care and children's care services.

Future local government funding is expected to move away from a needs based formula towards a greater emphasis on incentivised funding. The published White Paper on Growth outlines plans for a review of business rates with the intention that in future local government will be able to keep what they collect; the introduction of a new homes bonus (consultation currently on-going); and plans to change the law so that council's will be able to borrow against the proceeds of future business rates (known as Tax Increment Funding) in order to invest. We will have more autonomy over a smaller pot of money. This makes it even more imperative that we working with our partners to align budgets and maximise the impact of our joint resources; ensure we achieve our efficiency programme and vigorously pursue what funding opportunities that remain.

### **Priorities, efficiency and transformation**

For 2012/13 we are again focusing on value for communities and the efficiency agenda. We are also protecting budgets around growth. Our efficiency programme, outlined below, is focused on significantly reducing support services costs in order to protect front line ones. It looks likely to deliver around 90% of its year one targets; but we cannot underestimate the challenges we will face in the next two years of that programme.

Investment in ICT is fundamental to successful transformation. It will enable us to have one consistent, joined up and reliable source of information on the customer; support flexible



working across all our buildings and better links with partners; increase the use of e-learning facilities and provide greater functionality to support e-transactions and other customer contact. These are all central to our ICT Strategy, where we initially prioritised investment and activity that supports the Accommodation Strategy. We are striving to reduce the number of applications used within the council and consolidate around enterprise-wide ones. We want a wider, higher skill base with staff using common tools across the council and with partners to improve the way we work with information. This requires the cooperation of all departments and it is intended that the new corporate ICT architecture is being designed and delivered with the help of key partners, bringing in both expertise and capacity at a critical time.

### Three year cumulative efficiency programme 2011-14

Revenue reduction targets by delivery group	Budget for reduction	Reduction 2011/12		Reduction 2012/13		Reduction 2013/14	
	£000	%	£000	%	£000	%	£000
1. Policy, Performance & Partnerships	2,201	-15%	-330	-25%	-550	-40%	-880
2. Business Support & Corporate Coms	6,051	-15%	-908	-25%	-1,513	-40%	-2,420
3. Corporate Support Services	18,823	-15%	-2,823	-25%	-4,706	-40%	-7,529
▪ ICT – Direct Costs to Departments	3,484	-3.0%	-105	-5.0%	-174	-8.0%	-279
4. Adult Social Care & Health	70,999	-1.5%	-1,065	-3.0%	-2,130	-6.0%	-4,260
5. Children & Young People's Social Care	25,762	-1.5%	-386	-3.0%	-773	-6.0%	-1,546
6. Children & Young People (exc. Social Care)	22,502	-1.5%	-338	-3.0%	-675	-6.0%	-1,350
7. Customer Services (inc. Revs & Bens)	4,171	-1.5%	-63	-3.0%	-125	-6.0%	-250
8. Growth & the Economy	15,229	-1.5%	-228	-3.0%	-457	-6.0%	-914
9. Culture, Sport & Leisure	10,680	-5.0%	-534	-9.0%	-961	-13.0%	-1,388
10. Blue collar services/client side	14,596	-5.0%	-730	-15.0%	-2,189	-25.0%	-3,649
11. Accommodation costs	5,862		-750		-1,500		-1,500
▪ Miscellaneous small budgets	1,464						
Reduction applied	201,825		-8,260		-15,753		-25,966

In addition to the savings programme set out above, and following the December 2010 final settlement, these annual efficiency targets were further increased by approximately £5m each year. Hence the revised targets were £13m rising to £30m in year three.

## Medium Term Financial Strategy and budget

Although times are challenging, we have a sustainable Medium Term Financial Strategy, having for some time been modelling for a significant reduction in the government's formula grant and requirement for a council tax freeze.

In 2011/12, the government gave councils an additional 2.5% to offset a council tax freeze, with this included for base budgets to 2014/15. A further 2.5% for any additional freeze in 2012/13 is currently under discussion\*, but would only be for that year. The figures for the subsequent two years in grey in the table are based on our current assumptions around how funding might evolve.

*When the Corporate Plan is published in March it will reflect the budget against new structure as shown across, rather than the old one*

## Investments and Treasury Management

We have improved our financial reserves considerably over the years from a once poor position. Our working balance at 31 March 2011 was £11.5m or 5.7% of our indicative net 2012/13 revenue budget. Our plan is to retain this level throughout 2012/13. In addition, specific earmarked reserves are forecast to be £23m at the end of March 2012, reducing to 20m by March 2013. These specific reserves cover known or estimated costs for specific activities and/or liabilities, such as the Waste Management Reserve to meet interim revenue costs of waste disposal prior to the planned delivery of the energy from waste plant. They are higher than estimated last year as we now have to include schools' balances and unused year-end grants carried forwards.

We receive and spend significant sums of money in order to provide services to people in Plymouth. Effective Treasury Management maximises our financial return on cash balances throughout the year whilst minimising risk. Our Treasury Management Strategy details our approach and rules around investment and borrowing and specifies the financial organisations that we are able to transact with, based on sound risk assessment. Due to continuing low interest rates, we will continue to make use of short term variable borrowing to cover cash flow. New investments throughout the year and cash balances have a target to achieve an overall return of greater than 1%.

### Revenue resource assumptions

	2011/12 £m	2012/13 £m	2013/14 £m	2014/15 £m
<b>Formula Grant</b>	112.3	105.2	99.9	99.9
Increase / (decrease) over previous year	(5.0%)	(6.3%)	(5.0%)	0.0%
<b>Council Tax income including collection fund</b>	95.9	95.9*	98.3	100.8
Increase / (decrease) over previous year	0.0%	0.0%	2.5%	2.5%
<b>Total Resources available</b>	<b>208.2</b>	<b>201.1</b>	<b>198.2</b>	<b>200.7</b>
Increase / (decrease) over previous year	(2.6%)	(3.4%)	(1.5%)	1.3%

### Three year net revenue budget by directorate

	2012/13 £m	2013/14 £m	2014/15 £m
People			
Place			
Corporate Services			
Chief Executive's			
Corporate items			
<b>Total revenue budget</b>			

*\*The exact overall figures to be put in and aligned with the figures from the budget that will be available for full council.*

## Capital and asset programmes

We remain committed to a significant capital investment programme. It supports our growth agenda for the transformation of Plymouth, while providing more immediate job opportunities in the construction industry. There remains significant volatility around future capital grant funding and income generation through capital receipts.

The restructure means that most major schemes will now fall within the Place directorate – schools, transport, waste, leisure and corporate property. The People directorate is responsible for the completion of Plymouth Life Centre, Care First and various housing initiatives like disability grants to up-grade homes; Corporate Services for IT and HR replacements.

## Partnership and budget consultation

In 2010 we consulted on the four priorities and ran a public consultation on the budget. The latter identified support services as the main area for efficiency savings, with better joined up internal support and a reduction in the number of buildings we use. Increasing charges in some areas was seen as a further way of managing the tight budgetary situation. Both police and health representatives stressed the importance of partners assessing the impact on each other of changes in their respective organisation. Business and culture sector representatives welcomed the focus on growth, with the latter also highlighting the importance of transformational change. From the voluntary sector the emphasis was on supporting preventative activities, addressing inequalities, particularly around health, and protecting the needs of those who are most vulnerable. Overview and scrutiny members put a great deal of stress on ensuring that the impact of any changes was effectively understood and managed. Delivery was seen as the key issue within a challenging environment.

### Four year directorate capital programme forecast

	2011/12 £m	2012/13 £m	2013/14 £m	2014/15 £m	Total £m
People					
Place					
Corporate Support					
<b>Total</b>	<b>78.661</b>	<b>50.721</b>	<b>28.798</b>	<b>14.881</b>	<b>173.061</b>

### Funding sources - £m

Capital Grants/Contributions	103,517
Supported Borrowing	324
Unsupported Borrowing	24,723
Capital Receipts	35,158
Section 106/Revenue/Funds	9,339
<b>Total</b>	<b>173,061</b>

\* Updated to reflect latest position reported to Cabinet on 7<sup>th</sup> February 2012

### Schemes for delivery by 2014 include

- The Plymouth Life Centre
- State of the art new college at Tor Bridge
- Improving transportation in Plymouth (Local Transport Plan)
- A further two new Academies
- The University Technical College (UTC)
- History Centre

In 2011, we built on the previous year's consultation to ask both the public and our staff where they saw the scope for further efficiencies or where we should invest about the same. We covered 38 areas of service activity, including health and community safety, and received 1,109 responses – 53% from the public, including businesses, and 47% from our staff. Over 50% of respondents wanted to see budgets staying around the same in 35 of the 38 categories, which indicates how hard it can be to prioritise between specific services. The top areas with a positive support rating of above 90% were creating and protecting jobs across the city; support for vulnerable children; tackling violent crime including domestic violence and support for older people to live independently. The least supported area was preventative health services – yet this is an activity that can impact on whether older people are likely to need care in the first place and whether children are more or less likely to be vulnerable. The responses of the public and staff were very similar throughout.

Our consultation with partners in 2011/12 found the Chamber of Commerce continuing to support our focus on the growth agenda; stressing the importance of our procurement function supporting local businesses and proposing joint consideration of how the greater retention of the business rate can support local growth initiatives. The community and voluntary sector stressed encouraging infrastructure development, social investment and small grants, as well as involvement in the planning, design and implementation of services and their impact on the most vulnerable. For the Police the emphasis was on developing the capacity and capability of the community to 'self-regulate', as well as looking at the shared services agenda, joint commissioning and how we target and support those who make the highest levels of demand on public services. In the case of Health, the focus was on change and delivering sustainable services, while stressing the significant part health has to play in delivering the city's growth. The overriding concern of our scrutiny function was ensuring that we were focused on the key things that needed to change in the coming years and were realistic in our plans for addressing them at a time when there will be very little money available.

## Managing risk

Good risk management and the actual taking of risks in some cases are critical for a council with an ambitious vision and a difficult financial terrain to negotiate. Budget reductions arising from the Comprehensive Spending Review; the effects of the economic downturn, coupled with demographic changes and an increasing demand for services put severe pressure on service delivery. Allied to this, the increasing focus on the localism agenda and the development of the government's Big Society vision will see more public services being delivered by, or in partnership with, charities, communities or public sector organisations. Such a potential shift in the structure of service provision will create significant risks, but also present significant opportunities.

In this challenging climate we recognise that we need to constantly review our approach to managing risk to ensure that short-term budget challenges do not divert us from our vision or prevent us from addressing the longer-term risks that may result from future service delivery models. Our embedded approach to managing risk at strategic, operational and project level is supported by a competency framework that recognises and encourages the management of risk as a core management skill. This ensures that the step changes we are currently making are taken with the confidence that risks will be effectively minimised and opportunities fully embraced.

## Major risks and mitigation

Significant budget pressure from CSR	Regularly monitored Medium Term Financial Strategy and risk-assessed budget delivery plans. Reductions in back office to protect front-line services
Partnerships	City-wide review of strategic partnership governance arrangements and preparation for health integration agenda. Partnerships Framework
Listing of Civic Centre and Council House	Professional advice sought on options for rationalising and improving office accommodation. Formal procurement process instigated to invite expressions of interest for purchase/development proposals
Social Care client IT management system	Carefirst programme management arrangements in place and process re-engineering work progressing
Adult Social Care costs	Programme Board monitoring performance and delivery plans
Pressure on Capital Delivery Programme	Capital and Major Projects team managing delivery and project re-alignment supported by improved corporate project management procedures
Welfare Reform 2011-17	Strategic impact assessment group in place
Information Governance.	Information management risks monitored through corporate risk management processes. Information Lead Officers Group being formed

## **Change management and organisational culture**

We are now very much about change - changing our culture, changing our service delivery and changing our structure. Our staff are central to that change in terms of how they work with each other, relate to customers, partners and contractors. There are a number of building blocks to our approach.

### **Blended learning approach**

Learning and development is critical to our transformation programme. We will need a workforce with the capacity, capability, flexibility and skills to deliver an excellent service to our customers. Going forward, we will have fewer employees, a smaller training budget, new ways of working and customers expecting more. To meet the varied learning needs of the workforce and to maintain service continuity, we will need to develop high quality alternative delivery models to classroom based training, which can be accessed from people's desks. This will be made possible through the accommodation strategy technology roll-out of Lync, which enables people to have audio and video access through their PCs and head-sets.

This won't work for everyone, as not everyone has a PC or learns in this way. However, if done properly, this will significantly reduce the pressure on classroom based learning. The council must, therefore, develop blended learning approaches to complement other delivery models. To develop high quality solutions we will need technical specialists with knowledge of how to build e-learning + multi-media training programmes to work alongside specialist trainers knowledgeable in their own fields.

### **Joining together learning and development services**

Learning and Development (L&D) is currently delivered from across the council. Due to reductions in overall budgets, departments delivering this function have had to think carefully about priorities and delivery models that will increase the impact of learning while minimising disruption to services. In addition, it has prompted thinking around whether L&D services should be based together to ensure consistency and joined up delivery. A commitment has been made for all L&D services to adopt the same database system, to enabling reporting on learning and development activity across the whole council rather than in silos. This will enable the council to properly evaluate the impact of learning and development on its performance. It will also enable workforce planning activity to identify future departmental learning needs and develop learning strategies to address those needs.

Rather than support a catalogue programme of training delivery around interpersonal skills, we have focused on critical needs of the council and areas where we feel we can make the greatest impact. For example, in recognition of the power and influence of strong leadership, in 2010 the council launched its' Enterprise Leadership Programme (ELP) which has been highly successful in developing a bank of 36 "leaders" from all levels of the council able to support transformational change. Delegates are currently supporting transformational change programmes in their departments.

## **Management Development Programme**

The council is transforming the way it delivers its services and is committed to delivering value for money to its customers. This means aligned and cross working with partners and stripping away duplication and inefficiency. The workforce will be smaller, structures will be flatter and people will be more flexible and skilled to cover a broad range of activities across wider teams.

Managers at all levels will need to support new ways of working and so we are developing a management development programme to enable our managers to support and manage their staff in the right way. Regardless of their department and job type, managers will need to understand the vision and how the council will operate in future. Managers will also need to consider the impact to them as managers and adjust to a culture of less bureaucracy and hierarchy, where they will make more decisions and empower rather than micro-manage their staff.

To broaden the impact of the workforce managers will need to understand the untapped potential of “engagement” – non-engaged workers are 20% less productive and that does not take account of the knock-on impact an unengaged member of staff has on the engagement levels of the teams. A recent appraisals analysis suggested that managers might lack the confidence to tackle poor performance issues and set aspirations and goals too low, which may be stifling the council’s performance.

## **High Performance Teams**

We are developing a programme of High Performance Team development to support teams through the transformational change programme. Without this kind of programme, levels of engagement will immediately dip as teams are restructured and performance levels will likely only start to recover after twelve-months. The problem is made worse where teams are already performing poorly when they enter a period of significant change. This programme will build a bank of facilitators, including ELP delegates who will support departments and teams through this change.

## **Talent Management**

In the current climate of job insecurity there is a risk that the council’s most talented, skilled and flexible employees find alternative roles elsewhere, which would dramatically impact on our performance and the morale of remaining staff. We are, therefore, developing recruitment and retention strategies that safeguard the council against any vulnerability, protect its workforce performance and aid retention and engagement.

These may include the development of talent pools to support recruitment to critical roles, development career paths and job families – and the development high level skills sets around job families to enable skills gap analysis.

## **Listening to our staff**

We have a commitment to listening to our staff and responding to what they think. The stronger emphasis that we have placed on improving change management and providing

people with the skills to manage change is one of the responses to our last two staff surveys. We now survey staff every two years, with a short interim survey in between which looks at the engagement index, which covers a number of questions around such topics as whether staff feel they can put their ideas forward, improve their skills and enjoy their job. The key messages from the most recent interim survey are:

- Overall the council's staff engagement has gone up by 5 percentage points, from 57% in 2010 to 62% in 2011 - though our engagement level still remains average compared to the national council benchmark figures
- Each service area registered increased engagement, but with a wide variation between 1% 30%
- The largest increase came in staff being able to contribute their views before changes are made which affect their jobs. The overall increase did, however, mask some small decreases, notably in jobs making good use of their skills and abilities (down 5%) and a matching drop in staff wanting to be here in 12 months' time
- In addition to improved engagement levels, staff expressed a greater degree of happiness with their working environment and have a greater trust that issues raised in the staff survey process are being acted upon

### **Performance management and improvement**

With less national focus on top down performance indicators and inspection we have greater freedom to do what we think is best for our circumstances. That does not mean that we can forget about performance indicators, as we need outcome measures to evaluate our performance and get an indication of how we are progressing. In the past there has been a fixation nationally around targets and this has sometimes led to perverse outcomes, as people adjust behaviour to meet targets, often at the expense of equally or more valid outcomes.

We will focus on what the measure is telling us about our performance to date, how that sits with the trajectory we need to be on to meet our ambitions and what, if anything, we need to do to alter performance. The emphasis will be on analysis, trends and decisions. Similarly, we will have better plans in place for achieving our outcomes, with resources more effectively aligned behind them. More time needs to be spent on effective scoping, planning and risk assessment, with strong but not overly bureaucratic programme management. The use of Programme Boards with clear plans and milestones is a welcome development that we need to build on in order to achieve transformational change and further improve services to our customers during difficult times.