

PLYMOUTH CITY COUNCIL

Subject: Joint Finance and Performance, Capital and Revenue Monitoring Report
Committee: Cabinet
Date: 12 February 2013
Cabinet Member: Councillor Lowry
CMT Member: CMT
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Ref: Fin/SRA20130212
Key Decision: No
Part: I

Purpose of the report:

This report is the third quarterly monitoring report for 2012/13 and outlines the joint finance and performance monitoring position of the Council as at the end of December 2012.

The primary purpose of this report is to detail how the Council is delivering against its financial and performance measures using its capital and revenue resources, and to note relevant revenue and capital budget variations and virements, and the inclusion of new schemes to the capital programme where required. The report also includes the headline Human Resources data relating to attendance.

The estimated revenue overspend is now showing as £1.382m, a reduction of £1.839m in this quarter. The current estimated position shows an overspend of £3.371m across the People Directorate; an overspend of £0.313m in the Place Directorate; an underspend of £0.449m across the Corporate Services Directorate. The position is offset in part by a small saving within the Chief Executive Office of £0.184m and £1.669m of savings from Corporate Items. Full details are contained within the report.

The main reasons for the overspend within the People Directorate are pressures in Adult Social Care (ASC) linked to demographic changes, increased demand for supported living and reduced income from a number of sources. Plymouth is not alone in facing these additional budget pressures. Adult Social Care services across the country are facing severe funding shortages as demand increases due to the aging population, with people living longer with disabilities or illness.

Further action is to be taken by Directors and Portfolio Holders to address overspends within their areas, together with initiatives engaging all staff across all areas to reduce the projected overspend and try to deliver a balanced budget position by the end of March.

All changes to the capital programme have been included in the 2013/14 Budget (Revenue and Capital) report considered on the same agenda.

Finance summary - Revenue

The Council is currently forecasting a revenue over spend at year end of £1.382m against a net revenue budget of £203.766m. This equates to a net spend of £205.148m which is a variance of 0.7%. This includes corrective actions where identified to date; officers are still tasked with working with the relevant portfolio holders to identify further options for delivering a balanced budget

Table 1 End of year revenue forecast

	Latest Approved Budget £000	Forecast Outturn £000	Variance £000
Total General Fund Budget	203,766	205,148	1,382

Finance summary – Revenue Delivery Plans

Work continues to progress the revenue delivery plans set out for 2012/13, with details within each directorate section of the report. The £1.382m forecast overspend includes recognition that at this stage there are some delivery plans (RAG rated red in the delivery plan sections) that are unlikely to be achieved and that remedial action to replace these will continue right up until the end of the financial year, including additional delivery plan targets of £2.600m set by Corporate Management Team in November 2012.

Finance summary - Capital

In the budget report taken to full Council in February 2012, the 2012/13 Capital Programme stood at £51.121m. Following approval of new schemes, re-profiling and variations, the capital programme for 2012/13 was £57.390m following December Council. The latest forecast at the end of December 2012, is now £53.691m, which assumes approval (through the budget report) of the new schemes etc in this report and considered in other reports on the 12 February Cabinet agenda. Full details are contained in Appendix B. Cabinet will be asked to recommend to Full Council the new capital schemes over £0.500m for investment as detailed in budget report on the 12 February.

Performance summary

The Council's performance framework is nearing the completion of a review into the choice of measures and targets, resulting in a more tightly focused framework relevant to each service area. In the interim the performance measures and targets included in Appendix C are consistent with those included with the budget scrutiny support material, i.e. a cut down list of the historic measure set and can be summarised as:

Table 2 Key Performance Indicators (KPI) Summary

	FY 12/13		FY 11/12
	Number of KPIs	% of KPIs	% of KPIs
Green	35	51%	47%
Amber	22	32%	34%
Red	12	17%	19%

The table above shows the comparison across the KPIs (level 1, 2 and 3) which are updated in quarter 3 and how they performed this time last year. This analysis excludes any KPI for which the data is only updated on an annual basis and is currently unavailable. The comparison shows that despite significant budget reductions across the Council performance has improved with the % of green KPIs increasing and the % of red KPIs reducing either remained consistent or improved over the last year. The % of amber KPIs has also slightly increased.

Human Resources summary

In response to the current direction of travel for staff attendance the Chief Executive has presented Action Plans to Portfolio Holders to address the position. Sickness Panels continue to take place.

The voluntary release scheme closed on 24 December 2012 with 170 expressions of interest. As at 15 January 2013, 110 expressions have been approved by Assistant Directors. The final position will be known at 31 March, which is the last date for employees leaving through the scheme.

Corporate Plan 2012 – 2015:

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

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

Robust and accurate financial monitoring underpins the Council's Medium Term Financial Plan. The Council's Medium Term Financial Forecast is updated regularly based on on-going monitoring information.

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

The reducing revenue and capital resources across the public sector has been identified as a key risk within our Strategic Risk register. Equality Impact Assessments have been undertaken on the Delivery Plans that underpin the 2012/13 budget.

Equality and Diversity:

Has an Equality Impact Assessment been undertaken? No. This report consolidates the work of services from across the Council where equality and diversity is considered as part of ongoing business with Equality Impact Assessments being conducted as applicable.

Recommendations and Reasons for recommended action:

- I. That Cabinet note the joint finance and performance report.

Alternative options considered and rejected:

Actions are recorded in response to specific variances in finances identified throughout the report.

Published work / information:

- Plymouth City Council Corporate Plan 2012-2015, an update (also published on the same agenda as this monitoring report)
- 2012/13 Budget Setting papers published in December 2011
- <http://tinyurl.com/bhq4y3>
- 2012/13 Revenue & Capital Budget – February 2012
<http://tinyurl.com/b529rqr>

Background papers:

Title	Part I	Part II	Exemption Paragraph Number							
			1	2	3	4	5	6	7	
Financial Monitoring internal working papers		Y			Y					

Sign off:

Fin	djn12 13.03 7	Leg	1678 8/DV S	Mon Off	TH00 81	HR	MGI 213/0 02- 001	Assets	n/a	IT	n/a	Strat Proc	n/a
Originating SMT Member (s). Malcolm Coe, Giles Perritt													
Has the Cabinet Member(s) agreed the content of the report? Yes / No													

SECTION A – REVENUE MONITORING, PERFORMANCE AND STAFF ATTENDANCE

I. General Fund Revenue Budget

- I.1 Council approved a net revenue budget of £203.766m for 2012/13 at its meeting on 27 February 2012. At the end of the third quarter, to the end of December 2012, we are reporting an over spend of £1.382m. Table 3 below shows the forecast year end position across directorates.

Table 3 End of year revenue forecasts

DIRECTORATE	Council Approved Budget Feb '12 £000	Budget Virements £000	Latest Approved Budget £000	Forecast Outturn £000	Monitoring Variation to 30 June 2012 £000
PEOPLE	122,620	1,210	123,830	124,419	589
PLACE	42,460	476	42,936	43,743	807
CORPORATE SERVICES	30,296	241	30,537	30,930	393
CHIEF EXECUTIVE'S OFFICE	1,901	366	2,267	2,267	0
CORPORATE ITEMS	6,488	(2,293)	4,195	4,195	0
TOTAL NET BUDGET	203,765	0	203,765	205,554	1,789

- I.2 Further details of the variations are outlined in the individual Directors reports in Section B of this report. Cabinet note the forecasted overspend for the year against budget of £1.382m and ensure Portfolio Holders and Officers continue to work closely together to take corrective action to deliver a balanced budget position

I.3 Delivery Plans

In setting the budget for 2012/13, departmental delivery plans were agreed in order to achieve a balanced budget. Overall, progress has been made across the majority of these plans. The Red / Amber / Green (RAG) rating applied in this report have been robustly challenged.

Inevitably, throughout the year, original Delivery Plans will change due to changes in circumstances. Where such variations occur, initially it is the responsibility of the sponsoring department to develop and implement alternative budget delivery plans and actions. Only where there is no planned remedial action to address a non performing delivery plan will a forecasted overspend be reported.

In order to achieve a balanced budget by year end, Corporate Management Team completed a review of the financial position in November resulting in additional savings plan targets as followed

Table 4 Additional Revenue Savings Plan Targets

Directorate	Target £000	Progress £000
PEOPLE	1,000	548
PLACE	450	62
CORPORATE SERVICES	450	375
CORPORATE ITEMS	700	700
TOTAL	2,600	1,685

Whilst major variations to savings plans continue to be reported within individual departmental sections, further scrutiny of the additional targets continues each month. It is also imperative that Portfolio Holders continue to challenge all Directors. The actions taken are summarised below and are built into the quarter three position.

Table 5 Additional Revenue Savings Plan Actions

Department	Saving £000	Action
PEOPLE		
Children's Social Care	23	Reductions in non-staffing spend
Education, Learning & Family Support	225	Early Intervention Grant slippage, additional vacancy savings, improved catering performance
	100	Review of historical teaching pension costs charged to the Dedicated Schools Grant
Homes & Communities	160	Release revenue reserve set aside for project slippage. This might create a revenue shortfall in 2013/14 if projects are later progressed.
	40	Reduce bad debt reserve in line with corporate policy
PLACE		
Transport	50	Further savings from capital strategy work
Environmental Services	12	Further reduction in non-staffing spend across Environmental Services £0.046m, however further pressures have absorbed part of this saving.
CORPORATE SERVICES		
Finance, Efficiencies, Technology & Assets	150	Reduction of non-staffing spend in corporate landlord budgets
	50	Recalculation of housing benefit subsidy claims
Customer Services	65	Reductions in non-staffing spend
Human Resources & Organisational Development	10	Enterprise Leadership Programme,
	12	Post Entry – pushed back to 13/14 & other general non-essential spend
	23	Deferment of planned training resources for the Dementia

		Strategy until the new financial year
Democracy & Governance	12	Various non-essential spend across all sections
	50	Reductions in non-staffing spend
Management & Support	3	Reduction in conferences
CORPORATE ITEMS		
Treasury Management	30	Day to day Treasury Management activity
Insurance	670	Full review of claims history for 12/13 and projection to year end; release over accrual
Total	1,685	

I.4 Performance Overview

The Council's performance framework is nearing the completion of a review into the choice of measures and targets. The review will result in a more tightly focused set of measures and targets relevant to the service priorities and more closely linked to the financial pressures and risk areas for the service area. In the interim the performance measures and targets included in Appendix C are consistent with those included with the budget scrutiny support material, i.e. a cut down list of the historic measure set.

Table 6 Key Performance Indicators (KPI) Summary

	FY 12/13	
	Number of KPIs	% of KPIs
Green	35	51%
Amber	22	32%
Red	12	17%

The table above shows the comparison across the KPIs (level 1, 2 and 3) which are updated in quarter 3 and how they performed this time last year. This analysis excludes any KPI for which the data is only updated on an annual basis and is currently unavailable. The comparison shows that despite significant budget reductions across the Council performance has improved with the % of green KPIs increasing and the % of red KPIs reducing either remained consistent or improved over the last year. The % of amber KPIs has also slightly increased.

Cabinet note that the performance measures and targets are changing. Revisions will be discussed with them individually as Portfolio Holders, then taken to pre-decision Scrutiny and finally reviewed by Cabinet before the changes are adopted

I.5 Human Resources - Attendance

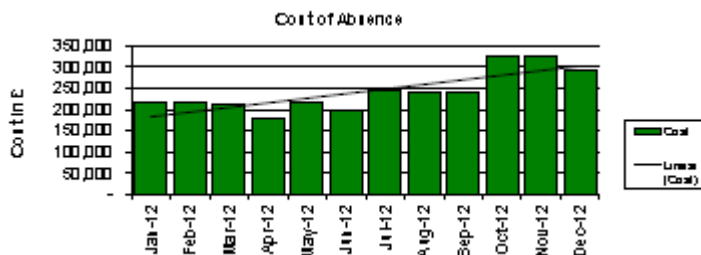
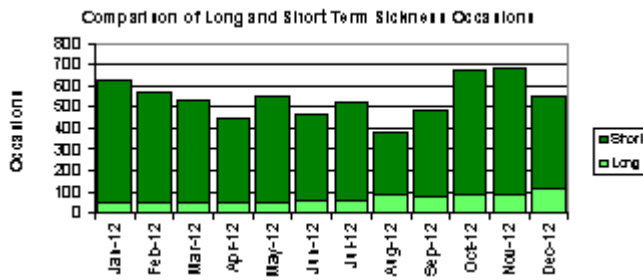
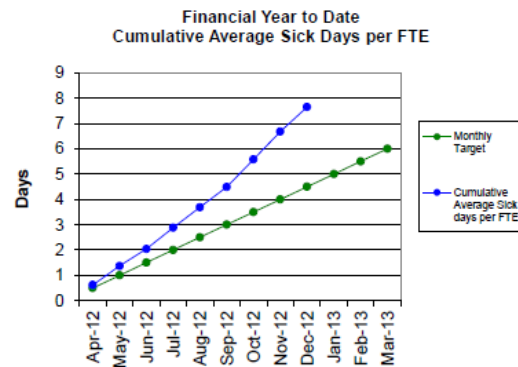
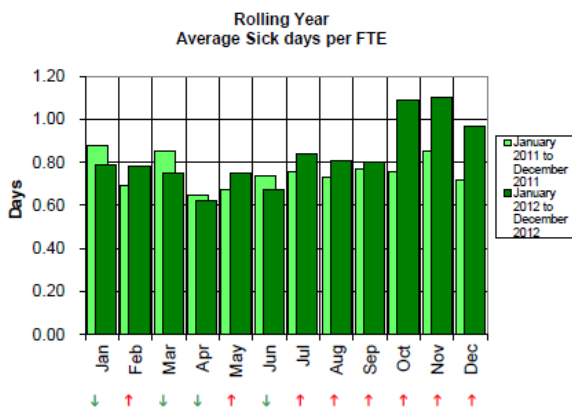
The Council's overall attendance position to December 2012 is shown below.

Table 7 Council Wide Sickiness

Council Wide Sickiness (Excl Schools)
December 2012

Working Days Lost

Directorate	Total Number of Days		Average FTE		Percentage		Direction of Travel
	Rolling Year	FYTD	Rolling Year	FYTD	Rolling Year	FYTD	
Executive Office	322.00	252.00	8.72	6.82	3.38	3.52	↑
Corporate Services	7,666.01	5,862.05	9.31	7.12	3.61	3.67	↑
People	16,564.25	12,917.47	11.07	8.63	4.29	4.45	↑
Place	6,697.87	4,942.87	8.59	6.34	3.33	3.27	↓
Council Wide Total	31,250.13	23,974.39	9.96	7.64	3.86	3.94	↑



In response to the current position the Chief Executive has presented Action Plans to Portfolio Holders to address the position. Sickiness Panels continue to take place.

Voluntary Release Scheme

The voluntary release scheme closed on 24 December 2012 with 170 expressions of interest. As at 15 January 2013, 110 expressions have been approved by Assistant Directors. The final position will be known at 31 March, which is the last date for employees leaving through the scheme.

SECTION B – DIRECTORATE REPORTS

2. People Directorate

2.1 Finance General Fund Revenue Forecast is an overspend £3.371m

Responsible Officers: Judith Harwood / Pam Marsden / John Searson / Dave Simpkins / Stuart Palmer / Tony Hopwood

2.2 The revenue position is shown in the table below, headline explanations then follow. The current year end forecast overspend is £3.371m (2.7%)

Table 8 End of year revenue forecasts by department

Service	Latest Approved Budget £000	Forecast Year End Position £000	Variation at December 2012 £000
Children's Social Care	27,016	27,243	228
Joint Commissioning & Adult Health and Social Care	67,839	72,428	4,589
Education, Learning & Family Support	15,763	15,074	(689)
Homes & Communities	9,602	8,895	(707)
Programmes Director Projects	3,393	3,353	(40)
Management and Support	0,343	0,333	(11)
Total	123,955	127,326	3,371

2.3 Children's Social Care - £0.228m adverse variation

Children's Social Care is projecting a year end adverse variation of £0.228m this represents a (£0.023m) favourable change from the previous month and a reduction of (£0.101m) within the quarter. Pressures identified within placements are currently being offset by the services continued drive to reduce expenditure and maximise grant funding. The current overspend on Independent Sector Placements is being offset by savings within the In-House Foster Care Service. The increased placement cost of £0.202m in the quarter is due to the complexity of need for the specific young people placed.

Delivery Plans are under constant review and the Division has achieved a further £0.250m of the (£1.284m) annual target within this quarter, with plans in place for the remaining £0.464m to be realised by year end.

The set of Children's Social Care performance indicators have been reviewed in terms of accuracy and appropriateness. Changes are being made to the suite of indicators to reflect business need. Numbers of children with a Child Protection Plan have increased in line with the continued increase in volume of referrals. Despite this, assessments continue to be managed in a timely way.

Residential numbers have dropped by two and this will be reflected in December's performance figures which will bring performance down to 18 and therefore closer to the

annual target of 16 residential placements. An anticipated decrease in the number of children in independent foster care is due to the planned rehabilitation of a large sibling group of four with their family. This will bring performance down to 61 and closer to the annual target of 57 independent foster care placements.

2.4 Joint Commissioning & Adult Health and Social Care - £4.589m adverse variation

The department is divided into 3 distinct areas:

- Strategic Commissioning and contracting of a wide range of universal services, including information, advice, advocacy, early intervention and prevention for people who use services and their carers, and for residential care and housing related support.
- Direct service provision for vulnerable people eligible for Council support.
- Assessment and Care Management including statutory functions carried out through assessment and support planning services for individuals

Implementation of the new care management system is on track and we will continue to shift commissioned services to personal budgets (which means allocating resources based on needs and not the cost of services). However the significant increase in the numbers of direct payments is not being offset by reduced spend in other areas at the same rate. There are also pressures in the system relating to reduced income through fairer charging and the cost of supporting a small number of complex high cost clients linked to the criminal justice system. Having fully reviewed implemented and planned management action, the service is projecting an adverse year-end variation of £4.589m.

The direction of travel of increasing personal budgets and reducing reliance on commissioned services as well as rising residential and nursing costs continues. Together with pressures from reducing income and increased demand for supported living, this has led to significant additional pressure on the service.

The key national indicator that applies to the new operating system is NI 130 which requires councils to offer 70% of eligible service users a personal budget by April 2013.

Performance is showing as good with an increasing proportion of users on direct payments and reducing admissions to residential and nursing care, where we remain on target.

The major improvement in the utilisation of personal budgets presents a challenge in terms of managing in the context of diminishing financial resources. A more integrated approach to reporting is required to establish a fuller picture of the impact of performance on finance and vice versa. Performance and finance officers will work together with the service to utilise the adult social care dashboard in identifying appropriate indicators for this purpose.

2.5 Education, Learning and Family Support - £(0.689)m favourable variation

Education, Learning and Family Support is projecting a year end favourable variance of (£0.689m) due to savings identified mainly from vacancy savings within Lifelong Learning as well as maximisation of revenue and capital grants.

NEET performance is on track to deliver in line with the 2012/13 target of 7.9%.

Common Assessment Framework (CAF) performance has at the end of quarter three exceeded the annual target of 985 by achieving 1000 CAF assessments during the year.

Further consideration will be given to the relationship between CAF assessments and their impact on early intervention work given the increased volume of referrals handled by Children's Social Care.

2.6 Homes & Communities - £(0.707)m favourable variation

Homes & Communities is projecting a favourable variance of (£0.707m).

The continued improving position is due to prevention funding brought forward and other service efficiencies across Communities and Youth Services by managed staff savings through a range of measures, including posts held pending restructure and delays with appointment, slippage with project investigative costs and lower Youth Service programme spend. We will continue to seek efficiencies through to the end of the year, however some budgets i.e. homelessness temporary accommodation costs are volatile but remain under scrutiny.

Delivery Plans have been put in place in order to achieve the target of £0.067m. Close monitoring of the high risk areas such as Bed & Breakfast payments and changes to income levels from Service Level Agreements to spot purchasing arrangements within the 'Family Intervention Service' continues.

Work continues on the development of detailed scorecards for four key areas of performance across Homes and Communities including Homelessness, Youth Offending, Crime reduction and Major Adaptations / investment in private housing. The majority of performance indicators are either on target or ahead of target. We are now revising some of these to ensure they meet our aspiration and remain adequately challenging.

With regards to housing need there remains a constant pressure on the service's ability to maintain its consistency in deferring homelessness and to effectively manage its targets. Such pressures stem from a steady increase in the number of families and individuals presenting as homeless alongside an additional need to house families temporarily affected by the North Prospect Regeneration. While North Prospect regeneration demand is temporary, such factors have in turn led to longer timeframes being spent for families in temporary accommodation. The impact of welfare reform over coming months will further heighten these pressures. We have mitigated the cost impact by our early intervention and prevention approach, and by use of cost effective and good standard temporary accommodation, with only limited use of bed and breakfast accommodation.

2.7 Programme Director Projects and Management & Support - £(0.051)m favourable variation

Programme Director Projects and Management and Support is projecting a favourable variance of (£0.051m) due to vacancy savings.

2.8 Delivery Plans

The People Directorate Delivery Plan of **£7.044m** for 2012/13. The following table shows the summary position by Red Amber and Green rating (RAG).

Table 9 People Directorate Delivery Plans 2012/13

Service	£m	£m	£m	£m
	RED	AMBER	GREEN	Grand Total
Adult Health & Social Care	3.151		1.450	4.601
Children Social Care	0.237	0.227	0.820	1.284
Education, Learning & Family Support			0.993	0.993
Homes & Communities - Safer Communities			0.027	0.027
Homes & Communities - Strategic Housing			0.039	0.039
Other	0.100			0.100
Grand Total	3.488	0.227	3.329	7.044

- 2.9 The value of the red delivery plans totalling £3.488m, shown in the table, has now been included in the overall monitoring position for the directorate of £3.371m.
- 2.10 The Dedicated Schools Grant (DSG) position is reported to the Schools Forum each time that they meet. The latest forecast shows a projected monitoring underspend of £0.906m for DSG funded activities. The projected underspend can be broken down into £0.769m on Direct School Expenditure and £0.137m on Central Expenditure.

2.11 Risks and issues

1. Adult Social Care demographics, high cost packages and the increasing cost of care within the Nursing and Residential Sectors
2. Transformation of Adult Social Care operating model in a transitional year which will need careful financial management
3. Timing of redundancies relating to the delegation of funding to schools and the potential discontinuation of some services
4. Looked after children numbers have stabilised over the quarter. However, the increased volume of referrals could lead to additional costs of care if the early intervention and prevention strategy does not deliver change.
5. Home Office transfer of financial responsibility for young offenders remanded to the local authority will have an impact on resources particularly around social worker and independent reviewing officer time.
6. Increasing cost pressures based on increasing demand and volume of people who are at risk of homelessness or have significant housing needs
7. Utility costs relating to the Life Centre may be more than budgeted for and under the Leisure Management contract the Council would need to review performance.
8. Impact of Welfare reform on the ability to place homeless families is already starting to occur
9. Grants within the department need careful management to plan for potential reductions in future government spending reviews

2.12 Medium Term Issues

1. Reducing resources against increasing expectations, demands and costs
2. Changes to schools formula funding and the delegation of centrally held resources to schools
3. The impact of Welfare reform
4. Level of grants and other sources of funding available
5. Resource impact of grants being rolled into formula funding for 2013/14 onwards
6. The ability to transform services

3. Place Directorate

3.1 Finance General Fund Revenue Forecast is an overspend £0.313m

Responsible Officers: Jayne Donovan / David Draffan / Paul Barnard / Clive Perkin

- 3.2 This report sets out the Finance position for the Place Directorate, forecasting the year end position as at December 2012.
- 3.3 The revenue position is shown in the table below with the current year end forecast of £0.313m overspend (0.7% of net budget)

Table 10 End of year revenue forecasts by department

Service	Latest Approved Budget £000	Forecast Year End Position £000	Variation at December 2012 £000
Economic Development	2,268	2,355	0
Planning	1,723	1,657	(66)
Transport & Infrastructure	14,073	14,398	325
Environmental Services	24,760	24,805	45
Strategic Waste	305	230	(75)
Business Support	(627)	(644)	(16)
Management and Support	578	578	0
Place Budget Savings	(104)	(4)	100
Total	42,976	43,289	313

3.4 Performance Overview

A process of review is currently under way in Place looking to redefine a set of performance measures and targets that will track the critical activities undertaken by the Directorate. This review will be complete by the end of January 2013 and is likely to lead to changes in some measures and targets. The revisions will ensure that performance measures better reflect the priorities of the Council. Other performance measures are being proposed to achieve better linkage with financial data, so that areas of financial risk have performance measures associated with them that will predict or explain over/underspend in future. In addition, this work will also integrate with the Corporate

and Service business planning process by ensuring that as new plans and directions are developed performance measures that track progress toward the realisation of the plans are added.

The historic performance measures and latest performance levels (as at December 2012) are attached in Appendix C.

3.5 Economic Development - £0.000m nil variation

Commercial rent income has reduced, due to vacating tenants and empty properties around city centre shops (includes city centre ground rent pressures). There are further pressures from costs associated with Commercial Activities at Derriford with various legal and professional fees relating to this work. Museums have stopped all non-essential spend and there are savings from delay in recruitment of staff. The department is currently working to budget.

3.6 Planning Department - £(0.066)m favourable variation

The department has been able to achieve its targets by continuous and robust corrective management action and as a result of an improving level of building control and planning application fees, although this remains fragile. The department has had to contain significant one-off costs associated with a major planning inquiry at North West Quadrant, which has now finished, and the general adverse economic climate continues to impact on the number of planning applications. Potential pressures have been mitigated by the early implementation of a major restructure resulting in favourable variations on salaries and vacancies and through restricting expenditure on general office costs and efficiency initiatives. To support the Place departments overall position this department has driven out further savings by deferring spend and bringing forward earmarked reserves.

3.7 Transport & Infrastructure - £0.325m adverse variation

The first few months has seen a number of increasing budget pressures, which include £0.250m from increased highway maintenance on pot hole repairs (additional DfT monies not forthcoming), £0.375m from rising street lighting energy costs, The period has also seen a drop in anticipated income from Parking of £0.100m due to poor economic climate and bad weather, although this is being offset from road safety income. Recent flooding has placed further strain on the network and it is unknown what effect further bad weather will have on this budget. Mitigation on these pressures has been identified from increased enforcement income and a greater recovery of staff time working on capital projects. There is a possibility that the department may improve its parking income however this will not be known until all the data has been collected at the end of this month over the festive period however there are likely to be further pressures on the network caused from the recent flooding that need to be quantified.

3.8 Environmental Services - £0.045m adverse variation

Since last month this department has reviewed all non-essential spend and taken various actions to reduce the overspend. If you include the savings from the Strategic Waste team the department is achieving its target budget. Key pressures had arisen from a shortfall in income from recycling materials due to a considerable fall in market rates over the last few months, and it is not clear how long this will continue. There are further pressures in disposal costs due to increased tonnage, which have been offset by various action plans on non-essential work and improvements in bereavement fee income.

3.9 Delivery Plans 2012/13

The Place Directorate Delivery Plan totals **£1.4m** for 2012/13. The following table shows the summary position by Red Amber and Green rating (RAG).

Table 11 Place Directorate Delivery Plans 2012/13

Service	£ 000's	£ 000's	£ 000's	£ 000's
	RED	AMBER	GREEN	Grand Total
Transport & infrastructure			300	300
Other	100		1,000	1,100
Grand Total	100	0	1,300	1,400

3.10 The following issues are assumed within the Delivery plan.

1. The £1.000m green rated delivery plans against “Other” refers to the Accommodation Strategy Phase 1 that includes Civic Centre. The Introduction of Phase 2 has reduced part of the pressure from the delivery plan. The Council has set aside an accommodation reserve to cover maintenance issues around the Civic Centre and any pressures on the Accommodation Strategy project. This will need to be utilised to address at least some of this pressure.
2. The £0.100m red rated delivery plan refers to Place Directorate services in the Customer Services which will be delivered through the Customer Transformation Programme.

3.11 Risks and Issues

1. The department is currently facing a number of maintenance risks on the transport network to do with the recent flooding as well as the additional number of identified defects. Commercial income is also volatile and there are uncertainties in achieving consistent levels of External Income from Car Parking, Planning Fee Income and commercial Rent that impact on Service Delivery.
2. There have been reported pressures in Planning and Economic Development from the Public Enquiry and legal costs associated with North West Quadrant.
3. Environmental Services are currently proposing replacement mini-bus's and any delay in this could have a consequential effect on the amount of savings anticipated to achieve service delivery plans for the current year. There has also been a reduction in the price of commodity for recycling due to demand across Europe.

3.12 Medium Term Issues

The economic climate provides continuing challenges to Income targets for the departments within Place, in order for it to achieve future commitments. Rising energy prices will continue to add pressures for street lighting, whilst premises costs continue to rise. Increasing waste disposal costs have been projected for the next few years as the cost of tonnage increases.

4. Corporate Services Directorate

4.1 Finance General Fund Revenue Forecast is an underspend £(0.449)m

Responsible Officers: Malcolm Coe / Andrew Stephens / Mark Grimley / Tim Howes

4.2 This report sets out the Finance position for the Corporate Services Directorate, forecasting the year end position as at December 2012.

4.3 The revenue position is shown in the table below with the current year end forecast of £(0.449)m underspend (1.5% of net budget)

Table 12 End of year revenue forecasts by department

Service	Latest Approved Budget	Forecast Year End Position	Variation at December 2012
	£000	£000	£000
Finance, Efficiencies, Technology & Assets	19,126	18,612	(514)
Democracy & Governance	5,119	5,103	(16)
Customer Services	4,685	4,581	(105)
Human Resources & Organisational Development	3,219	3,152	(68)
Departmental Management	290	288	(3)
Corporate Services Budget Savings	(1,826)	(1,570)	256
Total	30,614	30,165	(449)

4.4 Performance Overview

A process of review is currently under way in Corporate Services looking to redefine a set of performance measures and targets that will track the critical activities undertaken by the Directorate. This review will be complete by the end of January 2013 and is likely to lead to changes in some measures and targets. The revisions will ensure that performance measures better reflect the priorities of the Council. Other performance measures are being proposed to achieve better linkage with financial data, so that areas of financial risk have performance measures associated with them that will predict or explain over/underspend in future. In addition, this work will also integrate with the Corporate and Service business planning process by ensuring that as new plans and directions are developed performance measures that track progress toward the realisation of the plans are added.

The historic performance measures and latest performance levels (as at December 2012) are attached in Appendix C.

4.5 Finance, Efficiencies, Technology & Assets - £(0.514)m favourable variation

Overall the department is forecasting an under spend against budget for the year. The key saving is reduced spend in corporate property, Staff savings and service efficiencies.

4.6 Democracy & Governance - £(0.016m) favourable variation

Overall the department is achieving target budget. Various pressures have been offset by reported savings elsewhere within the service.

4.7 Human Resources and Organisational Development - £(0.068)m favourable variation

The delays in the implementation of the SAP replacement have reduced the costs of borrowing to the service for 2012/13, however at this stage the remaining costs are being offset by reduced spend across the department.

4.8 Customer Services - £(0.105)m favourable variation

Savings from libraries on purchase of materials and vacancy savings along with staff savings in customer services are being used to offset the £0.200m delivery plan for customer contact centre. Further work to identify other potential savings over the last month has improved the forecast.

4.9 Delivery Plans 2012/13

The Corporate Services Directorate Delivery Plan totals **£3.257m** for 2012/13. The following table shows the summary position by Red Amber and Green rating (RAG).

Table 13 Corporate Services Directorate Delivery Plans 2012/13

Service	£ 000's	£ 000's	£ 000's	£ 000's
	RED	AMBER	GREEN	Grand Total
Finance, Efficiencies, Technology & Assets			1,450	1,450
Customer Services			480	480
HR & OD		627	300	927
Change Office / Cross Cutting	100		300	400
Grand Total	100	627	2,530	3,257

4.10 The following significant risks are assumed within the Delivery plan.

- The £0.627m amber rated delivery plan against 3rd and 4th Tier Management Restructure is subject to clear costings and implementation across Directorates. At this stage Corporate Management Team anticipate that some of this delivery plan will be achieved through restructures by the year end. The delivery plan will be achieved for future years, and officers are reviewing the level of vacancies that could offset this delivery plan in the current year. At this point 50% achievement has been estimated.
- The £0.100m red rated delivery plan against business support is not being achieved and will form part of the customer transformation project

4.11 Risks and Issues

1. Welfare reforms
2. Cross Cutting delivery plans

4.12 Medium Term Issues

1. Welfare reforms
2. Changes to business rates and housing benefit administration
3. Realisation of benefits from the Customer Transformation Programme

5. Chief Executive's Office

5.1 Finance General Fund Revenue Forecast is a forecast underspend of (£0.184m)

Responsible Officers: Giles Perritt / Richard Longford

5.2 This report sets out the Finance position for the Chief Executive's Office, forecasting the year end position as at December 2012.

5.3 The revenue position is shown in the table below with the current year end forecast of (£0.184m) underspend (7.6%).

Table 14 End of year revenue forecasts by department

Service	Latest Approved Budget £000	Forecast Year End Position £000	Variation at December 2012 £000
Policy Performance and Partnerships	1,303	1,230	(73)
Corporate Communications	568	498	(69)
Departmental Management	664	623	(41)
Delivery Plans	(100)	(100)	-
Total	2,435	2,251	(184)

5.4 Executive Office Context

The rationalisation of Policy, Performance and Partnerships is now completed and the service is now at full establishment. There are underspends in staffing, supplies and services, and training which are offsetting reduced income from the design team.

The Executive Office continues to drive reductions in cross cutting costs such as consultations, print, publicity and advertising and the production of corporate publications.

5.5 Delivery Plans 2012/13

The Executive Office Delivery Plan of **£0.100m** for 2012/13 is current rated Amber.

Table 15 Chief Executive's Office Delivery Plans 2012/13

Service	£ 000's	£ 000's	£ 000's	£ 000's
	RED	AMBER	GREEN	Grand Total
Executive Office (Rationalise Printing, Publicity and Advertising)	0	100	0	100
Grand Total	0	100	0	100

5.6 Risks and Issues

1. Legacy commitments (particularly to Adult Social Care and Children's Services) continue to dominate our resource allocation
2. No audit of statutory requirements for policies leaves PCC exposed for inspections
3. Poor quality assurance and concerns about the accuracy of data undermine the confidence stakeholders have in reports
4. Technology fails to automate manual data manipulation

6. Corporate Items and Cross Cutting Issues

6.1 Revenue budget forecasted out-turn – forecast underspend of (£1.669m)

For this third quarter report, we are reporting a (£1.669m) underspend against the budget for the year. This includes a reduced payment relating to a prior year estimate and current year estimate for carbon allowances of £0.200m and releasing accrued savings from treasury management activities of £0.700m, plus £0.670m savings following a full review of our insurance accruals and claim history.

6.2 Insurance Review

Insurance Provisions are in place to meet the cost of claims made against the Council which fall within the various excesses applying to the main insurance policies – for example the Council is responsible for the first £0.250m of each and every Public and Employer's Liability claim and the first £0.100m of each and every Property claim.

An analysis of the claims being incurred compared with previous years shows a 20% reduction in Public Liability claims being received and a 50% reduction in Employer's Liability claims. On the basis of a typical average reserve for each of these types of claim, this reduction in claims numbers explains the surplus now being projected for 31 March 2013. The underlying trend of reducing claims numbers in the current financial year is expected to continue in the final quarter and on this basis it is recommended that £0.670m of the projected surplus can be transferred from the Insurance Provision in this financial year in order to meet other budget pressures.

6.3 Contingency

We have previously released the budgeted £0.500m contingency budget as we were forecasting we could not foresee the requirement. However, having issued directors the challenge to find additional savings of £2.600m, and the associated risks with some of the

savings currently forecast, it is felt prudent to now re-instate this contingency at this stage.

Officers continue to draw down from the allocated provision against equal pay liabilities to ensure a reduced risk of further litigation as supported by Cabinet.

6.4 Capital Financing Budget /Treasury Management

The Treasury Management Board continues to meet regularly to discuss the actions in respect of borrowing and investments in accordance with the approved strategy.

- **Debt Rescheduling & Investments**

Council Officers and Arlingclose will continue to monitor credit conditions and further deposits and debt rescheduling will be made in line with the Council's Treasury Management strategy when conditions are appropriate for such action.

- **Icelandic Bank Update**

Glitnir - received £5,033,247.31 (principal £4,742,018.12 and interest £291,229.19) amounting to 79.03% of our agreed claim leaving a balance yet to be recovered of £1,335,240.36.

Landsbanki – received £1,993,537.27(principal £1,887,758.90 and interest £105,778.37) amounting to 47.19% of our agreed claim leaving a balance yet to be recovered of £2,230,598.07.44

Heritable – received £2,436,617.06 (principal £2,318,410.27 and interest £118,206.79) amounting to 77.28% of our claim. This includes £85,706.25 received in January 2013 made up of principal of £81,548.40 and interest of £4,157.85 leaving a balance of £716,341.31 yet to be recovered.

6.5 Budget Virements

6.6 The Council's net budget requirement was set by Council at its meeting on 27 February 2012 at £203.766m. Amendments to this overall budget can only be made by Full Council. During the year there will be several movements in budget allocations across services/departments as part of the delivery of the day to day business of the Council. Movements in the budget are continually tracked and an audit trail held for budget control purposes. In addition, Financial Regulations require all budget virements in excess of £0.100m to be approved by Cabinet.

6.7 Cabinet are asked to note the budget virements detailed in Table 16. All of these virements balance to zero with the overall council net revenue budget remaining at £203.766m

Table 16 Virements over £100,000 for Cabinet to note

Virements over £0.100m	£000's		
	Grants / CFWD	Departmental Movement - Restructure	Total virements £000
Executive Office	0	0	0
Corporate Services	0	174	174
People Directorate	0	(174)	(174)
Place Directorate	0	0	0
TOTAL	0	0	0

A brief explanation of these virements is as follows:

6.8 Revenue Grant Carry Forward / Allocations

The Family Group Conference Team undertakes Family Group Conferences to reduce and prevent the number of children becoming looked after. Increasing demand within the service has created a financial pressure within the People Directorate £0.100m. £0.100m Slippage was identified from the Early Intervention Grant. Transfer of funds from Education, Learner, Family Support to Family Group Conference, both within the People Directorate, has been undertaken to deal with the growing demand within the Service.

6.9 Departmental Movements

The Contact Point Team /Capita One Budget has moved from the People Directorate to the ICT service.

6.10 Virements per Table 3

The total virements shown in Table 3 of this report, although still netting to zero, include Virements completed up until and inclusive of quarter 3 and are the cumulative impact of adjustments which individually are <£0.100m and therefore do not require cabinet approval or have already been approved in previous quarters by cabinet. As reported above, specific approvals are required for the Virements shown in table 16 and these are incorporated in the budget report.

SECTION C – CAPITAL MONITORING

7. Capital Programme

- 7.1 In the quarter 2 budget report taken to full Council in September 2012, the 2012/13 Capital Programme was approved at £57.390m. This report shows the change between quarter 2 and quarter 3 to come to a revised budget of £53.691m for 2012/13 and £154.369m for the Medium Term Financial Forecast of 2012/13 to 2015/16.
- 7.2 Due to timing around the delivery of capital spend, and variations due to project slippage, changes in priorities, contractor performance, ability to achieve capital receipt etc. we are now reporting the following changes to the timing of capital spend over the next four financial years. It should also be noted that schemes are often included in the capital programme at early stages in project development when detailed estimates and feasibility work has not been completed to determine the detailed cashflow forecasts.

Table 17 Re-profiling and Variations to Capital Spend

2012/13	2013/14	2014/15	2015/16	Re-Profiling / Other Variations
£000	£000	£000	£000	
(5,284)	4,375	924	(15)	See Appendix B for details of reprofiling
396	(44)	(867)	(514)	See Appendix B for details of variations
(4,888)	4,331	57	(529)	Total Re-Profiling / Other Variations

Table 18 New Schemes to Capital Programme

£000	£000	£000	£000	
12/13	13/14	14/15	15/16	
0	57	0	0	Holy Cross RC (VA) – MUGA in Beaumont Park
25	0	0	0	Widewell – Outside play area
14	13	0	0	Radford Woods improvements
40	0	0	0	Plymouth Natural Networks - Nature Improvement Area grant for 3 rd party use
0	50	0	0	Traffic and safety works in Sutton Road area
0	30	0	0	Outland Road signal controller and islands
20	0	0	0	Visitor Plan – way finding and pedestrian access
0	4	0	0	Empty Homes / Enabling
99	154	0	0	Schemes already approved through delegated powers
50	834	0	0	Solar Panel - install solar photovoltaic (PV) panels on the Authority's roof-spaces in order to reduce its dependence on fossil fuels, realise cost savings, generate income
0	785	0	0	Boiler Replacement - replace outdated gas boilers and electric heating in order to reduce the Council's dependence on fossil fuels and realise cost savings
0	654	0	0	Strategic Cycle Network: Central Park to Crownhill Road – Additional works using new funding
10	237	0	0	Stonehouse Town Wall - repairs
60	2,509	0	0	Schemes to be recommended through the budget report for approval at 25 February 2013 Council
1,030	12,728	4,346	2,466	Investment Fund
1,030	12,728	4,346	2,466	Schemes being considered by other reports on this cabinet agenda (projects more than £0.500m will go forward for approval at 25 February 2013 Council)
1,189	15,391	4,346	2,466	Total of new Schemes to the Capital Programme

- 7.3 The following table shows the movement in estimated capital expenditure for 2012/13 from the approved programme at December 2012 Council (Quarter 3).

Table 19 Movement in 2012/13 programme

	£000
Programme following approvals at Full Council December 12 Qtr2	57,390
Re-profiling (Appendix B)	(5,284)
Variations / Virements (Appendix B)	396
New Schemes to be considered on this report recommending approval at 3 December Council (Table 18)	60
New Schemes considered in other reports at 13 November Cabinet recommended for approval at 3 December Council	1,030
New schemes already approved through delegated powers	99
Revised (Latest Forecast) Qtr3	53,691

Capital Expenditure to Date

- 7.4 To date, we have accrued actual spend of £30.339m which equates to 57% spend against the revised estimated annual spend of £53.691m. There are a number of projects, including University Technical College £3.800m, Marine Academy Plymouth Free School £0.300m and the newly formed Investment Fund £1.000m, where expenditure is either not planned until the end of the financial year or needs approval before any money can be expended. Officers are continually working with project staff to review cashflow forecasts in order to provide assurance over the overall forecast expenditure in 2012/13. Departments are confident that they will be able to deliver the vast majority of the approved capital programme in year however further amendments will be considered by the Capital Delivery Board, submitted to Cabinet and recommended to Full Council, as appropriate.

Capital Receipts

- 7.5 There has been pressure on the council's ability to generate capital receipts over the last couple of years due to falling property and land prices. The capital programme review that has been undertaken during the summer of 2012 identified a number of schemes which were no longer a priority or required they have been replaced with other schemes of a higher priority or where pressures were identified. The assumed requirement for capital receipts linked to these deleted schemes has not been transferred to fund these new or increased schemes due to the growing gap between receipt requirements and estimated receipts. It is felt more prudent to fund them by a mixture of reallocated grants and unsupported borrowing and, as such, there are now sufficient forecasted receipts to fund the requirement within the capital programme.
- 7.6 The current Medium Term capital programme assumes generation of £18.835m receipts up to, and including, 2015/16. The estimated capital receipts now available to fund the programme (RAG rated), including the use of some capital receipts to be transferred from the PCH VAT shelter to be used for the Investment Fund, is as follows:

Table 20 Capital Receipts

Capital Receipts Received or Expected	£000
2011/12 B/fwd	2,176
2012/13 Estimated Receipts	4,345
2013/14 Estimated Receipts	9,582
2014/15 Estimated Receipts	5,206
2015/16 Estimated Receipts	38
Total	21,347
Total Capital Receipts Required to Fund Capital Programme	18,835
Surplus / (Shortfall)	2,512

- 7.7 The Council uses capital receipts as part of its funding streams however the timing of when the capital receipts are paid into the Council does not always match up with when we wish to apply them to schemes. This mismatch on timing between capital receipts generated and capital receipts requirement has been flagged up consistently in previous reports. As such, any temporary shortfall of required capital receipts will need to be funded by short-term unsupported borrowing that would be financed from the Capital Finance Reserve or the working balance, until such time as additional capital receipts are generated. Officers continuously review this position to determine whether this is the best use of resources, or whether longer term borrowing would be more beneficial.

Capital Medium Term Forecast

- 7.8 Projecting forward the above changes across the next three financial years provides an initial capital programme as detailed in Table 21. This is the programme based on known projects and funding streams. The council will remain proactive at optimising external grant funding wherever possible in order to continue significant capital investment in the city. The Council has adopted a four year Capital MTFF aligning it with the number of years over which the revenue MTFF is based. The programme includes estimates of un-ring-fenced grant so is in part a projected programme of the Councils affordable position of capital investments. However the programme does not include potential funds which are to be bid for. The programme may therefore grow in future years when the council is successful in accessing other funding streams.
- 7.9 A report is being taken to 12 February Cabinet regarding the setting up of an Investment Fund. The creation of the fund is a key focus of the Working Plymouth theme of the Corporate Plan and seen as critical to growing jobs and the economy in the city. It is also the 19th project in the Plan for Jobs. Resources have been identified to finance this Investment Fund, the details of which, and the governance proposals for their use, are set out in the Cabinet report.

Table 21 Capital Medium Term Forecast

	2012/13 Revised £000	2013/14 Revised £000	2014/15 Revised £000	2015/16 Revised £000	Total £000
People	33,638	33,149	7,777	1,304	75,868
Place	13,187	29,761	13,832	6,930	63,710
Corporate Services	6,866	6,012	1,428	485	14,791
Total	53,691	68,922	23,037	8,719	154,369

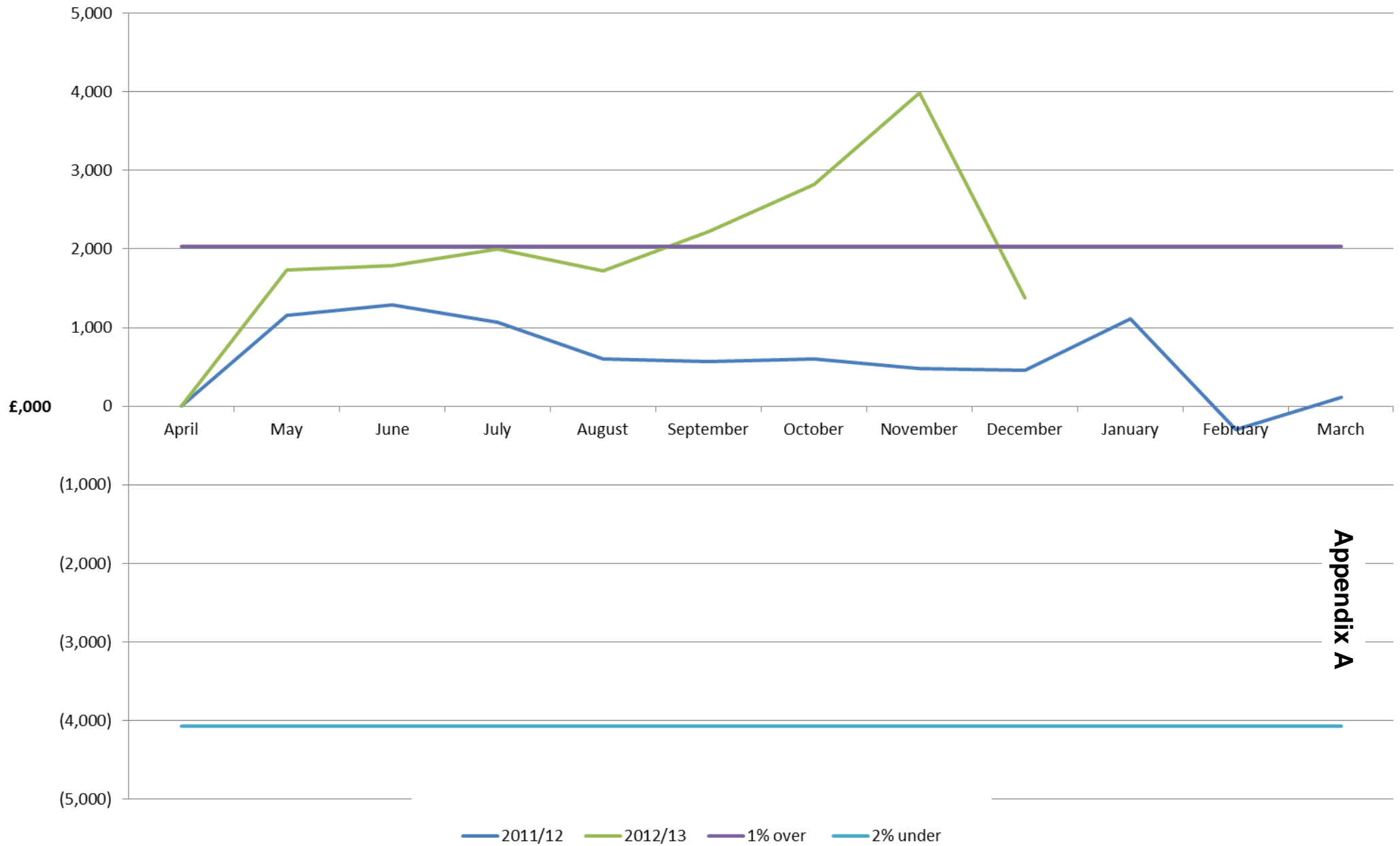
Table 22 Capital Medium Term Funding

Funding Source	2012/13 £000	2013/14 £000	2014/15 £000	2015/16 £000	Total £000
Capital Receipts	6,775	6,454	5,606	0	18,835
Unsupported Borrowing	6,165	14,518	1,598	1,686	23,967
Supported Borrowing	107	0	0	0	107
Grants & Contributions	36,655	44,264	14,873	7,033	102,825
SI06 / Tariff	801	750	750	0	2,301
Revenue & Funds	3,188	2,936	210	0	6,334
Total	53,691	68,922	23,037	8,719	154,369

SECTION D - CONCLUDING REMARKS

- 8.1 With diminishing financial resources, it is fundamentally important that the Council maintains a clear focus on delivering progress against the identified corporate and city priorities, and the new administration pledges.
- 8.2 This budget monitoring report sets out the Council's budget position at the end of the third quarter of the financial year, with a projected overspend of £1.382m. Departments will continue to address this overspend as we continue to target an on-budget outturn in March 2013.
- 8.3 The biggest element of the predicted overspend is due to demographic pressures and demand for Adult Social Care services. Other pressures include children's social care, particularly the rise in costs of children in care with complex needs.
- 8.4 We are now reporting for year two of our three year budget, in which we set out our plans to achieve budget savings of £30m by 2013/14. The shortfall identified in the Cabinet report is on top of the Council's three year £30m savings target.
- 8.5 All areas of the Council departments need to keep delivering tough budget saving delivery plans to reduce this serious overspend.
- 8.6 Performance measures and targets are changing and will be discussed with Portfolio Holders, then taken to pre-decision Scrutiny and finally reviewed by Cabinet before the changes are adopted.

General Fund Monitoring Comparison 2011/12 & 2012/13



Appendix A

Appendix B

Re-profiling and Variations to Capital Programme

2012/13	2013/14	2014/15	2015/16	Narrative
Re-profiling	Re-profiling	Re-profiling	Re-profiling	
(1,000)	1,000	0	0	Corporate Support Transformation (HR & OD)
(918)	918	0	0	Basic Need - various sites
(305)	305	0	0	Improving Care Home Environments
(193)	193	0	0	MAP - Free School Places
(100)	100	0	0	Woodfield - Replacement
(288)	288	0	0	Devolved Capital - various projects
(306)	(300)	606	0	The History Centre
(442)	442	0	0	West Hoe Pier - Remaining civil works and site improvements to be completed
(538)	538	0	0	Theatre Royal regeneration
0	(1,000)	1,000	0	MRF Upgrade - Re-profiled to match the funding offer letter.
(107)	107	0	0	ICT- Compliance
(85)	85	0	0	Investment in Customer Transformation and ICT core infrastructure
(62)	62	0	0	Empty Homes / Enabling
13	700	(713)	0	2 Year Olds Nursery Places - Updated IPP received
(246)	246	0	0	Transport - various Pedestrian and Traffic improvements
(57)	57	15	(15)	Gypsy and Traveller Site: Broadley Park - to match grant funding end date
(247)	232	15	0	Other People Reprofiting
(403)	403	0	0	Other Place Reprofiting
(5,284)	4,375	924	(15)	
2012/13	2013/14	2014/15	2015/16	Narrative
Variation	Variation	Variation	Variation	
337	0	0	0	Corporate Accommodation Strategy - Windsor house - contract works arising from NHS co-location
232	0	0	0	Corporate Accommodation Strategy - Costs associated with NHS co-location at Windsor House - ICT
124	0	0	0	Corporate Accommodation Strategy - Other variations
0	(50)	(744)	(514)	Reallocation of existing funds to investment fund
(110)	0	0	0	CareFirst
137	0	0	0	Disabled Facilities (incl Care & Repair works) - additional funds from DCLG
(100)	0	0	0	Mount Wise - Basic Need
(304)	0	0	0	A386 - Land compensation
114	6	(123)	0	Other People Variations
(33)	0	0	0	Other Place Variations
396	(44)	(867)	(514)	

Corporate Performance 2012/13
Level 1, 2 & 3 Indicators
Performance as at 31st December 2012



Introduction

This is the monthly reporting framework of Level 1, 2 and 3 indicators for Plymouth City Council. Our performance management arrangements are underpinned by a framework based on indicators set at 4 levels. The levels depict overall strategic and operational importance. Indicators are contained within Service business plans for responsible service areas.

Level 1 - is a small basket of strategic indicators that track progress towards achieving the vision. Targets are set for the next ten years. Example: Increase Life Expectancy

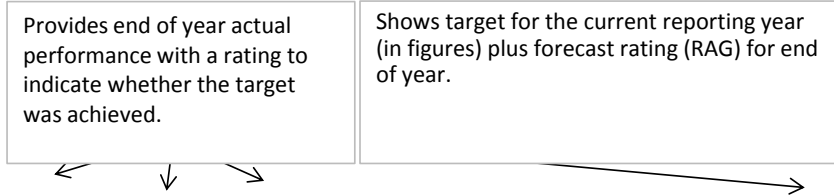
Level 2 - are high level outcome indicators that support delivery of Level 1. In many cases the indicators need to be delivered in partnership. Targets are set on a 3 year rolling basis. Example: Reduce rates in smoking

Level 3 - are single agency indicators that either support Levels 1 and 2 or are business critical to the organisation. Targets are set on a 3 year rolling basis. Example: % of attendances at Sports Development Unit activities by people from deprived neighbourhoods

Level 4 - Indicators for monitoring and managing at Departmental level. Targets are set on a 3 year rolling basis.

This document provides an monthly overview of corporate performance provided against the Directorate structure of People, Place and Resources. It provides a mechanism to draw together the performance at corporate level as well as allowing discussions to take place at departmental levels.

Indicators are updated and rated (red, amber or green) depending on performance against target. Performance is displayed in month giving a percentage, actual or rate value for either a cumulative or snapshot value dependant on the preferred measurement. Below is a brief overview of column headings found within the main body of the document



Performance Indicator	Responsible Officer	09/10 Actual	10/11 Actual	11/12 Actual	October	November	December	Forecast/ 2012/13 Target
Performance Indicator title	Dave Smith	Red	Amber	Green	Amber	Amber	Amber	Green

In month cumulative or snapshot value with rating against target for the current year.

Performance ratings are based on performance against target with the following tolerances applied.

Key

Red	Performance more than 15% away from target
Amber	Performance within 15% of the target
Green	Performance on target or better

Corporate Performance Overview

Provides a count of all level 1/2/3 indicators against actual and forecast performance ("Green,Amber or Red").

December 2012 Actual		
Red	Amber	Green
17%	32%	51%

Forecast 12/13
Green
51%

Level 1

Partnership Indicators

Partnership Performance Indicator	Partnership Lead	RAG Rating	Partnership Comments
Growth			
Increase the number of jobs in Plymouth .	David Draffan	▼	The target is to create 30,000 new jobs by 2020 to 132,000 jobs. Leading up to the recession, the city experienced relatively strong employment growth reaching a peak of 107,000 in 2007. The sharp slowdown between 2008 and 2010 (a net loss of around 7,700 jobs) reflects the impact of the recession on Plymouth's labour market. Public Administration and Education, key sources of growth up to 2008, saw the sharpest declines, closely followed by Manufacturing and Business services. The decline in job numbers appeared to cease in 2011 with an overall increase of 1,200. This was driven by strong growth in the Business Services sector. However, the latest increase does not do enough to mitigate previous losses. In 2012 the "Plan for Jobs" initiative is being developed. It will be implemented over the next two years and will be designed to help reinvigorate the local economy and stimulate private sector growth
An increase in the headline gross value added per head index at current basic prices .	David Draffan	▼	Whilst the city's GVA growth rates have tended to lag the national average in the longer term (2.3% pa vs.4.6% pa between 1999 & 2009), in the few years leading up to the recession it experienced a degree of growth acceleration, surpassing rates recorded by many other urban areas across the UK. However, data released on 12/12/12 shows that GVA per head in Plymouth was 79.3 of the UK average in 2011 down from 80.3 in 2010. These figures reflect Plymouth has suffered a relatively sharp downturn in economic activity in the recession and its aftermath compared to those nationally. The Construction & Public Administration, Education & Health (a comparatively large sector for the city) sectors have experienced the sharpest absolute falls in output. The city's GVA per head index fell below the Devon County average for the first time in this series of data (stretching back to 1997).
Deliver connectivity with key regional, national and international markets .	Clive Perkin	▶	Despite achieving improved rail connectivity timetable changes within the Great Western Rail franchise invitation to tender, that would have delivered additional faster trains between Plymouth and London in July 2013, the delays to the franchise caused by the West Coast mainline problems has now put that in doubt. However, work continues to push for early improvements in any new franchise process.
Aspiration			
Raise Plymouth's Level 4 attainment so that it exceeds the national average by 2% by 2020.	Wendy Purcell	▲	Skill levels in the city have been consistently rising in recent years across all the categories. 26.7% of residents aged 16-64 had NVQ4 or above qualifications in 2011, whereas it had only been 18.8% in 2004. However, the city does not compare so well with regional and national averages at the higher end of the skills range. The 26.7% NVQ4+ or equivalent figure, for example, contrasts with a 32.9% figure for both the region and the country. For NVQ3+ or equivalent the figures are 51.5%, 54.6% and 52.7% for Plymouth, the region and the country respectively. At NVQ2+ Plymouth's 71.1% figure is better than the national but slightly below the regional average; while at NVQ1+ the city's 87.6% success rate is better than those regionally and nationally. Plymouth has less people without a qualification (7.4%) than regionally (8.0%) or nationally (10.6%).
Grow Visitor Numbers by 20% by 2020	David Draffan	▲	A revised measure to the Performance Framework, the Plymouth Visitor Survey 2011 sets out a key objective to increase the numbers of visitors to the city by 800,000 by 2020. The total number of visitors to the city in 2011 (latest data) was 4,858,000. This reflects a positive 7 year upward trend of people visiting the city. Whilst the number of overseas visitors has remained the same, the number from within the UK has risen, especially day trip visitors. However, the latest figures show that the amount of money visitors spend has decreased slightly.
Overall / general satisfaction with local area (NI 05).	Giles Perritt	▼	The Listening Plymouth Survey conducted in the Autumn of 2012 has revealed that 78.6% of respondents expressed satisfaction with their local area. This is compared to 79.4% of respondents surveyed in 2010/11.
Increase the new business births in the City per 10,000 resident population .	David Draffan	▲	The latest 2011 data reports a 24% increase in business births in the city to 685, arresting a two year decline. The number of business failures also fell so the overall stock expanded. Whilst the positive boost is welcome, the target for the year has not been achieved. Notwithstanding, we are proactively encouraging business 'start-ups' supported through the Urban Enterprise Programme to create and develop new start up businesses. A primary output for the Urban Enterprise programme is jobs creation and new businesses started. We are confident that we have created more than 200 additional jobs and more than 150 businesses in the current 3 year programme (2010-12).

Level 1

Partnership Indicators Continued

Partnership Performance Indicator	Partnership Lead	RAG Rating	Partnership Comments
Inequality			
Reduce the gap in life expectancy by at least 10% between the fifth of areas (eight neighbourhoods) with the lowest life expectancy & the population as a whole by 2020 (based on 2017-19 data) from the 2010 baseline (based on 2007-2009 data) .	Debra Laphorne	▲	The latest data (2009-11) for Plymouth shows that life expectancy has risen to 80.3 (from 80.1 in 2008-10). With regard to the specific target, the gap between the fifth of areas (eight neighbourhoods) with the lowest life expectancy and the city as a whole fell to 2.8 years in 2009-11. This represents a reduction of 22.1% from the 2007-09 baseline (of 3.6 years). If this performance can be maintained, then the target (to 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) will be achieved. Although this year two performance is encouraging, given the historical fluctuations in the life expectancy gap (and the fact that it remained virtually static in 2008-10 (year one)) it will be necessary to monitor the existing target for a number of years to ensure that it has been achieved and that the current good performance is not simply the result of a positive fluctuation.
Reduce the rates of premature mortality (<75 years) in men from all causes by 40% by 2020 (based on 2019 data) from the 2010 baseline (based on 2009).	Debra Laphorne	▲	The latest data (calendar year 2010) for Plymouth shows that the rate (age-standardised) of premature (<75) mortality in men is 361.5 per 100,000 population. This represents a reduction of 10.1% from the 2009 baseline (of 402.2 per 100,000 population). If this performance can be maintained, then the target (to reduce the rates of premature mortality (<75 years) in men from all causes by 40% by 2020) will be achieved.
Reduce Child Poverty (NI 116) .	Carole Burgoyne	▲	The latest data (2009/10) reports that 22.1% of Plymouth children are living in families in receipt of out of work benefits or in receipt of tax credits where their reported income is less than 60 % of median income". The Plymouth position is in line with the national position (21.3%). The Plymouth trend over the previous 4 years reports a slight rise with a 1% increase over this period. This also mirrors the national movement. Based on historic data the trend suggest that with no action by partners, the number of children living in poverty by 2020 would reach 25%. The target is 10%. It is likely that the current economic environment will significantly impact the number of children living in poverty and even with planned interventions, the numbers will rise before they fall.
Value for Communities			
Increase the value of commissioned goods and services by civil society organisations.	George Plenderleith		The Council has undertaken a piece of work to identify all work commissioned from the Community and Voluntary sector. Initial figures indicate that £19.85 million was allocated to this during 2011/12. The spend from March 2012 to December 2012 is £16.375 million. It is estimated that the final figure will be £20.5 million by March 2013 indicating an increase.
Customer satisfaction of all public service offering vfm.	Malcolm Coe		The 2012 Listening Plymouth survey was the first time that residents have been asked whether public organisations other than Plymouth City Council offer Value for Money. The question asked residents whether they agreed that Plymouth City Council , Devon & Cornwall Police, Devon & Somerset Fire Service & the Local Health Service offered VFM with the average across these organisations showing that 58% of residents agreed.
People who feel they can influence decisions in their locality (NI 04)	Giles Perritt	▼	Following the last survey conducted in 2009, 24% of Plymouth residents felt that they could influence decisions compared to an England average of 30%. Following the Listening Plymouth Survey conducted in Autumn 2012, this had decreased to 19%. This places Plymouth in the bottom quartile for this indicator. A significant amount of work is planned via locality and neighbourhood working to address performance and it is anticipated that the development of an action plan as part of the Cooperative Council agenda will improve performance .
Per Capita CO2 emission in the LA area (NI 186)	Alistair Macpherson	▲	Plymouth's per capita CO2 emissions were 5.1 tonnes per capita (tpc) in 2010. This represents a slight increase on the figures recorded for 2009 (5.0 tpc) but this increase is attributed to the extremely cold weather experienced across the UK in 2010. However this still represents a reduction of 13.56% on the 2005 baseline (5.9tpc). If the average reduction per annum is maintained, Plymouth's target of a 20% reduction by 2013 will be exceeded by 1.60 tpc. However it should be noted that the recorded emissions remain as estimates and are subject to weather conditions, any recurrence of the cold weather could therefore have an impact on future emission levels.

<p>% people who believe people from different backgrounds get on well (NI 001) .</p>	<p>Pete Aley</p>	<p>▼</p>	<p>In the 2009 Place survey, 70.7% of residents agreed that people from different backgrounds get on well together. In the 2012 Listening Plymouth survey a similar question was asked - A place where different ethnic backgrounds get on well together, with 52% agreeing. Whilst a decline from 2009 this should be caveated on the basis that the question asked is narrower than that asked in 2009. (A further sub- question in 2009 asked - Which three of the following things are you most likely to associate with the term 'people from different backgrounds, with the top responses being Race and nationality (75%) followed by Religion / faith (62%) and Social Class (46%).</p>
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People Directorate

Director - Carole Burgoyne

Children's Social Care

Assistant Director - Dave Simpkins (Acting)

Level 3

Performance Indicator	Responsible Officer	09/10 Actual	10/11 Actual	11/12 Actual	October	November	December	Forecast/ 2012/13 Target
Timing of Initial Assessments	Karen Morris	62.80%	72.80%	82.10%	79.0%	78.0%	78.8%	80%
Number of children with a child protection plan monthly	Richard Yellop	352	301	296	307	313	320	300
Number of looked after children Yearly	Tony Marchese	437	376	383	378	368	365	390
Stability of placements of looked after children: number of moves	Dave Simpkins	17.20%	16.00%	13.70%	14.5%	15.2%	16.2%	13%
Number of Children in care who are placed in 'independent sector foster placement' - Month end snapshot	Anne Osbourne	New Indicator		67	65	65	65	57
Number of Children in care who are placed in 'residential care placement' - Month end snapshot	Anne Osbourne	New Indicator		21	20	20	18	16

Joint Commissioning and Adult Social Care

Assistant Director - Pam Marsden

Level 2

Indicator Definition	Responsible Officer	09/10 Actual	10/11 Actual	11/12 Actual	October	November	December	Forecast/ 2012/13 Target
Proportion of people using social care who receive Self Directed Support, and those receiving Direct Payments	Paul Francombe	15.90%	30.29%	33.9% (2330)	51.00%	54.00%	56.00%	70.0%
Delayed transfers of care (per 100,000 population aged over 18) <i>(please note this indicator always one month behind for performance reporting)</i>	Paul Francombe	10.77	4.95	8.2	12.79	11.61	December data available in February	5.35

Level 3

Indicator Definition	Responsible Officer	09/10 Actual	10/11 Actual	11/12 Actual	October	November	December	Forecast/ 2012/13 Target
Permanent admissions to residential and nursing care homes per 100,000 population	Paul Francombe	11.1/ 10,000	19.0/ 10,000	152.7/ 100,000 (310)	60.3/ 100,000 (126)	64.6/ 100,000 (135)	68.89/100,000 (144)	134.0/ 100,000 (280)
Overall satisfaction of people who use services with their care and support	Paul Francombe	N/A	62.10%	70.10%	Annual Indicator			75%

Homes and Communities

Assistant Director - Stuart Palmer

Level 2

Indicator Definition	Responsible Officer	09/10 Actual	10/11 Actual	11/12 Actual	October	November	December	Forecast/ 2012/13 Target
Total Category 1 hazards removed CAT1	Phil Mitchell		160	248	88			200
Rate of Anti Social Behaviour incidents per 1000 population.	John Drury	77.6	72.82	55.43	25.37 (6564)	28.23 (7305)	30.83 (7977)	49.89
% priorities identified at neighbourhood meetings that have been resolved or concluded (quarterly)	Pete Aley	New indicator	40.00%	65%	67%			55%
The number of racist, disablist, homophobic and faith incidents reported	Pete Aley	New indicator	New Indicator	578	334	377	425	567
The % satisfied with outcome of reported racist, disablist, homophobic, faith & belief incidents	Pete Aley	New Indicator	New Indicator	92.80%	90%	90%	90%	87%
Reduce the gap between worst 10 neighbourhoods & city average rate per 1000 population for overall crime (quarterly)	Pete Aley		70.94	94.3	66.4			90.57

Level 3

Indicator Definition	Responsible Officer	09/10 Actual	10/11 Actual	11/12 Actual	October	November	December	Forecast/ 2012/13 Target
First time entrants to the Youth Justice system aged 10-17	Benji Shoker	312	1251	840	QTRLY		December data available in February	1050
Rate of proven re-offending by young offenders	Benji Shoker	0.62	1.2	35.8	QTRLY		December data available in February	37.0%
% of attendances at SDU activities by people from deprived neighbourhoods	Louise Kelley	New Indicator	16.56%	14.64%	QTRLY		December data available in February	15%
People helped to live in their own homes through the provision of a major adaptation (Q)	Phil Mitchell		187	209	252			250
Number of households prevented from becoming homeless	Matt Garrett	491	493	484	426			500
Rate per 1000 population for Acquisitive Crime	Pete Aley	New Indicator	10.14	10.83 (2802)	5.26 (1362)	6.03 (1559)	6.74 (1743)	9.74
Rate per 1000 population for Criminal Damage	Pete Aley	New Indicator	16.23	15.97 (4131)	7.48 (1934)	8.45 (2187)	9.32 (2412)	14.95
Rate per 1000 population for Violence with Injury	Pete Aley	New Indicator	10.44	10.63 (2749)	5.83 (1510)	6.61 (1709)	7.59 (1964)	10.03

Education Learning and Families Assistant Director - Judith Harwood
Level 2 (Quarterly)

Performance Indicator	Responsible Officer	09/10 Actual	10/11 Actual	11/12 Actual	October	November	December	Forecast/ 2012/13 Target
Reduce the number of 16 to 18 year olds who are not in education, training or employment (NEET) - Qtrly (Counting Rule change 11/12)	Annie Singer	6.70%	7.1% (640)	6.1% (old) 8.4% (new)	6.9% (489)	7.6% (601)	6.9% (530)	7.9% (513)

Level 2 (Annual)

Performance Indicator	Responsible Officer	09/10 Actual	10/11 Actual	11/12 Actual	October	November	December	Forecast/ 2012/13 Target
Achievement of 5 or more A*-C grades at GCSE or equivalent incl Maths & English	John Searson	54.2%	56.5%	57.5%	Annual Data			58.8%
Achievement of a Level 3 qualification by the age of 19	Annie Singer	44% (3,960)	45.2%	Awaiting Data	Annual Data			49%

Level 3 (Quarterly)

Performance Indicator	Responsible Officer	09/10 Actual	10/11 Actual	11/12 Actual	October	November	December	Forecast/ 2012/13 Target
The Number of Common Assessments (CAF) completed (Monthly)	Amanda Paddison	394	491	743	812	935	1000	985
Secondary school persistent absence rate - Yearly	Brian Gould	3.60%	3.6% old 8.9% new	Expected Mar 2013	Annual Data			9.0%
Statements issued within 26 wks excl exceptions (Quarterly)	Joan Tremlette	45.12%	65.93%	80.00%	100.00%			87.0%

Level 3 (Annually)

Performance Indicator	Responsible Officer	09/10 Actual	10/11 Actual	11/12 Actual	October	November	December	Forecast/ 2012/13 Target
Ensure that all primary schools exceed the escalating floor standard - Yearly	John Searson	9	15	2	Annual Data			12
Ensure that all secondary schools exceed the escalating floor standard - Yearly	John Searson	1	0	1	Annual Data			0
Increase the number of Plymouth 16-18 year olds "Starting" an apprenticeship during the year.	Annie Singer	991	829	949	Annual Data			969
Achievement of at least 78 points across early years Foundation Stage	John Searson	56.4%	56.0%	61	Annual Data			58.0%
Narrow the gap between lowest achieving 20% early years FSP & the rest	John Searson	30.2%	30.9%	29.6%	Annual Data			28.5%
% of 17 year olds in education and training in line with Raising the Participation Age Strategy	Annie Singer	Setting Systems to capture data	86%	Awaiting Data	Annual Data			90.0%

Place Directorate

Director - Anthony Payne

Economic Development

Assistant Director - David Draffan

Level 2

Indicator Definition	Responsible Officer	09/10 Actual	10/11 Actual	11/12 Actual	October	November	December	Forecast/ 2012/13 Target
Percentage of households/businesses connected to fast broadband (Annual)	Stephen Bashford			93%	Annual Data			90%
Reduce the gap in average pay of full-time workers between Plymouth and the South West	Stephen Bashford	2%	2% (2010)	6% (2011)	Annual Data			1.24%
Reduce the working age economic inactivity rate (Annual) - (23.1 - 2004)	Stephen Bashford	23.1 (2004)	26.6%	22.5%	Annual Data			20.37%
Visitor Number Breakdown by different types (Annual) (Baseline 10/11)	TBC	1,118,000	1,123,590	Awaiting Data	Annual Data			1,134,854
Number of inward investment enquiries handled.	Stephen Bashford	New Indicator		76	169			75 (2011-12)

Level 3

Indicator Definition	Responsible Officer	09/10 Actual	10/11 Actual	11/12 Actual	October	November	December	Forecast/ 2012/13 Target
Number of visitors to Museums and Archive Services	Nicola Moyle/ Linda Stott	111,896	333,990	186,454	147,636	159,944	169,782	188,000

Planning

Assistant Director - Paul Barnard

Level 2

Indicator Definition	Responsible Officer	09/10 Actual	10/11 Actual	11/12 Actual	October	November	December	Forecast/ 2012/13 Target
Hectares of employment land delivered per annum (yearly) 2006 = 0 (Baseline))	Jonathan Bell	21.58ha (2.39ha)	25.78ha (4.2ha)	27.25ha (1.4ha)	Annual Data			28ha
Net additional homes provided (yearly)	Jonathan Bell	401	535	472	Annual Data			450
Number of affordable homes delivered (gross)	Nick Carter	335	368	276	208			200

Level 3

Indicator Definition	Responsible Officer	09/10 Actual	10/11 Actual	11/12 Actual	October	November	December	Forecast/ 2012/13 Target
Processing of planning applications - 13wks major app	Peter Ford	60%	77.2%	80.7%	78.9%	75.8%	December data available in February	86.0%
Supply of housing land	Jonathan Bell	107%	114%	Due August 2012	Annual Data			120%
Increase the number of long term empty homes brought back into use	Nick Carter	92	71	95	84			65
Increase the amount saved on energy bills for priority group households	Alistair Macpherson			£112.00	Annual Data			£60.00

Transport and Infrastructure

Assistant Director - Clive Perkin

Level 2

Indicator Definition	Responsible Officer	09/10 Actual	10/11 Actual	11/12 Actual	October	November	December	Forecast/ 2012/13 Target
Access to services and opportunities (Baseline 76.55?)	Clive Perkin		Baseline and targets to be set	77.68%	Annual Data			80.00%
Improved rail times and frequency to key cities (yearly)	Clive Perkin			To Start 2013	Annual Data			Seek inclusion in GW franchise for 3 hour journey time
Improved road journey times and frequency to key cities (yearly) WB=West Bound, EB=East Bound	Clive Perkin		WB=79% EB= 85%	WB=84% EB= 87%	Annual Data			85% of max speed 85% of the time

Level 3

Indicator Definition	Responsible Officer	09/10 Actual	10/11 Actual	11/12 Actual	October	November	December	Forecast/ 2012/13 Target
Improve Bus Punctuality	Adrian Trim		Baseline and target to be set	81% (March)	83%			90%
Customer satisfaction with conditions of roads and pavements (2008-10 = 39.06)	Tom White		26.51 (March)	28.09	Annual Data			Under Review

Environmental Services

Assistant Director - Jayne Donovan

Level 2

Indicator Definition	Responsible Officer	09/10 Actual	10/11 Actual	11/12 Actual	October	November	December	Forecast/ 2012/13 Target
Increase the percentage of household waste sent for reuse, recycling and composting. (Cumulative)	Mark Turner	31.20%	32.90%	31.80%	35.34%	34.72%	34.23%	34%(Y) 34.8%(C)

Level 3

Indicator Definition	Responsible Officer	09/10 Actual	10/11 Actual	11/12 Actual	October	November	December	Forecast/ 2012/13 Target
Reduce the residual household waste per household (kg). (Cumulative)	Mark Turner	685.00 kg	661.29kg	644.55kg	373.85kg	426.97kg	471.49kg	627.20kg

Corporate Services

Director - Adam Broome

Customer Services

Assistant Director - Andrew Stephens

No Level 2 indicators

Level 3 indicators

Indicator Definition	Responsible Officer	09/10 Actual	10/11 Actual	11/12 Actual	October	November	December	Forecast/ 2012/13 Target
Library visits by actual number	Sally Walsh	N/A	4416.42/ 1000	1,168,136	688,304	783,029	851,973	1,203,180

Finance, Efficiencies Technology and Assets

Assistant Director - Malcolm Coe

Level 3

Indicator Definition	Responsible Officer	09/10 Actual	10/11 Actual	11/12 Actual	October	November	December	Forecast/ 2012/13 Target
Percentage of Council Tax collected	Martine Collins	95.20%	96.10%	96.30%	63.60%	72.87%	81.80%	97.50%
Percentage of NNDR collected	Martine Collins	96.00%	97.30%	96.20%	68.48%	77.41%	85.02%	96.60%
Time processing new claims	Martine Collins	N/A	30 days	28 days	21 days	21 days	19 days	15 Days
Time for processing notifications of changes of circumstances	Martine Collins	19 days	19 days	17 days	31 days	28 days	26 days	10 Days

Cross Cutting Indicators

Level 3

Indicator Definition	Responsible Officer	09/10 Actual	10/11 Actual	11/12 Actual	October	November	December	Forecast/ 2012/13 Target
Average sickness days per employee	Alison Mills	N/A	12.92 days	9.78 days	9.6 days	9.8 days	9.96 days	6 days
Number of Apprenticeships provided by the Council	Eve Skuse	N/A	N/A	33	56			70
Data Protection Service Level Compliance	Richard Woodfield	N/A	N/A	40%	43%	41%	42%	68%
% of complaints answered on time - non Social Care	Lev Marsland	N/A	N/A	82.00%	84.00%	85.00%	Due Feb	98.00%