



ANNUAL GOVERNANCE STATEMENT 2014/2015

1. Scope of Responsibility

Plymouth City Council is responsible for ensuring that its business is conducted in accordance with the law and proper standards, and that public money is safeguarded and properly accounted for and used economically, efficiently and effectively.

The Council also has a duty under the Local Government Act 1999 to make arrangements to secure continuous improvement in the way its functions are exercised, having regard to a combination of economy, efficiency and effectiveness.

In discharging this overall responsibility, Plymouth City Council is responsible for putting in place proper arrangements for the governance of its affairs, facilitating the effective exercise of the Council's functions, and which includes arrangements for the management of risk.

This Annual Governance Statement explains how the Council has complied with the Code and also how it meets the requirements of Regulation 4(3) of the Accounts and Audit (England) Regulations 2011, which requires all relevant bodies to prepare an annual governance statement

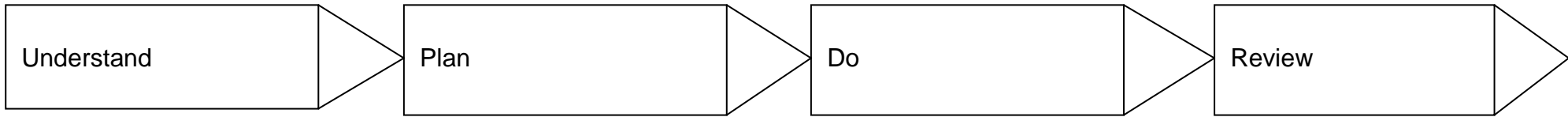
2. The Purpose of the Governance Framework

The governance framework comprises the systems and processes, and culture and values, by which the authority is directed and controlled and its activities through which it accounts to, engages with and leads the community. It enables the authority to monitor the achievement of its strategic objectives and to consider whether those objectives have led to the delivery of appropriate services and value for money.

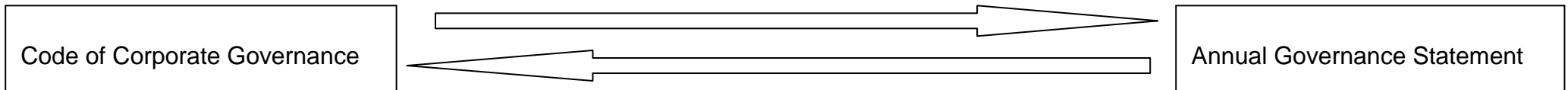
The system of internal control is a significant part of that framework and is designed to manage risk to a reasonable level. It cannot eliminate all risk of failure to achieve policies, aims and objectives and can therefore only provide reasonable and not absolute assurance of effectiveness.

The system of internal control is based on an on-going process designed to identify and prioritise the risks to the achievement of the Council's policies, aims and objectives, to evaluate the likelihood of those risks being realised and the impact should they be realised, and to manage them efficiently, effectively and economically. The governance framework has been in place at Plymouth City Council for the year ended 31 March 2015 and up to the date of the approval of the Annual Report and Statement of Accounts.

3. Assurance Cycle



What are we seeking to receive assurances on?	What sources of assurance do we require?	How we will arrange ourselves to receive adequate assurances?	How we know that we are effective?
<ul style="list-style-type: none"> • Delivery against the corporate plan whilst observing the governance framework • Management of the Council's key risks • Design and effectiveness of internal controls • Compliance with laws, regulation, internal policies and procedures • Key governance tools are fit for purpose, e.g. the performance management and risk management framework • Value for money • Direction of travel of previous governance issues • Effectiveness of the system of Governance 	<ul style="list-style-type: none"> • Internal Audit Annual Plan • External Audit Annual Plan • Ofsted and Care Quality Commission • Other external agencies • Management assurances from active compliance frameworks • Committees/Internal Boards responsible for monitoring and reviewing the systems, processes and documentation 	<ul style="list-style-type: none"> • Officer and Member structures working together • Senior Management Teams working closely with Executive Roles • Decision-making bodies • Scrutiny Committees • Audit Committee • Project Boards • Constitution 	<ul style="list-style-type: none"> • Review sources of assurance identified at the Planning Phase • Review Annual Reports that provide further insight such as; scrutiny committee report, audit committee annual report, task and finish groups • Ensuring sources of assurances have delivered against their plans at the necessary quality • Internal and External Audit Reports • Highlight areas of weakness, development and implement action plans



4. The Governance Framework

The Council has approved and adopted a Code of Corporate Governance, which is consistent with the principles of the CIPFA/SOLACE Framework Delivering Good Governance in Local Government. A copy of the Code is on our website under “Constitution”. Included within this framework are six core principles of governance:-

Principle One	Description of Governance Mechanisms	Assurances Received
<p>Focusing on the purpose of the Council and on outcomes for the community and creating and implementing a vision for the local area</p> <p>Plymouth’s Vision:- Britain’s Ocean City – to be one of Europe’s most vibrant waterfront cities, where an outstanding quality of life is enjoyed by everyone.</p>	<ul style="list-style-type: none"> • Members, working with officers, have developed a clear vision of their purpose and intended outcomes for citizens and service users. • Corporate Plan 2013/14 – 2016/17. • The Plymouth Plan which looks ahead to 2031. • Thrive Plymouth is a 10 year programme to reduce health inequalities and is addressing four behaviours (poor diet, lack of exercise, tobacco use and excess alcohol consumption). • The Joint Commissioning Partnership is the single strategic commissioning body for the City of Plymouth. It considers and approves commissioning plans in line with the priorities identified in the Joint Health and Wellbeing Strategy, and ensures a coordinated and consistent approach to commissioning services on behalf of partner agencies in Plymouth. • The Council has robust systems and processes to manage effectively financial risks and opportunities, and to secure a stable financial position that enables it to continue to operate for the foreseeable future. • A staff survey was carried out to gauge employee satisfaction and assist in improving the organization for employees as a place to work and consequently improve how the organisation performs. • The Council is jointly responsible (with Cornwall Council) for the operation of the Tamar Bridge and Torpoint Ferry (TBTF) Joint Committee which brings with it a 50% share of any future liabilities. However, from a governance point of view, the TBTF 	<ul style="list-style-type: none"> • Annual Report communicates Council’s activities and achievements, its financial position and performance. • Staff Survey 2014. • The Corporate Plan provides the framework used by departments in developing their business plans which establish and monitor the achievement of objectives at service and team level. It also sets out how each service is implementing the Council’s principles laid out in the Corporate Plan. • The Plymouth Plan is a ground-breaking concept which aims to undertake a review of the Plymouth Core Strategy and to take advantage of changes introduced by the Localism Act to create a Local Plan which integrates all of the other strategies produced by the Council into one Plan for Plymouth. • Thrive Plymouth aims to reduce health inequalities across the city by focusing on prevention that encourages and enables health choices by influencing the context within which those choices are made. • Devon Audit Partnership (DAP) Audit Plan linked to the overall objectives of the

	<p>Joint Committee produces and monitors its own Governance arrangements, including the preparation of a separately published Annual Governance Statement covering the operations of the Joint Committee.</p> <ul style="list-style-type: none"> • The Transformation Project has been constructed to align programs to one another and to the Council's Corporate Plan in order to meet the current financial challenge. Governance for the Programme involves five delivery strands that link to a Portfolio risk register which is monitored by a Transformation Portfolio Board. The Transformation strands are: <ul style="list-style-type: none"> -Growth, Assets and Municipal Enterprise (GAME) -Integrated Health and Well Being (IHWB) -Customer and Service Transformation (CST) -Co-operative Centre of Operations (CCO) -People and Organisational Development (P&OD) • The Children's Social Care Improvement Plan forms part of the Transformation Programme and will be delivered as part of Children and Young People Service Project within the Integrated Health and Well Being Programme. 	<p>Council and the risks to their achievement.</p> <ul style="list-style-type: none"> • Joint Commissioning Partnership meet Bi-monthly and receive regular progress and performance reports from commissioning managers. Also produce regular reports to the Health and Wellbeing Board. • External Audit findings reported that they were satisfied that in all significant respects the Council has put in place proper arrangements to secure economy, efficiency and effectiveness in its use of resources for the year ending 31 March 2014. • The Constitution aids the financial management of the Authority and is complemented by Financial Regulations and Standing Orders, which document protocols and procedures for members and officers in conducting the business of the Council. • The day to day operation of the Treasury Management activity is carried out in accordance with detailed Treasury Management Practices (TMP's). Updates to these practices for 2014-15 were approved by the Audit Committee on 26th June 2014. • Code of Corporate Governance reviewed annually as part of the preparation of this Governance Statement. • The Transformation Portfolio Risk Register is reviewed monthly and
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		<p>reported to the Portfolio Board.</p> <ul style="list-style-type: none"> • Journals with a value of >£500k have been authorised by either Head of Corporate Strategy or Head of Finance Operations with effect from October 14 <div style="border: 1px solid black; padding: 5px;"> <p>Weaknesses Identified: The audit plan identified weaknesses relating to journal entries as there was no authorisation process for journals prior to posting; new procedures were implemented 1 Oct 2014 and improvements identified to improve the controls are now in place.</p> </div>
Principle Two	Description of Governance Mechanisms	Assurances Received
<p>Members and Officers working together to achieve a common purpose with clearly defined functions and roles</p>	<ul style="list-style-type: none"> • Elected Members are collectively responsible for the governance of the Council. Decision making and scrutiny of these decisions has been separated through the executive arrangements introduced by the Local Government Act 2000. • The Constitution includes a statement on the roles of the Executive and Scheme of Delegation in place. • The Department for Children’s Services (DCS) has a politically restricted statutory chief officer in post who reports directly to the Chief Executive. • Statutory Officers are also documented within the Constitution. The Chief Executive (Head of Paid Service) is documented within the Constitution and works with Members and Strategic Directors to deliver the council’s themes. • Role of the Chief Finance Officer (s.151 officer), as documented in the Constitution, has responsibility for ensuring that appropriate advice is given on all financial matters, for keeping proper financial records and accounts, and maintaining an effective system of internal financial control. • The Monitoring Officer is in place and, in accordance the Constitution, is responsible for ensuring agreed procedures are 	<ul style="list-style-type: none"> • Devon Audit Partnership Report findings gave a satisfactory assurance assessment over the fundamental and key financial systems and satisfactory assurance assessment over system of internal control. • A Local Assurance Test (LAT) has been produced to ensure that the structure for the DCS element of the People Directorate and its organisational arrangements enable the local authority, through the Strategic Director for People role, to fulfil its statutory duties towards children and young people effectively. • Audit Committee in place providing independent oversight of internal control environment and corporate governance. • External Audit findings are reported to Audit Committee.

	<p>followed and that all applicable statutes and regulations are complied with.</p> <ul style="list-style-type: none"> • Formal procedures and rules govern the Council’s business; Constitution, Scheme of Delegation and procedure rules such as financial regulations, etc. • There is an annual process to review and agree the Pay Policy in accordance with the Localism Act section 38(1). 	
Principle Three	Description of Governance Mechanisms	Assurances Received
Promoting values for the Council and demonstrating the values of good governance through upholding high standards of conduct and behaviour	<ul style="list-style-type: none"> • The Council recognizes that good governance is underpinned by shared values demonstrated in the behaviour of its Members, staff and partners. • The Assistant Director and Head of Legal Services is the Monitoring Officer responsible for ensuring that decisions are made in accordance with the Constitution. • Directors have the primary responsibility for ensuring that decisions are properly made in line with the Scheme of Delegation. • Standards of conduct and behavior expected of Members and Officers exist and are communicated. Training programs were in operation during the year to support good governance. • The Members Code of Conduct and Protocol on Member/Officer Relations forms part of the Constitution. • Arrangements are in place for Members and Officers to register interest and manage conflicts of interest. 	<ul style="list-style-type: none"> • Annual Staff ‘Star’ Awards. • Scheme of Delegation in place. • Staff Appraisals carried out annually. • Equalities Policy in place. • New employees’ induction scheme and buddy system. • Whistle blowing policy.
Principle Four	Description of Governance Mechanisms	Assurances Received
Taking informed and transparent decisions which are subject to effective scrutiny and managing risk	<ul style="list-style-type: none"> • The Council has processes in place to demonstrate that decision makers followed due process, the decisions were properly documented and were taken having regard to all relevant considerations. • Decision making is supported by embedded risk management arrangements, with the Risk and Opportunity Management Strategy and Policy Statement reviewed annually. • Risks are considered quarterly by Corporate Management 	<ul style="list-style-type: none"> • Overview and Scrutiny Annual Report • Devon Audit Partnership Audit Report • External Audit findings reported to Audit Committee • Risk and Opportunity Management Strategy – Risks monitored quarterly and monitoring results ratified by Audit Committee

	<p>Team, Cabinet Planning and Audit Committee.</p> <ul style="list-style-type: none"> • The Council’s arrangements for providing economy, efficiency and effectiveness are reviewed by the external auditors on an annual basis. Their Annual Report provides a summary of the activity undertaken during the year. • An effective Audit Committee is in place whose purpose is to provide independent assurance of the adequacy of the internal control environment, and to oversee the financial reporting process. The Audit Committee has two independent members. • The Chief Internal Auditor supports the Audit Committee and reviews its effectiveness on an annual basis. • The internal Audit plan is based on the high risks reported within the risk registers • The Constitution makes it clear that management have the responsibility for operating a sound system of internal control. Internal Audit collaboratively works with services to make recommendations around improvement to the control environment. • The Corporate Fraud Team fulfils the Council’s statutory obligation to ensure the protection of public funds and to have an effective system of prevention and detection of fraud and corruption. • The chief auditor has overall responsibility for the maintenance and operation of the whistleblowing policy. This includes monitoring the policy and maintaining a record of the concerns raised and the outcomes, which will be reported to the audit committee as necessary in an anonymised format. • The system of internal financial control is based upon a framework of regular management information, financial regulations, administrative procedures and a structure of delegation and accountability. The Medium Term Financial Strategy is updated each year and includes a risk assessment of budget option, the Medium Term Financial Strategy is agreed by Full Council. 	<ul style="list-style-type: none"> • Operational Risk Management Group • Risk and Opportunity Management Annual Report • Benchmarking. • Information Lead Officer Group in place to direct work streams within the overall governance of information assets. • Annual report of the Plymouth Safeguarding Children Board <div data-bbox="1489 561 2038 810" style="border: 1px solid black; padding: 5px;"> <p>Weaknesses Identified: More staff training required to continue to promote and raise awareness of information governance principles; included in action plan to be dealt with in 2015</p> </div>
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	<ul style="list-style-type: none"> • Children’s Safeguarding – The Local Safeguarding of Children Board has full partner engagement and its work and records are published and accessible. • Adults’ Safeguarding – The Adult Safeguarding Board has full partner engagement and its work and records are published and accessible. 	
Principle Five	Description of Governance Mechanisms	Assurances Received
5 Developing the capacity and capability of Members and Officers to be effective	<ul style="list-style-type: none"> • A staff survey was carried out to gauge employee satisfaction and assist in improving the organization for employees as a place to work and consequently improve how the organisation performs. • Induction training is carried out for new Members and employees. • eLearning Training is utilized. • Apprenticeship Programme. 	<ul style="list-style-type: none"> • Staff Appraisal process gives assurances that staff are carrying out their work in accordance with Council priorities and objectives. • Staff Survey 2014. • Benchmarking undertaken. • Annual Staff ‘Star’ Awards. <div style="border: 1px solid black; padding: 5px; margin-top: 10px;"> <p>Weaknesses Identified: Low score in staff survey in relation to issues identified in previous surveys being acted upon; Working Groups to be formed during 2015 to address this.</p> </div>
Principle Six	Description of Governance Mechanisms	Assurances Received
6 Engaging with local people and other stakeholders to ensure robust public accountability	<ul style="list-style-type: none"> • The Council is committed to engaging and consulting with citizens about our services. A range of tools for effective engagement are used. • There is a formal process for corporate complaints as well as Children’s and Adults Statutory complaints. • The Health & Wellbeing Board framework has been informed by engaging with the public through surveys and visiting communities. • Committee agendas and minutes (Part I) are published on the Council’s website. • Some Committee meetings are webcast as part of our drive to make our decision making more open and transparent. 	<ul style="list-style-type: none"> • The Council has commissioned a local voluntary and community provider to facilitate and support the development of time banks. • Plymouth libraries have been commissioned to provide health and social care information hubs. • Complaints process is managed and tracked on CRM system and enables regular reporting on performance to senior management. • Quality Assurance Improvement Team

	<ul style="list-style-type: none"> • 1000 Club and plan for jobs is an initiative led by Plymouth City Council Employment Sub Group, whose membership is made up from the private and public sector to support young people into employment. It aims to identify 1000 companies in the Plymouth area to commit to providing a range of jobs, apprenticeships, graduate internships and work experience. • In May 2014 Council's Cabinet set out 50 new pledges that link to its Corporate Plan priorities. The commitments are themed around 10 priority areas focusing on: the economy and jobs, tackling crime and antisocial behaviour, supporting children and young people, the environment, transport, housing, culture and sport, improving the image and vision for the city, caring for residents whatever their age and being an open and transparent council. • Waste Collection Re-organisation Project created to provide a more streamlined, transparent and focused service. • Plymouth Plan Conversations and Convention followed by the 'Summer of Engagement' which took place July – September 2014. • The 'Framework for Working with Citizens and Communities' has been adopted as an approach to be taken by the Council, and was developed with input from the Plymouth Fairness Commission. 	<p>(QAIT) working with 'Healthwatch' Plymouth in order to gain independent feedback from residents and relatives of care homes.</p> <ul style="list-style-type: none"> • Collaborative working with community and voluntary sector to develop funding bids drawing in external funding to the city. • To make it easy to track progress on delivering 50 new pledges they will be updated on a chart on the Council's website as they are delivered. • 1000 Club, which was set up through the Plymouth Growth Board aims to make it easier for young people and employers to team up – over 800 organisations and businesses have signed up. • The Waste Collection re-organisation project ran a number of engagement events, examples include: All-Member briefings and presentations to Cabinet Members and the Leader. Community surveys, community events and engagement exercises with Voluntary and Community Sector organisations to ensure the project understands the needs of the community as a whole. • The Plymouth Plan early engagement processes used many different ways to capture people's views and opinions across the city, two examples were:- The Sofa Conversations: The Plymouth Plan conversation was held on a sofa that moved around to over forty venues
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		<p>across the city where 2418 comments were received. A specific Twitter account was also established - @PlymouthPlan. The Four Greens Development Trust in the north west of the city covering Ernesettle, Honicknowle and West Park, Manadon and Whiteleigh neighbourhoods is community-owned and led. It aims to bring about long-term social, economic and environmental benefits to an area, and will create local jobs and improve local services.</p> <div data-bbox="1447 660 2074 970" style="border: 1px solid black; padding: 5px;"> <p>Weaknesses Identified: Increasing homelessness as a direct result of the Local Housing Allowance (LHA) & Welfare Reform changes; the Council continues to work with partners to supply services to customers in Housing Options, which will help mitigate effects of welfare reform</p> </div>
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5. Review of Effectiveness

Plymouth City Council has responsibility for conducting, at least annually, a review of the effectiveness of its governance framework including the system of internal control. The review of effectiveness is informed by the work of the executive managers within the authority who have responsibility for the development and maintenance of the governance environment, the head of internal audit's annual report, and also by comments made by the external auditors and other review agencies and inspectorates.

The Council is subject to a number of audits and inspections. These help to inform the development of a strong control environment and to develop risk management processes. The Council has an established Risk and Opportunity Management Policy.

In reviewing the current control environment, reports issued by external bodies (Audit and Inspection) and reports produced by Internal Audit (Devon Audit Partnership) have been reviewed to ensure that a comprehensive assessment of the current control issues has been made and that all potential areas of significant risk are being addressed within the internal control environment.

Directors complete an Assurance Questionnaire reviewing the control environment within their Department and the results of the questionnaires have been used to inform the assessment of significant governance issues for the Council.

We have been advised on the implications of the result of the review of the effectiveness of the governance framework by the audit committee and that the arrangements continue to be regarded as fit for purpose in accordance with the governance framework. The areas already addressed and those to be specifically addressed with new actions planned are outlined below.

6. Significant Governance Issues

This table describes the significant governance issues identified during 2013/14 and the progress made against these during 2014/15:

Key Improvement Area	Lead Officer	Update on position	Carry forward for 2015/16	Reporting Through
<p>Medium Term Financial Statement (MTFS)/Capital Strategy – The MTFS covers the likely costs and pressures that the council will face and matches these against the anticipated resource allocation over the period against reduced funding. It also identifies the Transformation strands being undertaken plus other significant work streams, and sets out the anticipated savings these plans will generate.</p>	Asst. Director for Finance	<p>A risk register was implemented as a major assurance part of the 2015/16 budget setting process; continual review of risks following formal Council approval of the budget. Public facing Annual Statement incorporating the finance resources was adopted by Cabinet in March 2015; it sets out what we spend our resources on and the link to our overall objectives. A public report – Medium Term Financial Statement being written for Cabinet approval at their June meeting. This will set our financial resources and spend requirements through to March 2019 and will become a reference document which will be updated as and when new information is received. Finance has developed a different reporting template to link the costs of Transformation to</p>	Yes	Full Council

Key Improvement Area	Lead Officer	Update on position	Carry forward for 2015/16	Reporting Through
		the benefits being driven by the programmes. The Capital Programme has been extended to include the fourth year of both forecast resources and project plans – the City Council Investment Board CCIB has been embedded during 2014/15; there will be a further review of prioritisation during 2015/16.		
Transformation Programme – As a result of the Council’s projected funding gap of approximately £65m, which is likely to grow over the next three years without a significant restructuring of services, a Transformation Project was initiated in 2013/14 to undertake a fundamental review of how Council services can be delivered in future.	Head of Portfolio	Budget profiling for the programme is significantly improved. Dedicated internal transformation accountant in place. Projects and programmes aligned with benefits. Benefits used to support PCC budget setting and all management actions / identified benefits have been reviewed to ensure that they are not double counted. Benefit realisation being defined to ensure savings identified are taken. Benefit reporting is also in place where benefits are tangible and financial. For the financial year 14/15 projections in February 2015 are predicted to exceed targets set. Future actions are; Programme and Project Management in accordance with the Align Process to be formalised and tested with Gate Review Process launching in January 2015. P3M3 (external maturity assessment) review completed November 14 with problem areas being addressed, training increased throughout the portfolio with mentoring and more dependency work commencing.	Yes	Transformation Portfolio Board; Scrutiny Panels and Cabinet
Civic Centre Listing Issues – The listing of the Civic Centre as a Grade II building by English Heritage continues to	Strategic Director for Place	The Council has successfully secured a buyer for the freehold of the Civic Centre tower and is working through the completion of the legal	No	Cabinet

Key Improvement Area	Lead Officer	Update on position	Carry forward for 2015/16	Reporting Through
have a potentially significant financial impact on the Council. As a listed building, demolition is not feasible and therefore a renovation and conversion project is required.		agreement. This will be completed by September 2015, by which time the building will be vacated by the Council. Work is being carried out to separate the Civic Centre tower from the Council House which will be retained in civic ownership and use. Any associated risk with the longer term accommodation requirements for Council staff and the delivery of its services is being addressed by the Council under the Transformation Programme.		
Information Governance – Information is the raw material used by the Council to plan for and deliver all its services and reducing the risk that describes the availability and quality of information for staff, decision makers and citizen use, as well as the protection of sensitive information, is a continuing process. There is a risk of potential financial and reputational effects on the Council arising from the intervention of a regulator if information management is not successfully implemented across all Council activities	Director for Transformation & Change	The Information Commissioners Office follow up audit report noted that PCC responded positively to the 49 recommendations made in their original audit report which took place in April 2014. Auditors were pleased to note significant progress in all 3 scope areas with 70% completion of the actions arising from the audit. The audit action plan is still live and Information Lead Officer Group continues to work through the remaining issues.	Yes	Audit Committee
Monitoring Officer Section 5 Report – In March 2014 the Council’s Monitoring Officer issued a report under Section 5 of the Local Government and Housing Act 1989 which referred to the process of appointing chief officers and suggested that some appointments had taken place	Asst. Director & Head of Legal Services	The Council has enacted a number of changes to how its Appointments Panel operates and has revised and published a new Pay Policy Statement. External legal opinion confirms that the Council is now fully compliant.	No	N/A

Key Improvement Area	Lead Officer	Update on position	Carry forward for 2015/16	Reporting Through
without reference to the legislative framework and the Council's pay policy.				
Impact of Health & Social Care Reforms – The introduction of a statutory Health and Wellbeing Board is a key aspect of the Health and Social Care Act 2012. The purpose of the Board is to promote the health and wellbeing of all citizens in the city of Plymouth.	Head of Co-operative Commissioning	Delegation of the Local Authority functions to a Social Enterprise. Integrated Health & Wellbeing Transformation Programme and Integrated Project Board. The Council will have a place at Executive Team and Board of the newly merged organisation which was implemented on 1 April 2015.	No	Health & Wellbeing Board
Health Inequalities – Reducing inequalities particularly in health and between communities is a long term priority for the City Council to support the delivery of the vision for Plymouth where an outstanding quality of life is enjoyed by everyone.	Director of Public Health	The root cause of health inequalities in Plymouth is its social inequalities; our efforts to tackle the causes of inequality such as income, housing, education, employment and opportunities to break the cycle of inequity and inequality has never been more important than during this time of austerity. In order to address this, the council has established a Health and Wellbeing Board that gives a further focus on health inequalities (identified through the Joint Strategic Needs Assessment). The Health and Wellbeing Board has also produced a Health and Wellbeing Strategy which supports the delivery of a number of plans that are designed to address inequalities. The Corporate Plan and the emerging Plymouth Plan have prevention and addressing the wider determinants of health at their heart and the directorate of the Office of Director of Public Health is becoming recognised as a key partner to deliver on these ambitions. Prevention is a priority for the whole city and is a foundation stone in each of the 4 integrated commissioning	Yes	Health & Wellbeing Board

Key Improvement Area	Lead Officer	Update on position	Carry forward for 2015/16	Reporting Through
		<p>strategies between the CCG and PCC. To ensure positive action is taken to address these health inequalities, the Council has agreed a 10-year programme to improve health and wellbeing and reduce health inequalities. This 10-year programme is called Thrive Plymouth and is based on the local 4-4-54 construct, i.e. that four behaviours (poor diet, lack of exercise, tobacco use and excess alcohol consumption) are risk factors for four chronic diseases (coronary heart disease, stroke, cancers and respiratory problems) which together account for 54% of deaths in Plymouth (4-4-54). Changing these four behaviours would help prevent four diseases and reduce the number of deaths due to these chronic diseases. Thrive Plymouth aims to reduce health inequalities across the city by focussing on prevention that encourages and enables health choices by influencing the context within which those choices are made.</p>		
<p>Public Health Transfer to Local Authorities – On the 1 April 2013 the formal transfer of key public health responsibilities from Primary Care Trusts to Plymouth City Council was implemented with an expectation that the new arrangements would contribute significantly to addressing long term health and wellbeing for the city and the reduce the gap in health inequalities between communities.</p>	<p>Director of Public Health</p>	<p>Risks from transfer were managed well and patient safety continues to be closely monitored with a clinical governance memorandum of understanding between the Council and the NHS England's Local Care Team. After a year of flux 2014/15 has seen Plymouth City Council embrace public health, it is a council that understands public health, which was recently recognised by Sir John Oldham (Chair of the Independent Commission for Whole Person Care). Plymouth appointed a permanent Director of Public Health</p>	<p>No</p>	<p>Health & Wellbeing Board</p>

Key Improvement Area	Lead Officer	Update on position	Carry forward for 2015/16	Reporting Through
		<p>in 2014 and welcomed him as a corporate director with responsibility for a newly formed directorate named the Office of the Director of Public Health (ODPH). This Directorate includes three service areas; Public Health, Public Protection and Civil Protection. The Public Health Team (within the wider ODPH) has now stabilised, recruiting to its vacant posts and now being fully staffed and committed to driving forward the wider public health agenda for the city. It has developed and launched the city's 10 year plan to improve health called Thrive Plymouth which was fully adopted by Full Council on 11 November 2014. It is widely acknowledged that Public Health in Plymouth is significantly underfunded (by £11 per head in 2015-16). This underfunding equates to almost £3 million per year. As long as Plymouth continues to be underfunded, the economic and health benefits lost to the city will add up year-on-year. In spite of the funding gap, the city's ambitions, its integrated commissioning and delivery agenda, and the relationships being built between the Public Health Team and other Council teams and partners means that public health is a language more commonly spoken than before and the wider public health workforce is being developed and harnessed to maximise opportunities and benefits for population health.</p>		
<p>Impact of Police & Crime Reforms – The Police Commissioner has</p>	<p>Head of Neighbourhood</p>	<p>The implementation of the Police Reform and Social Responsibility Act 2011 is now embedded.</p>	<p>No</p>	<p>Safer Plymouth Partnership</p>

Key Improvement Area	Lead Officer	Update on position	Carry forward for 2015/16	Reporting Through
responsibility for policing policy but also holds significant community safety budgets previously allocated to the Council.	& Community Services	The Police & Crime Commissioner for our Force area, Mr Tony Hogg was elected in November 2012 for a four year term. Work is on-going to refresh and rewrite Peninsula Partnership Strategic Assessments annually and the Police and Crime Plan priorities and objectives are also now strongly reflected in Safer Plymouth Partnership (CSP) Plan 2014-17.		
Impact of Welfare Reforms – The government’s welfare reform agenda continues to present significant risk, placing additional pressures on customers including the most vulnerable, and requiring significant partnership work with the voluntary sector to provide face to face advice to address this.	Head of Neighbourhood & Community Services	In-house and commissioned services continue to be reviewed. Council Tax Support Scheme & Emergency Welfare Fund schemes are monitored and reviewed. Plans implemented and strategies in place to create jobs and minimise poverty. Support continues to Credit Unions to reduce the use of costly loans.	Yes	Cabinet
Deterioration of Highways Network – The condition and the perception of the road network across the city is poor and customer satisfaction points to a position where many believe the network to be in an unacceptable condition. Bad weather, extremes of cold and wet over the past few years have exacerbated the situation.	Strategic Director for Place	Significant investment has been made in the network over the last two years in excess of £12 million. The Council has also been successful in securing £8.4 million from the Governments Challenge Fund to add to its existing commitment from its own capital programme meaning £11.7 million will be spent on the strategic routes into the city, over the next three years, thereby freeing up money to spend on minor roads. The Council has highway investment as a top priority in its capital programme and has previously earmarked funding for the next 6 years of £14 million. In 2014/15 with innovative use of plant and machinery the Council repaired 28,000 potholes and resurfaced over 80 roads across the	Yes	Cabinet

Key Improvement Area	Lead Officer	Update on position	Carry forward for 2015/16	Reporting Through
		city. The Governments new Highways Toolkit HMEP is being utilised for modelling treatment scenarios and the Council's website has been improved to keep the public informed of planned and completed work. The condition of the network is improving with the number of potholes at a record low level following a major programme of repairs and financial commitment by the Council.		
Sherford Development – This development of 5,500 homes and associated infrastructure is a key component of the City Council's growth agenda as reflected in the Corporate Plan.	Strategic Director for Place	A detailed delivery plan has been produced by the Sherford Project Team who comprise of seconded officers from Plymouth City Council, South Hams District Council and Devon County Council. This is overseen by a Project Board with Council representation.	No	Sherford Project Board
Delivery of sustained and accelerated economic population growth in line with the Council's Corporate Plan and vision for the City - The Council is working on several strategic projects and strategies that help to deliver the city's growth agenda.	Strategic Director for Place	Plymouth is experiencing an upturn in private sector growth and investment and unemployment has reduced, sitting below the national average. The city has also been successful in securing a City Deal and finance from both rounds of the Growth Deal. These deals enable the redevelopment of key employment generating sites such as South Yard, various business support and trade development initiatives and improvements to infrastructure. Local initiatives such as the 1000 Club and Building Plymouth have helped more people get into work. As the economy continues to strengthen, the city needs to ensure that the labour pool has the right skills to match with the needs of businesses and that it delivers ease of access to sites where businesses	Yes	Cabinet

Key Improvement Area	Lead Officer	Update on position	Carry forward for 2015/16	Reporting Through
		<p>can invest, expand or relocate. Initiatives such as a potential Enterprise Zone at South Yard and the bringing forward of sites for development within the city centre will be crucial in order to maximise the benefits of national economic improvements. A new Peninsula Rail Task Force has been created to help the region pack a more powerful punch in the campaign for better rail connectivity for the South West. The unemployment rate has reduced to 2.2%. The pipeline of investment and jobs meets the planned growth in population and the risk is therefore no longer significant.</p>		
<p>Ensuring the resources and capacity to deliver major capital transport schemes is in place to deliver effectively – The Council is working on several strategic projects and strategies that help to deliver the city’s growth agenda and is exploring delivery options for the city’s key sites.</p>	<p>Strategic Director for Place</p>	<p>The Forder Valley Road project was submitted to the Local Transport Board for Growth Deal 2 in November 2014, with a request for £26.16M (total project cost of £37.238M). Provisional funding of £22.5 was offered to PCC in Jan 2015. The Forder Valley Road project was assessed as being the 2nd priority transport project under the Growth Deal 2 project ranking. PCC is confident that it can still deliver this project within the offered funding envelope, without needing to re-scope the project. With regard to Growth Deal 1 projects; Derriford Hospital Interchange - full Business Case approved. Derriford Transport Scheme - Programme Entry Business Case approved with Full Business Case to be submitted late summer/autumn 2015. Northern Corridor Junction - full Business Case approved which commits full funding for 15/16</p>	<p>Yes</p>	<p>Cabinet</p>

Key Improvement Area	Lead Officer	Update on position	Carry forward for 2015/16	Reporting Through
		and funding allocation for the next 5 years (subject to confirmation of value-for-money). Business Cases for Forder Valley Link Road and the City Centre Scheme will be submitted in summer/autumn 2015.		

The table below describes the new and emerging significant governance issues identified during this review period 2014/15 to carry forward for monitoring within 2015/16:

Key Improvement Area	Lead Officer	Update on position	Reporting Through
<p>Future Delivery of Highway Services The core contract period of the existing Highways Services Contract with Amey ends on 30 November 2015. There is a need to have in place a new, transitory mechanism for the delivery of highways services.</p>	Strategic Director for Place	The Council has begun a collaboration and joint exercise with Devon and Somerset County Councils looking at options on a new highway maintenance contract with effect from April 2017.	Cabinet
<p>Delivery of the Plymouth Plan The concept of a single strategic plan for Plymouth was conceived in September 2012, when Cabinet approved a report setting out an innovative approach to the review of the City Council's adopted Core Strategy, taking the city's statutory development plan forward within the context of the government's new Local Plan system. This established the foundations for preparing the new 'Plymouth Plan', and explained how it will provide an integrated and holistic long term plan as to how the city will change</p>	Strategic Director for Place	The project has been led by the Council's Strategic Planning & Infrastructure Department which has been working closely with other departments as well as over 30 different city organisations. The Plan is a finalist for the Excellence in Plan Making Practice Award for the RTPI Awards for Planning Excellence 2015. The RTPI represents 23,000 planning professionals worldwide and promotes spatial planning, shapes policy and raises professional standards.	Cabinet

Key Improvement Area	Lead Officer	Update on position	Reporting Through
between 2012 and 2031.			
Transforming the existing museum and art gallery on North Hill into the Plymouth History Centre . The vision is to build a unique visitor attraction, three times its existing size, which will open as the flagship building for the Mayflower 400 commemorations in 2020. Led by the Council, the project is also a partnership with the University, the South West Film and Television Archive and the South West Image Bank.	Strategic Director for Place	In May 2014, the partners were successful with their bid to the Heritage Lottery Fund (HLF) for £12.8m. The City Council has also committed £5.5m with an additional underwrite of £3m subject to the business case presented and success with other funding applications, e.g. Arts Council England, the LEP's Regional Growth Fund, the Wolfson Foundation and the Clore Foundation. The centre is looking to the private sector for the final 10%. Atkins appointed in October 2014 to oversee the architectural and technical design for the building and work is due to begin on site in the summer of 2016.	Cabinet
Cooperative Commissioning and Adult Social Care Budget – Increasing numbers of older people with complex and multiple needs and an increase in dementia will continue to put pressure on the health and social care system.	Strategic Director for People	Regular budget meetings take place to monitor cost and volume. Range of preventative services in place to manage demand. Joint working in place with Plymouth Community Healthcare to provide seamless care and facilitate system flow. Contract management to provide monitoring around quality assurance. Integrated Health & Wellbeing programme based around Integrated Commissioning, Integrated Delivery and Care Act in place to ensure system sustainability and care.	Health & Wellbeing Board and Cabinet
The Care Act represents the most significant reform of care and support in more than 60 years, putting people and their carers in control of their care and support.	Strategic Director for People	The Care Act is an historic and significant piece of legislation that modernises the framework of care and support law, bringing in new duties for local authorities and new rights for service users and carers. The Act places more emphasis than ever before on prevention – shifting from a system which manages crises to one which focuses on people's strengths and capabilities and supports them to live independently for as long as possible. Local authorities have new responsibilities towards all local people, including self-funders. The Act has been implemented in two parts - Part 1 was put in place in April 2015 with Plymouth City Council Adult Social Care service transferring to Plymouth Community Healthcare. Consultation on Part 2 of the Act has taken place and we do not expect the	Health & Wellbeing Board

Key Improvement Area	Lead Officer	Update on position	Reporting Through
		final guidance and regulations from Central Government until Autumn 2015. We will then be required to have our processes in place to assess any potential self-funders and for those with eligible needs set up their Care Account ready to start from 1 April 2016. The new modelling tool from the Department of Health is being used to give us more of an idea on the number of carers and self-funders and a Project Group has been established.	
Potential volatility in the number of children entering the care system and those subject to a Child Protection Plan - leading to cost pressures on independent placements, staffing and resources.	Strategic Director for People	The number of children in independent foster care and young people in Supported Living has increased. Placements continue to be monitored through weekly resource panel and quarterly through residential placement monitoring system. Work continues to increase the number of in-house foster carers and we continue to monitor the effectiveness and impact of the new family support team. New commissioning and service provision to be developed with project management support from Transformation to reduce need for high cost placements.	Children & Young People's Trust and Cabinet

7. Certification

We propose over the coming year to take steps to address the above matters to further enhance our governance arrangements. We are satisfied that these steps will address the need for improvements that were identified in our review of effectiveness and will monitor their implementation and operation as part of our next annual review.

Cllr Tudor Evans
Leader of the Council
Dated:

Tracey Lee
Chief Executive
Dated:

Andrew Hardingham
Assistant Director for Finance (Section 151 Officer)
Dated: