

CORPORATE PLAN 2012-15

An update...

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FOREWORD

Our Corporate Plan 2012-15 published in July 2012 set out plans for making Plymouth a better city and for changing how the council operates. Our commitment to being a Co-operative Council is an overarching principle in our decision making. We believe in putting people in control of their own communities and the services they receive, as well as council staff having a stronger stake in delivery. The co-operative approach extends beyond our own organisation, and informs the way we work with partner agencies, neighbouring authorities and the wider network of co-operative councils to deliver the best possible outcomes for the city.

The Corporate Plan sets out some key components of a Co-operative Council. These include devolving power to communities, supporting greater engagement, influence over service design and delivery, and the transfer of ownership of assets and services. In order to achieve this, we will need to support more social enterprises, strengthen the voluntary and community sector, build up community capital and ensure strong staff engagement. The Co-operative approach can be summarised as **engaging** with customers and other stakeholders over the city's key priorities, enabling the **co-design** and sometimes **co-production** of the most appropriate services to ensure that we can **deliver** in the way that best meets the needs of our communities.

In this first year we have started to deliver that real change. Through a number of major initiatives we have worked with our staff and partners to make the most of our tight resources; and in renewing our delivery plans we have started to examine our services to identify areas that could be delivered through a co-operative model. This year we have committed to handing control back to individuals and communities – from giving older people control over the type of support they receive in their homes to working with the private sector to collectively tackle youth unemployment and give young people the opportunity to work. We have opened up access to the council and prepared to launch schemes where the community shapes and owns its assets.

Our relationships with our partners are being strengthened. We have achieved a lot by the strength of our common endeavour and we are proving that we are more than the sum of our parts. We are working across the peninsula with other councils to collectively influence central government spend. The transfer of Public Health into the Local Authority in April 2013 provides additional impetus and accountability for addressing health inequalities and the steps we're taking through health integration via the Health and Wellbeing Strategy and joint commissioning arrangements are creating opportunities to work collectively. Plymouth has also been chosen as the Host Authority for the Devon and Cornwall Police and Crime Panel and will look to develop strong positive working relationships with the new Police and Crime Commissioner. Plymouth will need to consider how it can further its relationships across the region to ensure resources are allocated effectively to support the city.

Without a doubt, there are tough challenges and difficult decisions will have to be made. This is a time of great change in local government to which we must be responsive and seize opportunities for Plymouth. We will do this against some very challenging external factors including reduced public sector funding and welfare reform. This all needs to be achieved whilst responding to new, and emerging, government policy and initiatives that have implications for Plymouth and its role as a regional leader. Having seen the talent and passion that we have as an organisation we are definitely up for it!

Cllr Tudor Evans
Leader of the Council

Tracey Lee
Chief Executive

2012/3 PROGRESS: DELIVERING OUR PRIORITIES

In July 2012 we set out four clear priorities for delivering the vision for Plymouth:

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

To support these citywide priorities and to face up to our financial and external challenges we promised to deliver a number of major initiatives. Whilst these items are still work in progress we have made notable progress on them all:

Growth agenda and tackling worklessness: Job creation and growth remain a top priority for the Council. The Plan for Jobs sets out a number of early initiatives directly aimed at getting people into work – including the 1000 club launched in conjunction with private sector partners to identify opportunities for young people, the Employers Summit between schools and employers and plans for a new Community Economic Development Trust in the north of the city. Job creation is also the focus of the bid being prepared for our January submission to put Plymouth at the centre of a City Deal. This deal will involve not just Plymouth but the surrounding area in Devon and Cornwall too. All these initiatives draw on the co-operative principles of collaboration with partners and communities to build a strong alliance for growth. Progress is being made on bringing council owned sites forward to support housing delivery and preparing outline business cases for transport funding bids.

Adult social care transformation: The adult social care transformation is a clear example of using the co-operative principle of enabling people to take greater control over their services and is now nearing completion. The transformation has received national acclaim, winning the MJ award for “Redefining Quality in Adult Services” in June 2012 and has led to a significant and growing proportion of people using self-directed support and receiving direct payments.

Early Intervention and Prevention: Earlier this year the strategy was launched bringing together re-designed services across Children’s Social Care, Education, Learner and Family Support and Homes and Communities - alongside partners such as schools, health, police and the voluntary and community sector. This co-operative collaboration ensures we meet the needs of families earlier and therefore improve outcomes for children whilst reducing demand for specialist interventions later. Within our overall Early Intervention and Prevention Programme Plan, the ‘Families with a Future’ project is underway and will be addressing the specific needs of families where there is worklessness, absenteeism from school, crime and anti-social behaviour.

Working with other organisations to reduce costs and improve services: Health integration is proceeding now with much closer co-operative working between the council and the new health bodies. Through our new partnerships with Health and others, we are making great strides in improving joint working to support all Plymouth’s residents. Additional effort has

been made to enable the co-location of health and social care staff in our corporate buildings and work is underway to welcome Public Health into the council in April 2013.

In addition the Council has been leading on providing ICT shared services - which are beginning to interest neighbouring authorities. We are now working closely together to build a joint ICT shared service business case ready for signoff by all four authorities in January 2013.

Transforming our working practices and improving customer contacts: As the first stage to applying co-operative principles to how customers access council services, we are undertaking a review of how each department currently works. This work is focusing on areas of our business that have a high demand from customers, are higher cost to deliver than other authorities or are generating complaints and dissatisfaction amongst customers. An update on the business case for this work will be delivered early in 2013.

We are reviewing how the council delivers services and we will develop a new co-operative operating model to cope with less resources, greater demand and the adoption of new technology. We will make sure services are delivered in the best place, at the times convenient to customers by the right people.

DELIVERING OUR PLEDGES

In May 2012, we set out 100 'doorstep' promises to build a better Plymouth. Six months later, 21 commitments had been delivered and work is currently underway to ensure the remainder are delivered as quickly as possible. Each pledge delivered is another demonstration of how we are working differently and how we are delivering the services that Plymouth residents value.

Completed pledges include:

Working Plymouth	<p>Restate our support for the Royal Navy's presence in Plymouth and the importance of the Royal Marines to our economy.</p> <p>Promote Plymouth as a global centre for marine matters – energy, engineering and science.</p> <p>Boost local purchasing through an overhaul of the way the council procures goods and services from others.</p>
Safer Plymouth	<p>Protect CCTV coverage and streetlights against cuts.</p> <p>Investigate a public transport scheme for New Year's Eve so we can all celebrate safely and sustainably.</p>
Young Plymouth	<p>Introduce an Annual Youth Challenge to the UK Youth Parliament, working with the youth service to deliver improvements for young people in the city with a delegated budget.</p> <p>Call a Young Persons Travel Summit with bus companies to explore ways of supporting young people to get around the city for study, work and play.</p> <p>Continue to work to keep our children safe, working with partners to build on the success of the Family Intervention Project to identify families who need extra support so they can make positive changes in their lives.</p>
Greener Plymouth	<p>Keep dog waste bins regularly emptied</p>
Moving	<p>Keep the streets clean and keep drains clear.</p>

Plymouth	
Living Plymouth	<p>Work with utility companies to promote the installation of free loft and cavity wall insulation before the Green Deal comes in at the end of the year.</p> <p>Work with the Fire and Rescue Service and private landlords to get more homes installed with hardwired smoke alarms.</p>
Vibrant Plymouth	<p>Show Eurovision and major events on the Big Screen as part of our plans to bring the City Centre to life in the summer.</p> <p>Waive the charges for closing roads to any community wishing to hold a street party to celebrate the Queen's Diamond Jubilee.</p>
Open Plymouth	<p>Introduce 'Paid for by the People of Plymouth' badge on all council services so people know when the Council is being used for the things that matter.</p> <p>Open up City Council meetings by investigating webcasting City Council meetings and make attending council meetings a more enjoyable, welcoming and informative experience for citizens.</p> <p>Publish statistics on how long it takes to respond to Freedom of Information requests.</p> <p>Begin a mass registration of voters across Plymouth so no one loses their right to vote.</p>
Proud Plymouth	<p>Celebrate the rich and proud history of our city with a Plymouth History Month, a multi-media festival to showcase our growing reputation as a powerhouse of creative talent.</p>
Caring Plymouth	<p>Introduce a Charter for older people's care – a list of rights to enjoy a dignified old age. Top of that list will be adult safeguarding.</p> <p>Seek an early meeting with veterans and ex-service personnel associations to ensure that organisations in the City are doing all they can to support those people who put their lives on the line for our country.</p>

The programme of delivery will continue until March 2014 and we will continue to respond to what residents tell us. We want Plymouth City Council to be the place where local people can have their say about what is important to them and where they can change what happens in the area. 'Listening Plymouth – a view from you' was sent to 8,000 random households across Plymouth to ask about how they felt about their local areas as a place to live and their priorities for spending. The survey produced a 36% response rate.

Overall residents have expressed satisfaction with Plymouth and their local areas as a place to live. In addition, the results from this survey showed an increase in satisfaction with how Plymouth City Council runs things. However, whilst many respondents felt that they feel part of their local area fewer people feel that that they can influence local decisions than in 2009. This is a critical area for us and an action plan is now being developed in order to redress this.

The public were also asked about their priorities for spending and to consider the range of services that the Council and partners provide to their household. More people felt that parks and open spaces, tackling criminal damage and ASB, creating and protecting jobs across the city and refuse collection were the most important. Respondents were worried that they or their family would suffer directly from cuts in public spending.

LOOKING FORWARD

We know that we cannot stand still, challenges that were present at the time of writing the Corporate Plan are still panning out and we are only now realising their impact.

Welfare reform is set to have a dramatic impact on our city and our city's income. The changes to housing benefit alone will reduce the city's income by £4.6 million. The localisation of Council Tax will result in a £2.6 million reduction in council tax assistance across the city. While some changes have already begun, most will be phased in over the forthcoming years, starting in April 2013.

The impact of the welfare reform changes on households and services is far reaching and varied and is expected to affect approximately 20% of the city's population. Whilst some of the impacts are apparent and can be calculated, such as reduction in benefit amounts, others are more difficult to identify and quantify and will take some time to filter through to our front line services. Initial analysis shows that financial implications will include:

- Increased customer demand at the front line to deliver new services/benefits
- Increased demand for crisis services such as homelessness
- Increased demand on discretionary pots of funding e.g. Discretionary Housing Payments, Section 17 funding and the new Social Fund replacement.
- Increased customer demand for support from those most impacted by changes via services in Social Care, customer care, social work, police services, health services and children's centres
- Supporting more customers in financial difficulty via commissioned financial inclusion advice and information services
- Income generating services may be impacted as customers have less disposable income and have to prioritise their spending
- Potential increases in non-payment to services such as Council Tax and Parking services
- Impact on ICT in updating and potentially creating new systems to support new services

Delivering growth in the current economic climate will be demanding. Plymouth's economy has faced unprecedented challenges as a result of serious downturn in the national and European economies and high levels of global economic instability caused by banking crises, instability in the Eurozone and changes to the global economic balance of power. Austerity measures introduced in the UK since 2010 have had particular impact on the public sector and therefore a requirement for state spending reductions which, together with rising prices and wage deflation across the population, have led to high levels of unemployment, particularly among young people.

The Plan for Jobs is a local pro-active response to these unprecedented economic times and which focuses on achieving impact within a short period of time in order to create over 2,000 jobs for local people. The plan is being finalised and aims to:

- Create jobs for local people by unlocking or speeding up major development projects including housing;
- Proactively sell the city, its businesses, products and people;
- Unlock finance and provide support to enable jobs growth;
- Create routes to employment for the city's unemployed as well as retain talented graduates;
- Use the Council's assets, influence and buying power to increase jobs including local supply chains and local goods where possible.

If successful, our bid to agree a City Deal for Plymouth and the region will accelerate our plans for growth. We will bring council owned sites forward to support housing delivery and preparing

outline business cases for transport funding bids and will explore ways to promote the city and attract visitors, including through the UK City of Culture competition. The prize for winning cities is to catalyse the development of the cultural economy, and be a significant driver behind economic renaissance and growth

The return of Public Health to the Local Authority will bring additional responsibilities for tackling health inequalities and the life expectancy gap across the city. From April 2013, Plymouth City Council will be a major player in shaping a comprehensive health system and the lead organisation for public health and well-being for Plymouth; there is now a real opportunity to create an efficient and effective public health system geared to improving public health outcomes and general health and well-being for the population of Plymouth.

Transferring the majority of the NHS public health functions to the local authority presents us with a real opportunity in Plymouth to focus on the wider determinants of health as well as to 'join up' health and social care working and to improve health and well-being in our neighbourhoods and communities.

MANAGING THE BUDGET AND BEING A BRILLIANT CO-OPERATIVE COUNCIL

Revenue budget: The City Council continues to face the impact of the on-going economic downturn and needs to address a series of very challenging issues into the medium term. The Government's deep spending cuts are having a drastic impact on our ability to provide the same level of services to local people and support the city's economic growth.

We are budgeting to reduce spending by a further £17.8m in 2013/14, on top of the £20m already taken out in the past two years, bringing the reductions to a cumulative £37.8m over three years. The Government's cuts equate to a £60 per head reduction in funding for every household in Plymouth.

At the same time, the economic situation is increasing budget pressures through reduced income from our car parks and falling income from commercial rents. The downturn has also brought reduced interest rates and therefore reduced income for our treasury investments.

We are facing increasing spending pressures in the future; for example, the complexity of need of some of our children in care who require high cost placements and impact of the growing elderly population on adult social care budgets. We are not unusual in facing these issues and are prepared for the challenge. For example, we have been modelling a year on year real term reduction in our formula grant.

We will need to take some difficult decisions in the period covered in this report about what services we can still provide and to continue to radically change shape over the coming years. Our staffing levels need to be reduced and our aim will be to reduce the need for compulsory redundancies wherever possible, through initiatives such as the voluntary release scheme and not filling posts as they become vacant.

We need to continue to work more closely and harder with other partners in the public and private sector, both in the city and across the region, to provide the best solution for the city. We are working very closely with our partners in health to maximise the opportunity to integrate frontline services where it is sensible to do so. We are aiming to reduce our "back office" costs by sharing our accommodation. For example, key health personnel are moving into Windsor House. This shares overhead costs while providing opportunities to work more closely.

Welfare Reform: As outlined in the previous section, the Government's welfare reform changes will have a deep impact on many Plymouth residents. As part of our response to these changes we have developed and consulted on a local Council Tax Support scheme to address the difficult

challenge of an estimated £2.6m shortfall in funding. This is another example of where we have worked well with our neighbour authorities.

We are working hard to minimise the impact on the most vulnerable residents where we can. For example, under the proposed Council Tax Support scheme, and following consultation with local residents pensioners receiving support through the current Council Tax Benefit scheme will be protected, while we are protecting the single person Council Tax discount and the current support for War Widows and Veterans. We are reducing Council Tax Support for all working age residents by 25 per cent – not by 30 per cent as recommended by the Government.

Business rates: We will make the most of opportunities to lever more cash into the city. We have been working with all councils in Devon explore setting up a Devon wide pooled business rates scheme which would benefit the region. This could help retain £23m in county over the next five years, and a possible £6.5m to Plymouth.

Every council in Devon has now agreed to be part of a Devon wide pool and we are acting as the lead authority. This is an example of our ambition to play a lead role in the region.

Capital: Despite the funding situation and economic downturn, we continue to be ambitious for the investment and growth of the city of Plymouth, with the capital programme for the current year standing at over £57m, rising to £132m by 2015/16.

New schemes include a solar panel scheme to improve energy efficiency of council buildings; investment in buildings to increase capacity needed for 2 year old nursery places; investment in increased primary school places (funding from Government’s free school allocation); investment in council vehicles and plant to improve service and reduce costs.

Becoming a brilliant co-operative council: There are clear financial pressures now and in the future but we are determined to do a better job and to exceed customer expectations. Nationally, as more and more people demand higher levels of service many councils are shifting from traditional activities and structures towards more radical, innovative lower cost solutions. We will need to be very clear about what is core and non-core business and structure ourselves accordingly. We will focus on providing much better value for money and public value **and** much higher quality customer services that are accountable to local people. We will be seen as a *brilliant, efficient, Co-operative Council that seeks to exceed customer expectations and puts customers at the heart of everything we do*.

Performance Management: The council must maintain a strong focus on delivery within finite resources. Performance management is vital in every service. The Council tracks 84 corporate KPIs (spread across all service areas) on a monthly basis, these are monitored against target performance levels and a red/amber/green status is assigned to them on the basis of their proximity to the target. Despite the significant cuts to budget experienced this year our performance against these measures remains consistent with our performance last year. The table below shows the comparative performance for corporate KPIs between October 2011 and October 2012 (this is a sub set of the total KPIs – some of which are quarterly or annually updated).

	Red (Over-due)		Amber		Green (on-time)	
	No.	%	No.	%	No.	%
Performance Measures – Oct 12	1	4.8	7	33.3	13	61.9
Performance Measures – Oct 11	8	20.5	15	38.5	16	41.0

Transformation: We need to innovate and transform how we operate to ensure we deliver alongside residents, service users, staff and partners. We are reviewing how the council operates and we will develop a new operating model to cope with less resources, greater demand and the adoption of new technology. We will make sure services are delivered in the best place, at the times convenient to customers by the right people.

The Customer Transformation programme which started in Autumn 2012 is aiming to deliver a council that is a **'brilliant, efficient, Co-operative Council that seeks to exceed customer expectations and puts customers at the heart of everything we do'**.

The opportunity to transform and deliver savings is based on the premise that:

- Many more calls could be answered through our contact centre
- Too many calls currently are unanswered
- Significantly more transactions could be done online
- Many of our key performance indicators are below the national average
- We could consolidate systems to reduce data duplication and maintenance costs
- Performance management could be driven by dashboards and KPIs automatically populated by core systems

Work is currently underway to perform the first phase of fundamental service reviews in:

- Finance, Efficiencies, Technology and Assets
- Environmental Services
- Customer Services
- Education, Learner and Family Support

These reviews form the first steps of our customer transformation programme and will test the assumptions set out in the outline business case and will act as a pilot for future rollout. The service reviews will be completed by the beginning of FY 2013/14, until then determining the plan and specific nature of the changes will not be possible.

Shared assets / services with partners: The ICT shared service programme has been gathering pace over the last few months. The main emphasis so far has been on engaging with potential partners and investigating the most appropriate model to deliver the ICT shared service. We have had significant interest from neighbouring local authorities, healthcare commissioners and other major public sector bodies. This approach will be a major step forward for the council and its partners in finding alternative and shared solutions.

Partnership Working: This has been an area of strength for the council and has helped us to co-design and co-deliver services to residents. In 2013/14 we plan to take our partnerships even further as we work across the peninsula to set out our goals as a region. We will re-design our partnership structures to exert our collective leadership capacity. We know we can achieve more by working together smartly. New bodies such as the Health and Wellbeing Board will test how we are spending collective resources and really making a difference to everyday lives. We will continue to work with our partners in the voluntary and community sectors, schools and GP practices to improve the everyday lives of Plymouth residents and we will work with local businesses and the University to project a clear ambition for the city's growth.