

# Corporate Plan - Key Action Highlight Report

Pioneering				Quarter 3 2015/16					
Outcome	Portfolio Leads	Outcome Lead	Officer Leads	Key Action Description	RAG	Key	Milestones due for completion during current quarter	Status	Proposed resolution (overdue Milestones)
The Council provides and enables brilliant services that strive to exceed customer expectations.	Jon Taylor	Faye Batchelor-Hambleton	Peter Honeywell	Speed up the delivery of Customer and Service Transformation Programme service reviews through developing a Council wide Customer and Service delivery blueprint and Customer Access Strategy.	Amber	K01	<ol style="list-style-type: none"> <li>Digital services beta release</li> <li>Customer feedback policy drafted</li> <li>Street services service review analysis completed</li> </ol>	<ol style="list-style-type: none"> <li>Incomplete</li> <li>Complete</li> <li>Complete</li> </ol>	Increased capacity within the development team working on Firmstep has been put in place to improve delivery speed and raise the skills of the Customer Service team that will maintain the platform beyond the lifetime of the project. Completion of this milestone is due by Feb 2016.
	Jon Taylor		Giles Perritt	Intensify performance improvement on top priorities identified by Plymouth residents.	Green	K02	<ol style="list-style-type: none"> <li>Plan on a page (Oct)</li> <li>Develop and publish Area (Neighbourhood) Toolkits</li> <li>Engagement plan (Plymouth Plan Collect) (Oct -Dec)</li> <li>Progress governance, monitoring and evaluation to working group.</li> </ol>	<ol style="list-style-type: none"> <li>Complete</li> <li>Complete</li> <li>Complete</li> <li>Complete</li> </ol>	
Plymouth's cultural offer provides value to the city.	Peter Smith	David Draffan	David Draffan	Step up support to the Culture Board in refreshing and implementing a city-wide cultural strategy - the Vital Spark.	Green	K03	<ol style="list-style-type: none"> <li>Secure strategic funding from ACE to develop the city as a centre for contemporary visual arts</li> <li>Launch the new plan for public art</li> <li>Development of a draft cultural plan that draws on Vital Spark and the Plymouth Plan</li> <li>Development of a funding proposal to deliver Plymouth's first Triennial in Summer 2017</li> </ol>	<ol style="list-style-type: none"> <li>Complete</li> <li>Complete</li> <li>Complete</li> <li>Complete</li> </ol>	
	Peter Smith	David Draffan	David Draffan	Strengthen support to Destination Plymouth to deliver the Visitor Plan and a programme of events to raise the profile of the city to investors as a major stepping stone towards Mayflower 2020	Green	K04	<ol style="list-style-type: none"> <li>Deliver first draft of detailed Mayflower 400 programme to leadership team</li> <li>Agree detailed delivery plans for DP Business Plan priorities by Dec Board</li> <li>Agree marketing and events plan for 2016/17</li> </ol>	<ol style="list-style-type: none"> <li>Complete</li> <li>Complete</li> <li>Complete</li> </ol>	
	Peter Smith	David Draffan	David Draffan	Transform the city's cultural assets to provide greater value to the city through the development of the Plymouth History Centre	Green	K05	<ol style="list-style-type: none"> <li>Arts Council England grant funding bid - £4 million funding towards the project achieved in January 2016</li> <li>Submit grant funding bid to Heritage Lottery Fund Submission for round 2.</li> <li>Public engagement / consultation events at the City Market and a pop up shop at Armada way</li> <li>Increase the Twitter and Facebook numbers followers</li> <li>Submit planning application for the Plymouth History Centre</li> <li>Develop 'meanwhile' programme listing activities that will take place while the museum is closed – i.e. Summer 2016 to Spring 2020</li> <li>Increase circulation list of Newsletter.</li> </ol>	<ol style="list-style-type: none"> <li>Complete</li> <li>Complete</li> <li>Complete</li> <li>Complete</li> <li>Complete</li> <li>Complete</li> <li>Complete</li> </ol>	
A Council that uses resources wisely.	Mark Lowry	Andrew Hardingham	Andrew Hardingham	Align the five year Medium Term Financial Plan to the Corporate Plan and deliver the Council's Transformation Programme.	Green	K06	<ol style="list-style-type: none"> <li>Review Draft MTFS in consideration of Autumn Statement announcements</li> </ol>	<ol style="list-style-type: none"> <li>Complete</li> </ol>	
	Mark Lowry	Andrew Hardingham	Andrew Hardingham	Maximise Plymouth's opportunities to secure external funding.	Green	K07	<ol style="list-style-type: none"> <li>Present paper to CMT which will consider maximising awareness of external funding opportunities available to PCC</li> </ol>	<ol style="list-style-type: none"> <li>Complete</li> </ol>	
Pioneering in reducing the city's carbon emissions and leading in environmental and social responsibility	Mark Coker	Andrew Hardingham / Paul Barnard	Paul Barnard	Strengthen work with Plymouth residents, as well as the private and public sector within Plymouth, to create a low carbon city.	Amber	K43	<ol style="list-style-type: none"> <li>Complete Solar PV Installations at Chelson Meadow</li> <li>Complete Solar PV Installations at 6 school locations</li> <li>Complete Solar PV Installations at the life centre</li> <li>Work in partnership with Plymouth Energy Community / Four Greens Trust to gain planning approval and construction finance for a community owned solar farm at Ernesettle</li> </ol>	<ol style="list-style-type: none"> <li>Incomplete</li> <li>Complete</li> <li>Complete</li> <li>Complete</li> </ol>	1. Chelson Meadows not progressed this year because of technical complications. To make it work we needed to place panels on building leased by Viridor by connecting into adjoining PCC building's meter. Western Power Distribution decided late in the day they were not happy with this approach

# Growing

Outcome	Portfolio Leads	Outcome Lead	Officer Leads	Key Action Description	RAG	Key	Milestones due for completion during current quarter	Status	Proposed resolution (overdue Milestones)
More decent homes to support the population.	Chris Penberthy	Paul Barnard	Paul Barnard	Encourage more homes to be available to rent or buy accelerating housing supply and deliver a range and mix of well-designed greener homes that will meet the housing needs of the city through the Plymouth Plan.	Amber	<a href="#">K44</a>	<ol style="list-style-type: none"> <li>Commence start on site at Mannamead Centre (Get Plymouth Building)</li> <li>Secure HCA Care &amp; Support Funding to support delivery of Extra Care at Millbay.</li> <li>Consider and agree Affordable Housing Loan Facility applications to support housing delivery (Plan for Homes)</li> </ol>	<ol style="list-style-type: none"> <li>Incomplete</li> <li>Incomplete</li> <li>Complete</li> </ol>	<ol style="list-style-type: none"> <li>Not achieved due to site contamination and preparation issues. Revised start on site date February 2016.</li> <li>Not achieved as Government have delayed official announcement of bids that were expected before Christmas. Announcement expected anytime soon .</li> </ol>
A strong economy creating a range of job opportunities.	Tudor Evans	David Draffan	David Draffan	Intensify work with the Plymouth Growth Board and partners to deliver the Local Economic Strategy through systems leadership and continue to invest in the GAME Programme providing additional capacity to ensure Plymouth benefits from growth opportunities.	Green	K12	<ol style="list-style-type: none"> <li>Drake Circus Leisure delivering £700,000 of business rates per year.</li> <li>Eight Plymouth businesses received Regional Growth Funding, e.g. £6.7m for Plessy</li> <li>Secure £100,000 from UK Challenge Fund for trade missions to promote Plymouth's marine cluster.</li> <li>Three significant inward investments (Frugro, The Ship, Drake Leisure).</li> <li>South Yard – transfer of Area 1 East to PCC.</li> <li>Enterprise Zone status secured for South Yard.</li> <li>Completion of Ocean Studios, £4.2m project providing 31 artist studios providing 100 jobs.</li> <li>Plymouth Science Park Phase 5 – LEP offer letter secured and planning secured.</li> <li>Completion of Header Court - £2.7m, 30,000sqft new business space, 80 jobs.</li> <li>100 enquiries received for South Yard;</li> <li>300 hits on Commercial Property register</li> <li>80 Business Relationship visits.</li> </ol>	<ol style="list-style-type: none"> <li>Complete</li> <li>Complete</li> <li>Complete</li> <li>Complete</li> <li>Complete</li> <li>Complete</li> <li>Complete</li> <li>Complete</li> <li>Complete</li> <li>Complete</li> <li>Complete</li> <li>Complete</li> </ol>	
	Tudor Evans	David Draffan	David Draffan	Enhance support to the Local Enterprise Partnership to maximise investment and economic growth in the Heart of the South West area through a Growth Deal and EU	Green	K13	<ol style="list-style-type: none"> <li>All Growth Deal 1 Business projects technically appraised.</li> <li>Growth Deal 2 funding allocation largest out of all the LEPs (£65m). Of this allocation, Plymouth received the largest allocation (£24m).</li> <li>Inward investment activity supported by £300,000 RGF grant.</li> <li>£1.7m Growth Hub tender published, led by PCC and funded by LEP.</li> <li>Written the specification for UKTI, MAS, Start UP, ERDF services.</li> <li>LEP SLA amended and agreed.</li> </ol>	<ol style="list-style-type: none"> <li>Complete</li> <li>Complete</li> <li>Complete</li> <li>Complete</li> <li>Complete</li> <li>Complete</li> </ol>	
A top performing education system from early years to continuous learning opportunities.	Sue McDonald	Judith Harwood	Judith Harwood	Accelerate delivery of the Children and Young People's Plan	Green	K14	<ol style="list-style-type: none"> <li>Review the ToR of the CYPP to include the funtions of the Integrated Children and Young People's Commissioning Plan System Design Group</li> <li>Launch Year 2 of Thrive with local schools</li> <li>launch Early Help Gateway</li> </ol>	<ol style="list-style-type: none"> <li>Complete</li> <li>Complete</li> <li>Complete</li> </ol>	
	Tudor Evans	Judith Harwood	Judith Harwood	Develop and deliver a skills plan for the city, in line with the future growth agenda.	Green	K15	<ol style="list-style-type: none"> <li>Launch Employability passport</li> <li>Appoint a skills co-ordinator for 'Building Plymouth'</li> <li>Deveelop a marketing and delivery plan for 'Building Plymouth'</li> </ol>	<ol style="list-style-type: none"> <li>Complete</li> <li>Complete</li> <li>Complete</li> </ol>	
Plymouth is an attractive place for investment.	Mark Coker	David Draffan	Paul Barnard	Create a Plymouth Plan (an overarching Strategy for the city)	Green	<a href="#">K16</a>	<ol style="list-style-type: none"> <li>Plan on a page (Oct)</li> <li>Develop and publish Area (Neighbourhood) Toolkits</li> <li>Engagement plan (Plymouth Plan Collect) (Oct -Dec)</li> <li>Progress governance, monitoring and evaluation to working group.</li> </ol>	<ol style="list-style-type: none"> <li>Complete</li> <li>Complete</li> <li>Complete</li> <li>Complete</li> </ol>	
	Tudor Evans/ Mark Lowry	David Draffan	David Draffan	Enhance support to the Local Enterprise Partnership to maximise investment and economic growth in the Heart of the South West area through a Growth Deal and EU	Green	K18	<ol style="list-style-type: none"> <li>LEP SLA Completed</li> <li>LEP HOTSW Trade Mission led by Plymouth</li> </ol>	<ol style="list-style-type: none"> <li>Complete</li> <li>Complete</li> </ol>	

# Caring

Outcome	Portfolio Leads	Outcome Lead	Officer Leads	Key Action Description	RAG	Key	Milestones due for completion during current quarter	Status	Proposed resolution (overdue Milestones)
We will prioritise prevention.	Sue McDonald	Kelechi Nnoaham / Alison Botham / Craig McArdle	Alison Botham	Accelerate delivery of the service improvement plan, transformation project delivery for C&YP and actions within the Commissioning Strategy	Green	K19	<ol style="list-style-type: none"> <li>1. Timescale for implementation of TOM to be agreed at next PCCYPS Project Board.</li> <li>2. Communications plan to be agreed and implemented</li> <li>3. Implement Gateway as the co-ordinator of Early Help activity.</li> </ol>	<ol style="list-style-type: none"> <li>1. Complete</li> <li>2. Complete</li> <li>3. Complete</li> </ol>	
	Sue McDonald	Kelechi Nnoaham / Alison Botham / Craig McArdle	Judith Harwood	Create and deliver both the Early Years Strategy and SEN/D Strategy. (Note: under the Plymouth Plan these "strategies" will become "plan for's")	Green	K45	<ol style="list-style-type: none"> <li>1. Scoping document for SEND integration to be presented at CCYPS by 30.09.15</li> <li>2. Transition to Adulthood working group to prepare and present improvement plans to SEND Strategy Steering Group covering: maximising independence and meeting health and care needs, education employment and training supporting carers. by 31.12.15</li> <li>3. Short Break Commissioning Plan to be prepared by 31st December 2015</li> <li>4. Workshops to be held with key partners to develop a pathway for vulnerable children- pre-birth to 5 years old.</li> <li>5. The commissioning of Health Visiting will transfer to the local Authority on 1st October 15. The Early Years' Service is to work very closely with Plymouth Community Healthcare to ensure that health visitors are co-located within Children's Centres and work is integrated.</li> </ol>	<ol style="list-style-type: none"> <li>1. Complete</li> <li>2. Complete</li> <li>3. Complete</li> <li>4. Complete</li> <li>5. Complete</li> </ol>	
	Sue McDonald	Kelechi Nnoaham / Alison Botham / Craig McArdle	Julie Frier	Lead on the city's health and wellbeing strategy through delivery of Thrive Plymouth Year 2. (Note: under the Plymouth Plan these "strategies" will become "plan for's")	Green	<a href="#">K21</a>	<ol style="list-style-type: none"> <li>1. Delivery of Thrive Plymouth Year 2 Launch event</li> <li>2. Engage with City Youth Council to receive feedback on Launch Event and also to engage in joint planning for the 'conversations with children and young people' phase of Thrive Plymouth Year 2</li> <li>3. Develop new Thrive Plymouth Micro-website</li> </ol>	<ol style="list-style-type: none"> <li>1. Complete</li> <li>2. Complete</li> <li>3. Complete</li> </ol>	
	Sue McDonald	Kelechi Nnoaham / Alison Botham / Craig McArdle	Rob Nelder	Develop a clear research and evidence base to understand health inequalities across the city	Green	K46	<ol style="list-style-type: none"> <li>1. Review of the interactive JSNA tools completed and a Plymouth-specific solution recommended</li> <li>2. Surveys: data collection started for (1) the 2015-16 survey of Health Visitor caseloads and (2) the city-wide health-related behaviour survey in Primary schools. Final draft report of the 2014 health-related behaviour survey in secondary schools in progress as part of the JSNA.</li> <li>3. Analysis of the new Index of Multiple Deprivation 2015 (IMD2015) completed, values produced for Plymouth's neighbourhoods and summary report produced.</li> <li>4. Mosaic profiles of GP practice catchments produced and circulated along with IMD2015 scores and patient distribution information.</li> </ol>	<ol style="list-style-type: none"> <li>1. Complete</li> <li>2. Complete</li> <li>3. Complete</li> <li>4. Complete</li> </ol>	
	Sue McDonald	Kelechi Nnoaham / Alison Botham / Craig McArdle	Ruth Harrell	Deliver plans for, that reduce individual risk factors and strengthen the role and impact of early intervention and prevention	Green	K47	<ol style="list-style-type: none"> <li>1. Develop and initiate a Falls Prevention pilot, working with the Fire Service</li> <li>2. Working with Public Health England / NHS England, we will support the Flu vaccination campaign</li> <li>3. Develop a revised physical activity multi-agency action plan</li> </ol>	<ol style="list-style-type: none"> <li>1. Complete</li> <li>2. Complete</li> <li>3. Complete</li> </ol>	
	Chris Penberthy	Kelechi Nnoaham / Alison Botham / Craig McArdle	Matt Garrett	Deliver the Housing Plan Objectives	Green	K22	<ol style="list-style-type: none"> <li>1. Ready rent Training Delivery</li> </ol>	<ol style="list-style-type: none"> <li>1. Complete</li> </ol>	

# Caring Cont..

Outcome				Key Action Description	RAG	Key	Milestones due for completion during current quarter	Status	Proposed resolution (overdue Milestones)
We will help people take control of their lives and communities.	Ian Tuffin	Craig McArdle	Kelechi Nnoaham / Craig McArdle	Deliver integrated commissioning as part of IHWB transformation programme.	Green	K23	1. Co-location of commissioning teams	1. Complete	
	Philippa Davey	Craig McArdle	Darin Halifax	Strengthen and support co-ordination and capacity building in the voluntary sector and reinvigorate volunteering.	Green	K24	1. Right to Read project launched 2. Pledge Plymouth project launched	1. Complete 2. Complete	
	Philippa Davey	Craig McArdle	Judith Harwood	Lead agreement on and implementation of a new framework for working with citizens and communities for the city	Green	K25	1. Develop a blueprint for community engagement to form the basis of discussion with partners and stakeholders 2. Hold a workshop with internal stakeholders to better understand the communication and engagement needs of the organisation	1. Complete 2. Complete	
	Ian Tuffin	Craig McArdle	Craig McArdle	Increase personalised packages of care to support people to live as independently as possible	Green	K48	None		
Children, young people and adults are safe and confident in their communities.	Philippa Davey	Alison Botham	Judith Harwood	Deliver the Community Safety Plan.	Green	<a href="#">K26</a>	1. Agree priorities of Peninsula Strategic Assessment with other peninsula Community Safety Partnerships 2. Finalise response to Local profiles into Modern Slavery	1. Complete 2. Complete	
	Ian Tuffin / Sue McDonald	Alison Botham	Alison Botham	Ensure there is a relentless focus on safeguarding through the implementation of the Corporate Safeguarding Improvement Plan, Plymouth Safeguarding Children Board and Plymouth Safeguarding Adults Board plans.	Amber	<a href="#">K27A</a>	1. Action Plan from Child A SCR to be completed by PSCB 2. Child Q SCR to be shared with frontline staff	1. Incomplete 2. Complete	1. Child A SCR including action plan is written but has not yet been published – This is expected to be published by the end of February. Some actions are already in train pending publication but the action plan is not yet complete and will be monitored via the SCR Subgroup of the PSCB.
		Alison Botham	Craig McArdle	Ensure there is a relentless focus on safeguarding through the implementation of the Corporate Safeguarding Improvement Plan, Plymouth Safeguarding Children Board and Plymouth Safeguarding Adults Board plans.	Amber	<a href="#">K27 B</a>	1. PSAB Development Day 2. Human trafficking/ Modern Slavery - Two level training complete 3. We will deliver safeguarding induction and bespoke training to all new elected members and corporate parents. 4. Casey Report - CabWatch scheme developed and put in place	1. Complete 2. Incomplete 3. Complete 4. Complete	2. Training has commenced although additional training needs identified, dates confirmed for training to meet additional need.

# Caring Cont..

Outcome	Portfolio Leads	Outcome Lead	Officer Leads	Key Action Description	RAG	Key	Milestones due for completion during current quarter	Status	Proposed resolution (overdue Milestones)
People are treated with dignity and respect.	Philippa Davey	Craig McArdle	Judith Harwood	Become a welcoming city that is diverse, inclusive and that combats hate crime.	Green	<a href="#">K29</a>	1. Meet Target for recording and dealing with hate incidents 2. Undertake Welcoming City actions	1. Complete 2. Complete	
	Chris Penberthy	Craig McArdle	Giles Perritt	Implement the findings of the Fairness Commission.	Green	<a href="#">K30</a>	Complete Key Action		
	Ian Tuffin	Craig McArdle	Craig McArdle	Improve the quality of the care and support market	Green	<a href="#">K31</a>	1. Review the requirement for placements within care homes that are used to prevent hospital admissions and facilitate hospital discharge 2. Develop providers' roles and responsibilities in line with the Care Act in relation to providers undertaking safeguarding investigations, where appropriate 3. Individual Patients Placements - Implement Winterbourne View action plan and Concordat 4. Individual Patients Placements - Develop market including new local providers	1. Complete 2. Complete 3. Complete 4. Complete	
	Ian Tuffin	Craig McArdle	Craig McArdle	Create a Dementia Friendly City working with partners	Amber	<a href="#">K49</a>	1. Plymouth Energy Community will become Dementia Friendly 2. Dementia Friendly Communities - Increase the number of 'Dementia Friends' in community organisations / groups 3. Dementia Friendly Schools - Increase the number of schools that are Dementia Friendly 4. Promote NICE Guidelines for Dentists across CCG, NHS England, and Dentists 5. Include dementia and Mild Cognitive Impairment in physical activity action plan	1. Complete 2. Complete 3. Incomplete 4. Incomplete 5. Complete	3. Dementia has been raised with schools through several different routes – our Emotional and Mental health commissioner has raised it with Head teachers and Santander have been raising it when they do money advice in schools. Work ongoing. 4. CCG to raise with all dental practices. The Social Enterprise Investment Fund have recently given £80,000 capital funding to Memory Matters, a social enterprise, to set up a Dementia Café in the city centre.
	Ian Tuffin	Craig McArdle	Craig McArdle	Provide a seamless service for older people's care including smoother discharge from hospitals (working closely with the NHS)	Green	<a href="#">K50</a>	1. Development of the team to work across the 7 day week 2. Proposals to commission Discharge to Assess made to CCG 3. Request for Service specification from PCC for HSG to be partially based at Derriford to better support coordination of and arrangements for reablement provision	1. Complete 2. Complete 3. Complete	

# Confident

Outcome	Portfolio Leads	Outcome Lead	Officer Leads	Key Action Description	RAG	Key	Milestones due for completion during current quarter	Status	Proposed resolution (overdue Milestones)
Citizens enjoy living and working in Plymouth.	Tudor Evans	David Draffan	Judith Harwood/ David Draffan	Create and deliver a Skills Plan for the city working co-operatively with the Employment and Skills Board, Education, Learning and Families Service and the Local Enterprise Partnership	Green	<a href="#">K32</a>	<ol style="list-style-type: none"> <li>1. Launch Employability passport</li> <li>2. Appoint a skills co-ordinator for 'Building Plymouth'</li> <li>3. Develop a marketing and delivery plan for 'Building Plymouth'</li> </ol>	<ol style="list-style-type: none"> <li>1. Complete</li> <li>2. Complete</li> <li>3. Complete</li> </ol>	
	Chris Penberthy	David Draffan	Judith Harwood	Step up the delivery of the Child Poverty Plan.	Green	K51	<ol style="list-style-type: none"> <li>1. Agree the framework for the Child Poverty Action Plan 2016 - 2019</li> <li>2. Agree the Consultation Plan</li> </ol>	<ol style="list-style-type: none"> <li>1. Complete</li> <li>2. Complete</li> </ol>	
	Chris Penberthy	David Draffan	Matt Garrett	Develop a programme to improve the quality of private rented housing and take action against rogue landlords.	Green	K52	<ol style="list-style-type: none"> <li>1. Promoting best practice - Provide comparison of fees for tenants/landlords</li> <li>2. Produce/promote information about SAP ratings and their implications for energy costs</li> <li>3. Develop model for using private rented property to discharge homelessness duty including decisions on 'fit and proper' landlords</li> <li>4. Signpost tenants and landlords to Redress Schemes where poor quality of service from letting/managing agents.</li> </ol>	<ol style="list-style-type: none"> <li>1. Complete</li> <li>2. Complete</li> <li>3. Complete</li> <li>4. Complete</li> </ol>	
	Brian Vincent	David Draffan	Simon Dale	Reduce problems with potholes through increased investment in capital repair works.	Green	<a href="#">K36</a>	<ol style="list-style-type: none"> <li>1. Keep customer reported potholes at less than 100</li> <li>2. Improve public satisfaction with the condition of roads in the City by 10%</li> </ol>	<ol style="list-style-type: none"> <li>1. Complete</li> <li>2. Complete</li> </ol>	
Plymouth's brand is clear, well-known and understood globally.	Tudor Evans	Giles Perritt David Draffan	Giles Perritt	Strengthen the roll out of the Britain's Ocean City branding.	Green	K37	No milestones were due this quarter		
Government and other agencies have confidence in the Council and partners: Plymouth's voice matters.	Tudor Evans	Andrew Hardingham / Giles Perritt	David Draffan	Implement City Deal for Plymouth	Green	K39	<ol style="list-style-type: none"> <li>1. Preferred design for direct development of Phase 1 at South Yard identified.</li> <li>2. South Yard Waterfront Strategy completed</li> <li>3. Land and Property Board meets</li> </ol>	<ol style="list-style-type: none"> <li>1. Complete</li> <li>2. Complete</li> <li>3. Complete</li> </ol>	
	Tudor Evans	Andrew Hardingham / Giles Perritt	Giles Perritt	Develop a proactive approach to lobbying Government, working with the LEP and neighbouring authorities.	Green	K40	<ol style="list-style-type: none"> <li>1. Online version of Plymouth's Offers and Asks 'live' and shared with CMT and One Plymouth.</li> <li>2. The Council is playing a key role working with neighbouring councils and the LEP in developing a devolution deal for the Heart of the South West sub-region.</li> </ol>	<ol style="list-style-type: none"> <li>1. Complete</li> <li>2. Complete</li> </ol>	
Our employees are ambassadors for the city and the Council and proud of the difference we make.	Peter Smith	Dawn Aunger	Rob Hume	Accelerate implementation of the People and Organisational Development Framework.	Green	<a href="#">K41</a>	<ol style="list-style-type: none"> <li>1. Develop a Workforce Development plan aligned to the needs of the business</li> <li>2. Establish a Workforce Development Group to deliver transparency, visibility and scrutiny of the workforce development budget expenditure against the priorities and needs of the business</li> <li>3. Set up a project to support managers with recruitment, provide people management information about the workforce and have a performance management process which identifies and records individuals development needs in a central system</li> </ol>	<ol style="list-style-type: none"> <li>1. Complete</li> <li>2. Complete</li> <li>3. Complete</li> </ol>	