

CORPORATE PLAN PERFORMANCE REPORT, QUARTER ONE 2018/19

Performance and Risk Team, Plymouth City Council



The Corporate Plan

The Plymouth City Council Corporate Plan 2018-2022 sets out our mission of 'making Plymouth a fairer city, where everyone does their bit'. It was approved by Council in June 2018.

The Corporate Plan priorities are delivered through specific programmes and projects which are coordinated and resourced through cross-cutting strategic plans ('Plans for...'), capital investment and directorate business plans.

The key performance indicators (KPI's) and their associated targets detailed in this report for quarter one 2018/19 (April to June), tell us how we doing in delivering what we have set out to achieve in the Corporate Plan.

OUR PLAN A CITY TO BE PROUD OF



CITYVISION Britain's Ocean City

One of Europe's most vibrant waterfront cities, where an outstanding quality of life is enjoyed by everyone.

OUR MISSION

Making Plymouth a fairer city, where everyone does their bit.

OUR PRIORITIES

OUR VALUES

WE ARE DEMOCRATIC

We will provide strong community leadership and work together to deliver our common ambition.

WE ARE RESPONSIBLE

We take responsibility for our actions, care about our impact on others and expect others will do the same.

WE ARE FAIR

We are honest and open in how we act, treat everyone with respect, champion fairness and create opportunities.

WE ARE CO-OPERATIVE

We will work together with partners to serve the best interests of our city and its communities.

A GROWING CITY

- A clean and tidy city
- An efficient transport network
- A broad range of homes
- Economic growth that benefits as many people as possible
- Quality jobs and valuable skills
- A vibrant cultural offer
- A green, sustainable city that cares about the environment.

A CARING COUNCIL

- Improved schools where pupils achieve better outcomes
- Keep children, young people and adults protected
- Focus on prevention and early intervention
- People feel safe in Plymouth
- Reduced health inequalities
- A welcoming city.

HOW WE WILL DELIVER

Listening to our customers and communities.

Providing quality public services.

Motivated, skilled and engaged staff.

Spending money wisely.

A strong voice for Plymouth regionally and nationally.

Plymouth
Britain's Ocean City

www.plymouth.gov.uk/ourplan

Structure of this Report

The purpose of this report is to provide a risk-informed analysis of performance against the priorities of the Corporate Plan 2018-2022. The priorities are grouped under 'A Growing City' and 'A Caring Council', and the outcomes for 'How We Will Deliver' – the enablers of the Corporate Plan – are also reported on.

Trend (RAG) Colour Scheme

A trend rating is provided to give a visual indication of whether the figure is improving or declining based on the two latest periods for which information is available, e.g. quarter two 2018/19 compared with quarter one 2018/19, or for annual indicators 2018/19 compared with 2017/18.

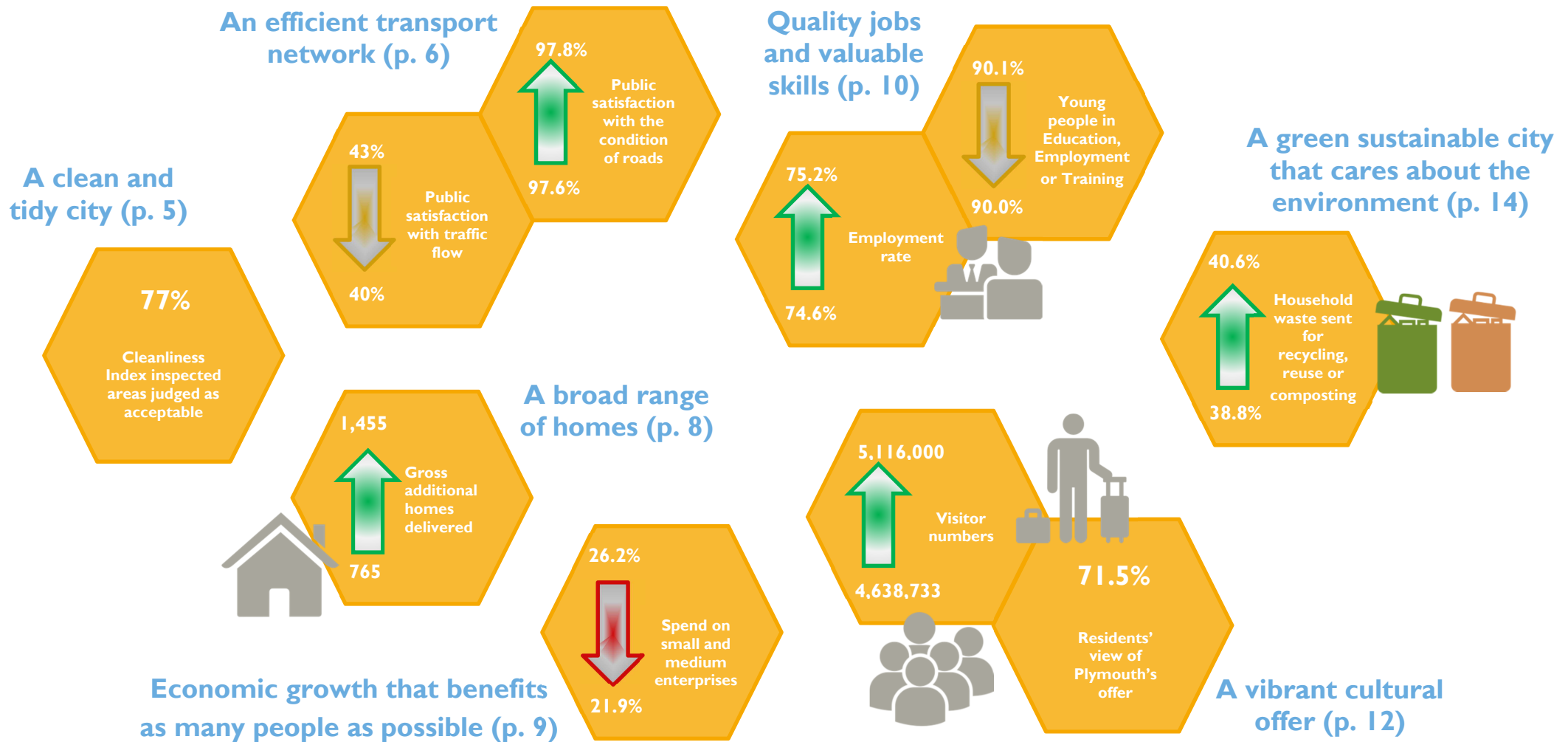
- Indicators highlighted **green**: improved on the previous value or is on an expected trend
- Indicators highlighted **amber**: within 15% of the previous value (slight decline)
- Indicators highlighted **red**: declined by more than 15% on the previous value
- Indicators not highlighted have stayed the same, have no trend, or the most recent value is not comparable with previous values (for example, a change in methodology).

Target (RAG) Colour Scheme

- Indicators highlighted **green** show where Plymouth is better than target
- Indicators highlighted **amber** show where Plymouth is within 15% of target
- Indicators highlighted **red** show where Plymouth is more than 15% worse than target
- Indicators not highlighted or 'N/A' show where no in year data is available to compare against target, or no target has been set.

A Growing City – Quarter One Summary

Improvements have been seen under ‘A Growing City’ in quarter one (or based on latest available data). ‘A Growing City’ consists of seven priorities, each with one or two key performance indicators (KPIs) and performance for all indicators is summarised below. More detail on each KPI given in the following pages.

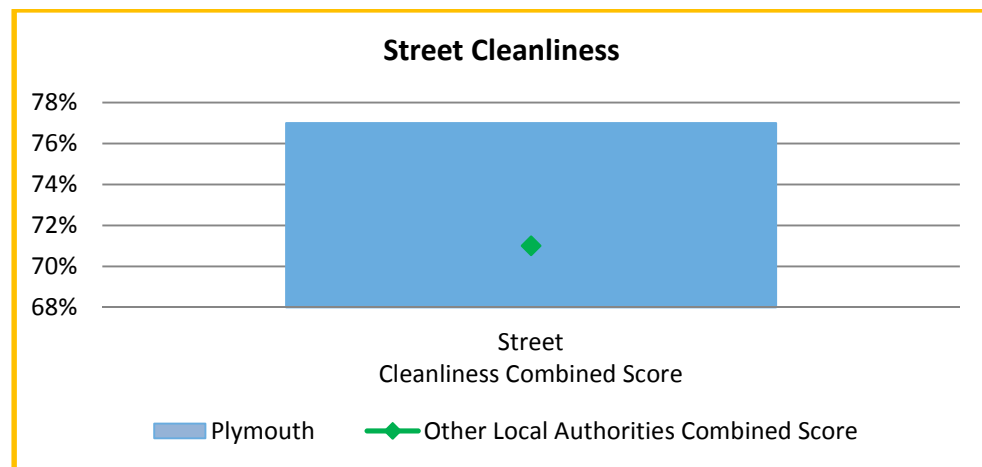


A clean and tidy city

Cleanliness Index

What we measure: The cleanliness and condition of streets using the Land Audit Management System (LAMS). This is a new method of measuring street cleanliness and allows us to compare ourselves to other members of the Association for Public Service Excellence (APSE) performance network who use the same method. It consists of three elements: street cleanliness, ground maintenance conditions, and the presence of hard surface weeds.

Why we measure it: The cleanliness of our streets can affect residents' quality of life and has a bearing on how attractive cities are for tourists, businesses and residents.



How have we done? **77%**

77% of the inspections undertaken in June and July resulted in achieving an acceptable standard based on the LAMS assessment criteria.

Trend rating: **N/A**

Target for 2018/19: **Monitor only**

The remainder of inspections undertaken this year will contribute towards a baseline year. This will provide insight for target setting in March 2019 for the 2019/20 financial year.

Target rating: **N/A**

What's working well? We are able to compare our June/July pilot inspection scores with those of other APSE members, whose scores are based on inspections done in April/May. Plymouth's street cleanliness combined score of 77% is above the average combined score for other APSE members (71%). It is important to note that by comparing scores from two different inspection periods we are not comparing like for like due to seasonal variation. We are comparing these periods because Plymouth only recently signed up to use the LAMS methodology. Going forward we will be able to compare our performance to other APSE members over the same reporting period.

What are we worried about? We need to ensure that the Street Services department is in receipt of the most robust benchmarking information, offering the greatest benefit to management teams and officers to inform service design.

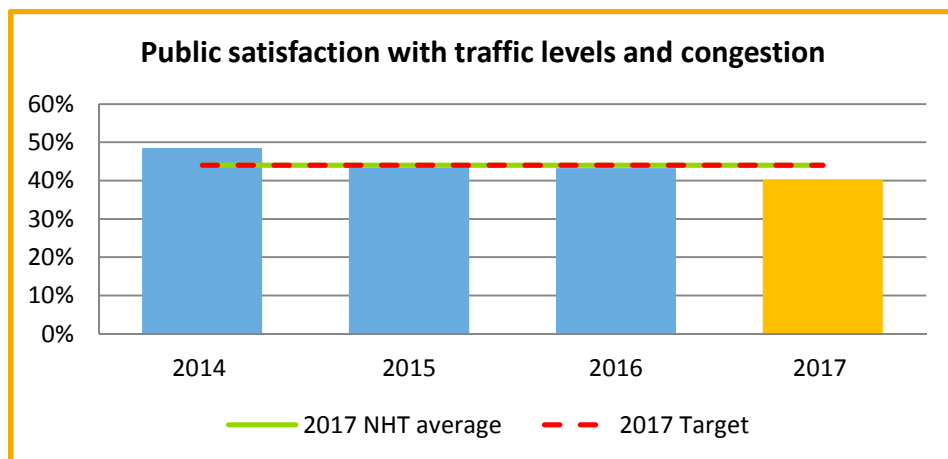
What needs to happen? Bi-monthly inspections and results will be submitted to APSE to enable more robust comparisons of performance with other local authorities.

An efficient transport network

Public satisfaction with traffic flow

What we measure: Public satisfaction with traffic levels and congestion on Plymouth's roads, collected via the National Highways and Transport (NHT) Network annual survey.

Why we measure it: Traffic congestion can impact negatively on: the economic health of the city through increased non-productive activity; the environment by increasing air pollution and carbon dioxide emissions; and on individuals who can suffer from delays and late arrival for employment, meetings, and education. As we undertake a lot of work to deliver a 'free flowing' city, measuring people's perception of traffic flow is important.



How have we done? 40%

Decline of 3 percentage points from the previous survey in 2016, which is a change of 7.0%.

Trend rating: **Amber**

Target for 2017: 44%

The decline now puts performance at 4 percentage points (9.1%) below the target.

Target rating: **Amber**

What's working well? The 2017 NHT Survey reports that while satisfaction with traffic levels and congestion sits below the national average, Plymouth's overall satisfaction with traffic management (59%) is higher than the NHT average (56%). Satisfaction with advanced warning of road works (64%) and efforts to minimise nuisance to residents (52%) are both higher than the NHT averages (61% and 51% respectively). 67% of residents agreed that there were good park and ride schemes in the city, which is also higher than the NHT average (50%). Traffic signals availability is currently running at 99% as at June 2018.

What are we worried about? Plymouth residents' satisfaction with waiting times at permanent traffic lights (61%) sits below the NHT average of 64%. There is currently an **amber** risk on the operational risk register in relation to unforeseen downtime of the Highways Information Management System (HIMS), representing a medium risk to the Council.

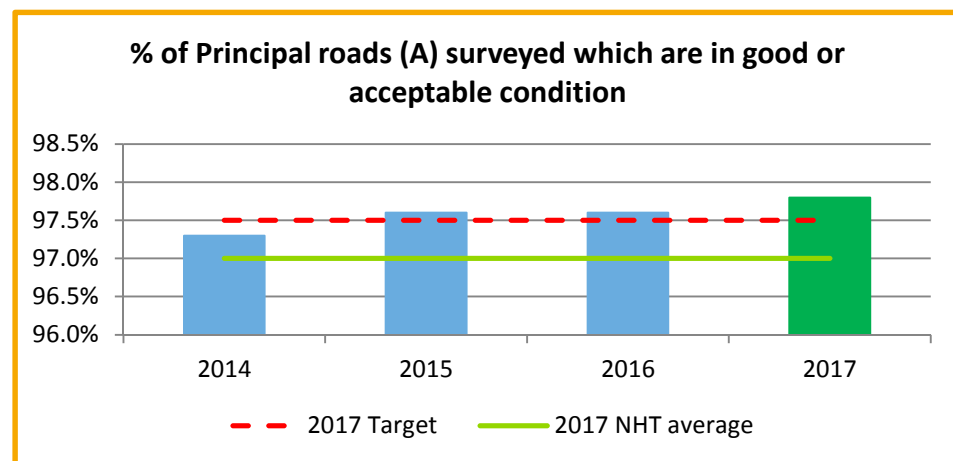
What needs to happen? We need to ensure that HIMS is kept up to date with information entered accurately and in a timely manner.

An efficient transport network

Percentage of people satisfied with the condition of roads

What we measure: Public satisfaction with the condition of principal roads (A roads) in the city, collected via the National Highways and Transport (NHT) Network annual survey.

Why we measure it: We undertake a lot of work to maintain and improve the condition of our roads in the city. It is therefore important for us to know how the condition of roads is perceived by members of the public.



How have we done? **97.8%**

Increase of 0.2 of a percentage point from 97.6% in the previous survey in 2016.

Trend rating: **Green**

Target for 2017: **97.5%**

The increase in 2017 puts performance at 0.2 of a percentage point (0.2%) below the target.

Target rating: **Green**

What's working well? The 2017 NHT Survey highlighted that Plymouth's overall satisfaction with the condition of principal roads is on par with the NHT average (97%) and that satisfaction with street lighting at 70% is higher than the NHT average (66%). Satisfaction with cold weather gritting shows that Plymouth residents are more satisfied (66%) than those living within our statistical neighbouring authorities (63%).

What are we worried about? The 2017 NHT Survey also highlighted that Plymouth's overall satisfaction with the condition of road surfaces (37%) is 1 percentage point below the NHT average, and satisfaction with how the Council deals with potholes and damaged roads (35%) is 2 percentage points behind the NHT average. 'Well-managed Highway Infrastructure – A Code of Practice' was launched in October 2016 by the UK Roads Liaison Group (UKRLG). This code of practice takes an integrated, risk-based approach to managing highway infrastructure assets. All local authorities need to adhere to this code of practice by October 2018. This operational risk is currently RAG-rated as **amber**, representing a medium risk to the Council.

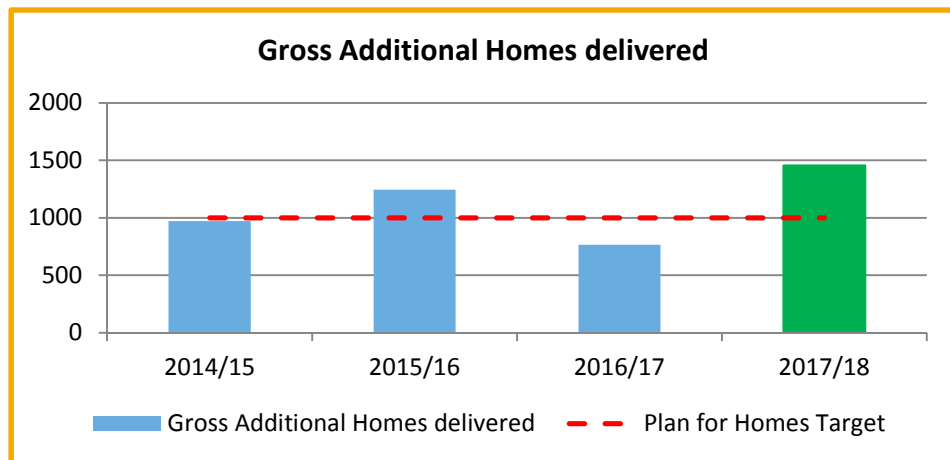
What needs to happen? New ways of working are being developed to enable a risk-based approach for planned and reactive maintenance for all key assets in the Highway Infrastructure Asset Management Plan.

A broad range of homes

Gross additional homes delivered

What we measure: The annual gross additional homes in the city.

Why we measure it: To continue meeting the current housing need and accommodate future population growth, it is important to have a strong programme of new homes within the city. New house building is the main contributor to the success of this indicator.



How have we done? **1,455**

Increase of 690 homes (90%) from the number delivered in the previous year (2016/17), with 1,455 gross additional homes delivered in 2017/18.

Trend rating: **Green**

Target for 2017/18: **1,000**

The target is to deliver 1,000 new homes each year. Cumulatively we are also exceeding this target, averaging 1,115 per annum.

Target rating: **Green**

What's working well: 1,455 gross additional homes delivered in 2017/18, of which 1,109 were a mix of affordable homes to meet a range of housing needs. Significant delivery on Plan for Homes sites with 1,140 new homes have either been completed or are under construction. Completed schemes include extra care housing for older people and people with learning disabilities, service veteran's self-build homes, and wheelchair and accessible homes. We are above policy levels of affordable housing (51%), larger family homes, rent to buy models, and also have the largest affordable Passivhaus Scheme in the country. We are due to bring forward Council sites to support the delivery of 'pop up' housing for homeless people and more age-related homes including bungalows to support downsizing.

What are we worried about? Delivery and viability challenges remain around future pipeline sites. The subsidy required to deliver more truly affordable housing, including social rented homes and securing estate regeneration funding to complete the final phase at North Prospect is also an ongoing unresolved issue.

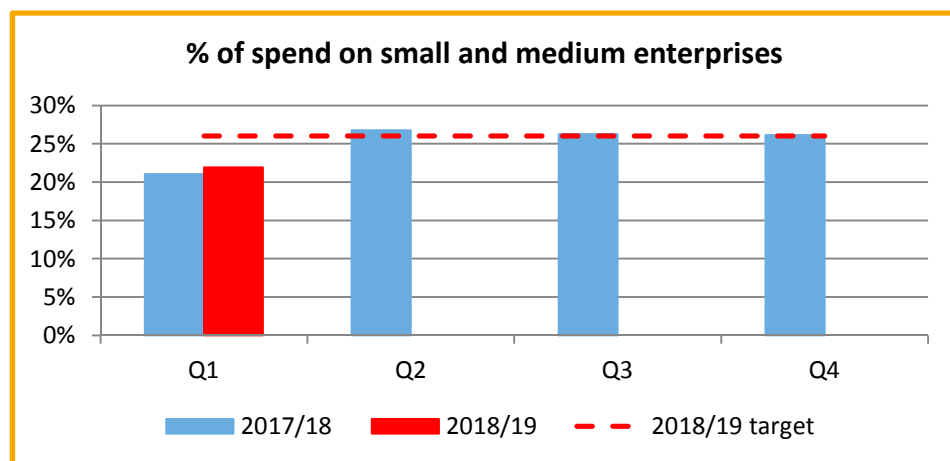
What needs to happen? We continue to develop the JLP delivery strategies on all housing sites, develop housing delivery partnerships/'housing deals' with delivery partners, and investigate new models of delivery to further accelerate housing delivery.

Economic growth that benefits as many people as possible

Spend on Small and Medium Enterprises (SMEs)

What we measure: The Council's spend on goods and services from small and medium-size businesses as a percentage of the total amount that has been spent on goods and services.

Why we measure it: This tells us the extent to which Plymouth City Council is supporting small businesses by procuring goods and services from SMEs instead of larger corporate businesses. Supporting the activities of small businesses is likely to deliver long-term benefits to our region.



How have we done? **21.9%**

Decline of 4.3 percentage points from 26.2% in quarter four 2017/18, which is a decline of 16.4%.

Trend rating: **Red**

Target for 2018/19: **26.0%**

Performance in quarter one is 4.1 percentage points (15.8%) below the target.

Target rating: **Red**

What's working well? Spend on SMEs in quarter one 2018/19 was higher than in the same period last year (21.1%) and was consistently above the target for the previous three quarters. Within the quarter, the percentage spend declined from 25.6% in April to 16.3% in May, before rising again to 25.9% in June, just 0.1 of a percentage point below the target.

What are we worried about? There has been no change to the procurement practices and the decrease in quarter one will have occurred from the types of requirements that the organisation has and the length of time given to source the requirements. The procurement team is responsible for achieving the best value for the Council and whilst we endeavour to request quotations from SME suppliers, contracts must be awarded to the most suitable and economically advantageous supplier. Preferential treatment cannot be given to SME suppliers if their quotation is not in the best interests of the Council.

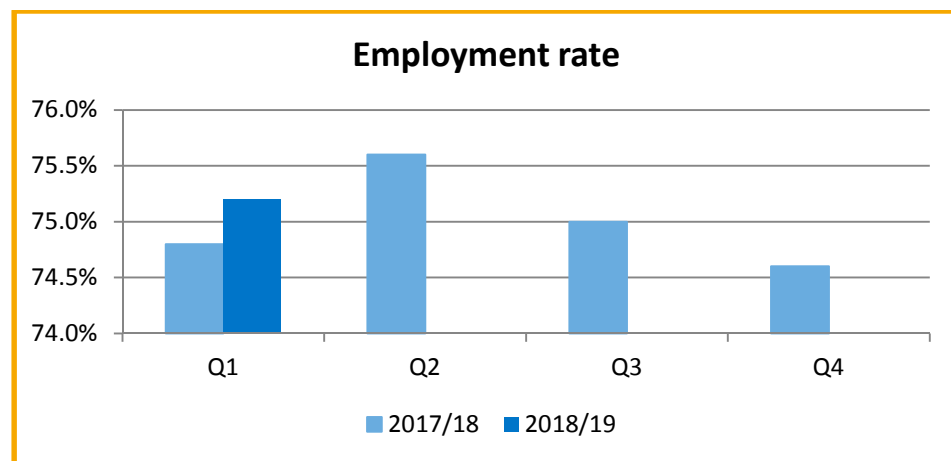
What needs to happen? We are working with departments and implementing category management to provide a greater overview of the organisation's requirements. This will ensure that sufficient time is given to engaging the market and supporting organisations (including SMEs) to understand each opportunity and provide guidance and support on how to tender for the goods, services or works. In addition, we are looking at the way in which we advertise requirements.

Quality jobs and valuable skills

Employment rate

What we measure: The percentage of people aged 16 to 64 years in Plymouth that are employed, including full time, part time and self-employed – the employment rate is sourced from the quarterly Office for National Statistics (ONS) survey.

Why we measure it: The employment rate shows the health of the employment market within the city.



How have we done? 75.2%

Increase of 0.6 of a percentage point from quarter four 2017/18, which is an increase of 0.8%.

Trend rating: **Green**

Target for 2018/19: Monitor only

Whilst an increase is desirable, there is no specific target for this indicator.

Target rating: **N/A**

What's working well? Employment levels are among the highest we have seen since the employment rates have been available for the Plymouth area with an overall decrease in the proportion of young people claiming Universal Credit. The Council influences the employment rate with investments currently onsite totalling over £170million creating approximately 500+ jobs in construction as well as a future pipeline, creating approximately 2,000+ jobs. Current developments include; Ocean's Gate phase one, Drake Circus leisure, Derry's, The Range, Next and Langage phase two.

What are we worried about? Employment data comes from the population survey undertaken by the ONS on a quarterly basis. This data source is less robust than the annual Business Register and Employment Survey, as the regularity of results can lead to volatility in results; this needs to be taken into account when interpreting the data. Sustained and accelerated economic growth is a **green** strategic risk, representing a low risk to the Council.

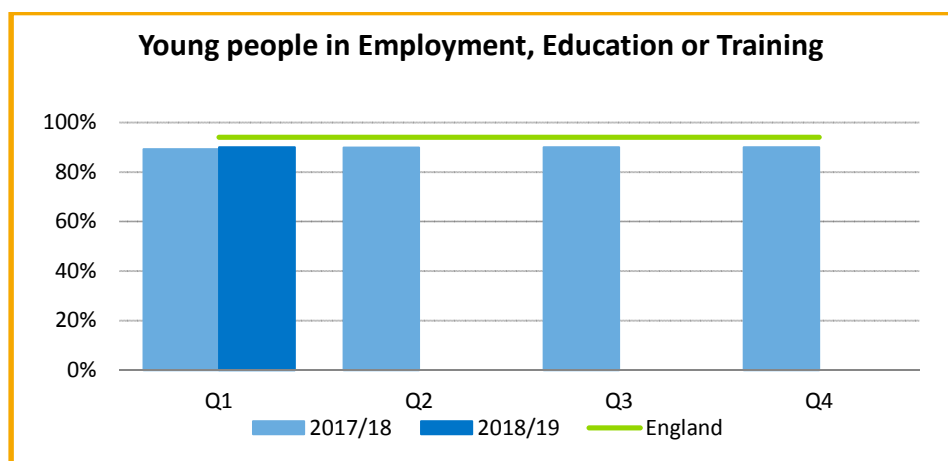
What needs to happen? Continue to work as business partners to the business community and with inward investment enquiries to ensure that new employment opportunities are attracted to the city. There are more than 10 inward investment enquiries in the pipeline and a strong development pipeline totalling over £350 million, these include Derriford Business Park, the 1620 Hotel, British Land phase two, Oceans Gate phase two, Millbay, Bath Street, Crownhill Court, Colin Campbell Court, the railway station and a series of direct developments. The Council will continue to work to attract the best investment to the city and ensure through our skills agenda that unemployed residents are aware of where the jobs are and have the skills to respond.

Quality jobs and valuable skills

Young people in Education, Employment or Training

What we measure: The percentage of young people aged 16 to 18, in academic years 12 to 14 who are going to, or remaining in Education, Employment or Training (EET) once they have left compulsory education.

Why we measure it: Young people participating in EET is an enabler to achieving better life outcomes.



How have we done? 90.0%

Decrease of 0.1 of a percentage point from quarter four 2017/18.

Trend rating: **Amber**

Target for 2018/19: Monitor only

Whilst an increase is desirable, there is no specific target for this indicator currently. A target will be set for quarter two.

Target rating: **N/A**

What's working well? Performance in quarter one is 0.7 percentage points higher than the same period in 2017/18. Of those young people not in EET (NEET), 4.9% have a destination type of not known. This is lower than the England average, meaning that we are better at knowing the status of our young people. We have completed a project to reduce the number of young people who are in the Youth Offending cohort and who are not in EET, which has been successful in reducing numbers from 44.0% at the end of quarter four 2017/18 to 53.8% at the end of quarter one 2018/19.

What are we worried about? The percentage of care leavers not in EET was 49.1% in quarter one 2018/19, compared with 25.6% in quarter one 2017/18. This is another cohort of vulnerable young people that we are working hard to improve outcomes for.

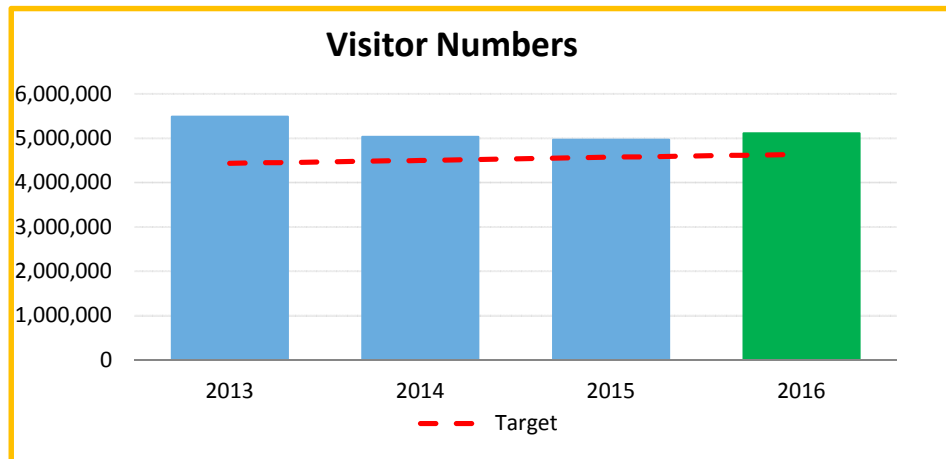
What needs to happen? Continuation of a number of Council-led initiatives, including the redesign of the contract with Careers South West offering transition support, and a review examining the market place and establishing a supported employment 'stepped pathway' for young people with Special Educational Needs. Plymouth City Council (PCC) is leading a working group to deliver Council pledge number 48, which will ensure that all care leavers are offered a work placement with PCC to help them start their working lives.

A vibrant cultural offer

Visitor numbers

What we measure: The number of visitors to Plymouth, including day and overnight visitors, whether domestic or international.

Why we measure it: In 2008, the Council set a target to increase visitor numbers by 20% by 2020. Targets were set for each year to get us to this point. Whilst visitors are an important part of Plymouth's economy, the number of visitors and their attributable spend also serves to inform us about how our vibrant cultural offer attracts greater numbers of people to Plymouth.



How have we done? 5,116,000

Increase of 3% from the previous year (4,965,000 visitors in 2015).

Trend rating: **Green**

Target for 2016: 4,638,733

The increase in 2016 to in excess of 5 million visitors puts performance above the 2016 target by 477,267 visitors (10.3%).

Target rating: **Green**

What's working well? Plymouth is following regional and national trends for visitor numbers. Nationally there was a significant increase in visitor numbers in 2012/2013 due to the London Olympics and its legacy. Subsequently all regions saw a decrease in the 2014/15 years. This was further compounded in the SW by severe storms in February 2014 affecting the whole region with flooding and storm damage and a subsequent decrease in visitor bookings. Numbers since have started to rise again with % increases in 2016 across all visitor types, day +3.4%, staying +0.4% and overseas visitors (+2.6%). Plymouth is already above trajectory for its 2020 target and will likely exceed this with Mayflower 400 celebrations in 2020 attracting even more visitors to the city. Overseas visitor spending increased by 7.9%, bringing valued income into the city.

What are we worried about? Over 85% of visitors are day visitors and this needs to change to more staying visitors to grow overall spend. Seasonality is still a big factor and we need to develop our off peak offering and target markets specifically between September to March.

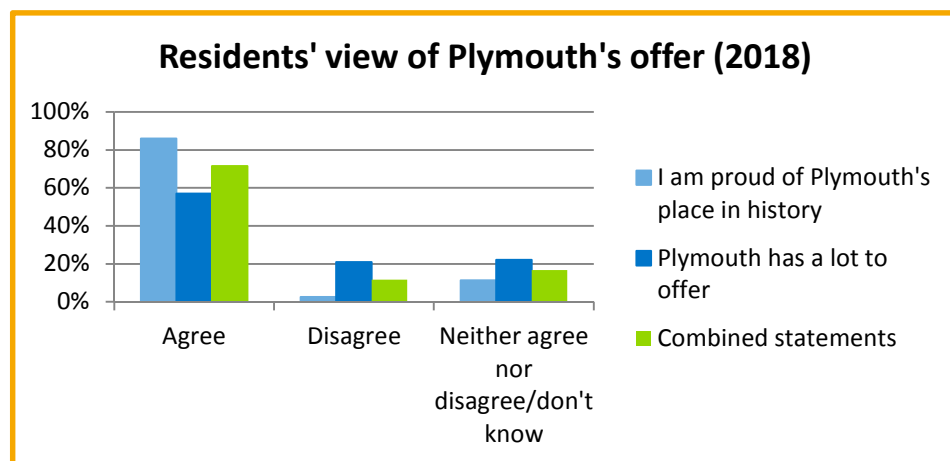
What needs to happen? Continue to develop Plymouths cultural offer and events such as The Box, Ocean City Sounds and Mayflower 2020. Continue to develop accommodation offering and encourage businesses meetings, events and conferences to the city during the off peak.

A vibrant cultural offer

Residents' view of Plymouth's offer

What we measure: The proportion of Plymouth City Survey respondents who agree or disagree with the statements: 1) I am proud of Plymouth's place in history; and 2) Plymouth has a lot to offer.

Why we measure it: These questions give an indication of residents' view of Plymouth's cultural offer.



How have we done? 71.5%

These questions were asked for the first time in the 2018 survey. The statements combined give a positive response score of 71.5%.

Trend rating: **N/A**

Target for 2018/19: Monitor only

A high level of agreement with the statements is desirable but no specific target has been set due to this being a new method of data collection. The next survey will be in 2020 and we will hope to increase on 2018 performance.

Target rating: **N/A**

What's working well? The results indicate that residents are proud of Plymouth's place in history, with 86% of respondents agreeing with the statement in the Plymouth City Survey. Only 3% of respondents disagreed. This indicates that residents are aware and proud of the city's heritage and historical importance, which sets a positive underpinning for the upcoming Mayflower 400 celebrations. More than half (57%) of respondents agreed that Plymouth has a lot to offer, with 21% disagreeing with this statement. To give an overall score of residents' view of Plymouth's offer, these statements were combined – in total, 71.5% of responses were positive and 11.7% were negative.

What are we worried about? Young people (aged 16-24 years) were significantly more likely to disagree with both statements than other age groups. Views also varied across wards, for example, 93% of respondents from Plymstock Dunstone agreed that they were proud of Plymouth's place in history, whereas only 71% of respondents in Drake agreed (this could be due to the higher student population in Drake ward). Agreement with the second statement ranged from 47% in Southway to 69% in Peverell. This second statement was broad so responses will not specifically relate to cultural events or things to do in the city, but are also likely to include, for example, employment opportunities.

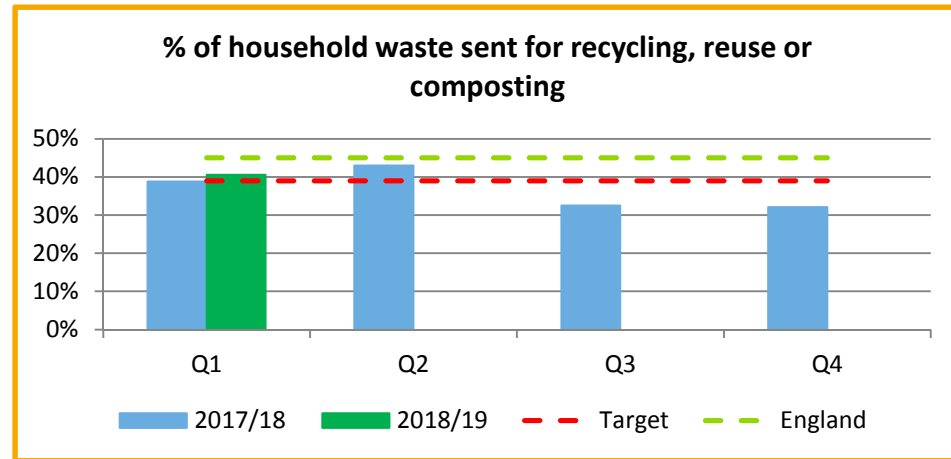
What needs to happen? Responses will be used to inform programmes of work, for example around events, with a particular focus on groups that gave less positive responses to these statements to ensure that interventions are targeted to achieve the greatest impact.

A green sustainable city that cares about the environment

Household waste sent for recycling, reuse or composting

What we measure: The amount of household waste that is recycled, reused or composted.

Why we measure it: Recycling helps to protect the environment and reduces the need for extracting, refining and processing raw materials. It also reduces greenhouse gas emissions, which helps to tackle climate change. This indicator allows us to assess our success in trying to increase recycling levels.



How have we done? 40.6%

Increase of 1.8 of a percentage point from quarter one 2017/18, which is an increase of 4.6%.

Trend rating: **Green**

Target for 2018/19: 39.0%

The increase in quarter one now puts performance at 1.6 of a percentage point (4.1%) above the target.

Target rating: **Green**

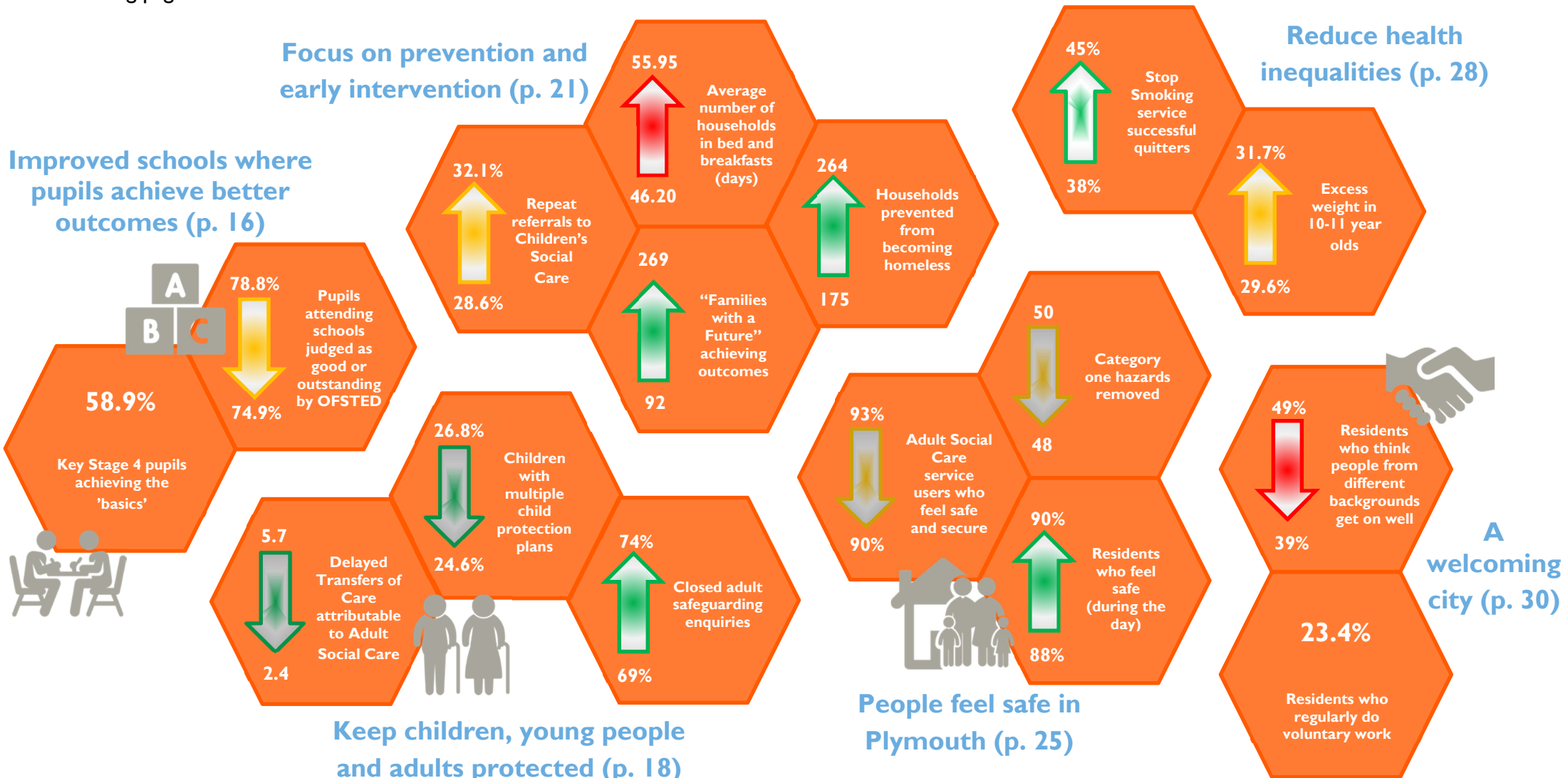
What's working well? The overall percentage of household waste sent for recycling, reuse or composting has improved from 38.8% in quarter one 2017/18 to 40.6% in quarter one 2018/19 (we compare to the same quarter due to seasonal trends). The proportion of household waste used for energy recovery is significantly higher than available benchmarks at 60.4%, compared with an average of 45% for local authorities in England. More than 25% of household waste is sent for dry recycling, which again is better than the England average (19%). No household waste is sent directly to landfill and the household waste that does end up in a landfill (1.58% of total household waste) is in the form of fly ash resulting from the energy from waste (EFW) process.

What are we worried about? Increasing recycling levels in Plymouth is a key delivery aim of the Plan for Waste to ensure that we meet the Private Finance Initiative (PFI) targets agreed with the South West Devon Waste Partnership. Back office systems and processes require updating and modernisation so that we can improve the delivery of frontline services for customers. The risk of non-delivery of the Plan for Waste is currently RAG-rated as **amber** on the strategic risk register, representing a medium risk to the Council.

What needs to happen? A Modernisation Plan is in place across the Street Scene and Waste Department. It focuses on improving the back office systems and processes required for work schedules by introducing the Street Services Information Management System (SSIMS).

A Caring Council – Quarter One Summary

Improvements have been seen in the Caring Council priority in quarter one (or based on latest available data). 'A Caring Council' consists of six priorities, each with two to four key performance indicators (KPIs) and performance for all indicators is summarised below. More detail on each KPI is given in the following pages.

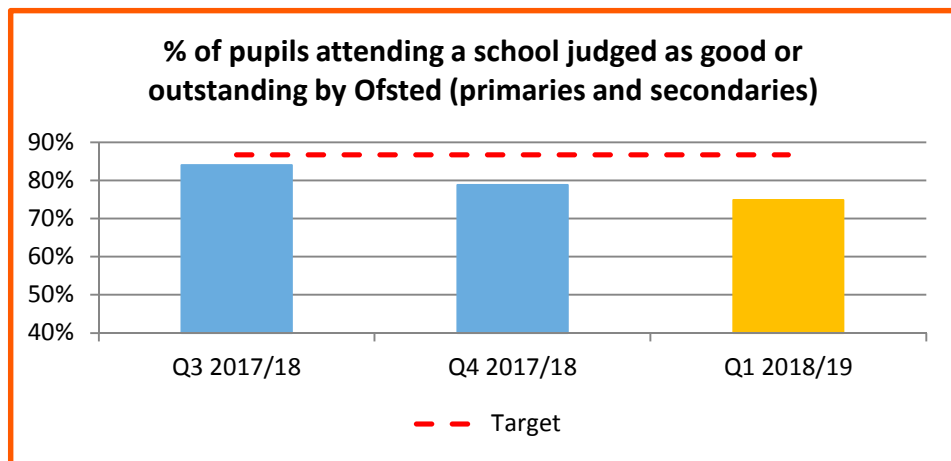


Improved schools where pupils achieve better outcomes

Percentage of pupils attending a school judged as good or outstanding by Ofsted

What we measure: The percentage of pupils that attend a school judged as good or better by Ofsted.

Why we measure it: The Ofsted ratings give a view of the quality of education provision within the city. A higher quality standard of provision is an enabler to children achieving better outcomes.



How have we done? 74.9%

Decline of 3.9 percentage points from the previous snapshot at the end of quarter four 2017/18, which is a decline of 4.9%.

Trend rating: **Amber**

Target for 2018/19: 86.7%

The decline in quarter one now puts performance at 11.8 percentage points (13.6%) below the target.

Target rating: **Amber**

What's working well? In Plymouth, 100% of special schools in the city have been judged as 'good' or 'outstanding' by Ofsted. A special school provides education for pupils who have specific needs which affect their ability to learn. This means that all pupils who require a special school education are in a good quality education setting, enabling them to achieve better outcomes.

What are we worried about? 80% of primary schools and 50% of secondary schools in Plymouth are judged as 'good' or 'outstanding'. This is lower than the national averages of 90% and 79% of primary and secondary schools, respectively. This figure includes schools that are not yet inspected following conversion to academies. National benchmarking for this academic year will be available in quarter two. A reduction in the quality of education provision negatively affects the level of pupil attainment, a **red** strategic risk. The inability to influence alternative provision due to Academy Status and to improve educational outcomes for children who have been excluded from mainstream school is currently an **amber** risk for the Council on the strategic risk register. The risk is being mitigated by working with primary school leaders to provide additional alternative provision, focusing on those at risk of exclusion.

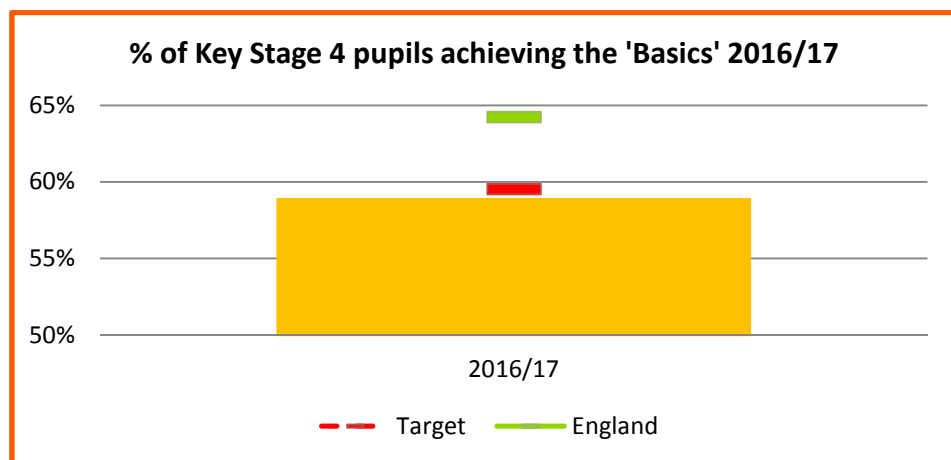
What needs to happen? Overall there is a desire to improve the quality of school provision in the city. A particular priority for the Plymouth Education Board is delivering the 'Plymouth Challenge', which is focused on secondary school provision. Further action will also be discussed at the Education and Children's Social Care Scrutiny Committee during quarter three.

Improved schools where pupils achieve better outcomes

Key Stage 4 pupils achieving the 'basics'

What we measure: The percentage of Key Stage 4 pupils who achieve a standard Attainment 8 pass (9-4) in English and Maths at the end of each academic year.

Why we measure it: This gives an indication of the educational outcomes for young people once they reach the end of compulsory education, as well as the quality of secondary education provision in the city. Higher attainment levels are an enabler to children achieving better long-term outcomes.



How have we done? 58.9%

This annual data is not comparable with previous academic years due to national curriculum changes.

Trend rating: **N/A**

Target for 2016/17: 59.5%

The attainment reached in the academic year of 2016/17 put performance at 0.6 of a percentage point (1.0%) below the target.

Target rating: **Amber**

What's working well? Key Stage 4 attainment for pupils receiving Special Educational Needs (SEN) support or who have an Education, Health and Care Plan (EHCP) is higher in Plymouth than the national figures. Local attainment gaps for these pupils are also smaller than the national gaps. This demonstrates that work to ensure that some of our most vulnerable pupils in the city have the opportunity to achieve better outcomes is effective.

What are we worried about? At the end of the 2016/17 academic year, 20.7% of secondary school pupils were persistently absent from their education. This is higher than the national average of 13.7%. Persistent absence is defined as school-age pupils missing 10% or more of their school sessions. Parents or guardians removing pupils from school during term time is believed to contribute to lower attainment and has been identified as an **amber** risk on the operational risk register for the Council.

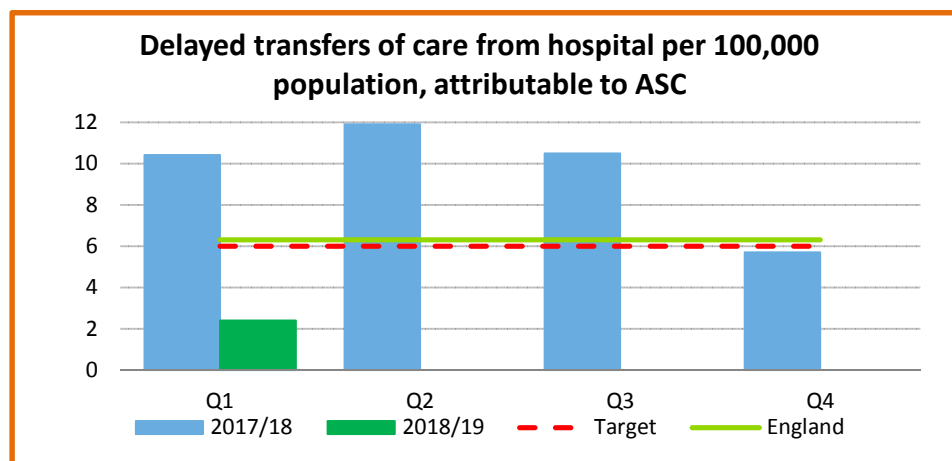
What needs to happen? A priority for the Plymouth Education Board is delivering the 'Plymouth Challenge' which is focused on secondary provision. This is being launched during quarter two at the start of the 2018/19 academic year. Results for the 2017/18 academic year will be published in January 2019, with the target set for Attainment 8 at 66%.

Keep children, young people and adults protected

Delayed transfers of care (DTOC) attributable to Adult Social Care

What we measure: The average daily number of delayed discharges within an acute or community hospital, presented as a rate per 100,000 population. This tells us the number of people who are still in hospital at a point when they have been identified as fit for discharge, with the delay attributable to Adult Social Care (ASC). This could be due to a delay in social care assessment, availability of a residential home bed, or finding an appropriate care package.

Why we measure it: It is an important marker of the effective joint working of local partners, and is a measure of the effectiveness of the interface between health and social care services. Minimising delayed transfers of care and enabling people to live independently at home is one of the desired outcomes of social care.



How have we done? 2.4 delays per day

The average daily number of delays reduced by 3.3 from the previous quarter, which is a reduction of 57.9%.

Trend rating: **Green**

Target for 2018/19: 6.0 delays per day

The decline in quarter one now puts performance at 2.4 delays per day per 100,000 population, 3.6 delays (60.0%) below the target.

Target rating: **Green**

What's working well? Discharge to Assess pathways have been reframed, with Home First (assessment at home) now being implemented. Integrated discharge teams are now zoned to provide continuity across wards. The appointment of an Interim Manager of Integrated Care and Livewell Southwest's (LWSW) appointment of an additional ASC Service Manager post brought much needed capacity and focus to the team. LWSW have also allocated six additional social workers to the integrated teams, allowing for greater capacity and resilience. During quarter one, LWSW have assessed in excess of 450 people discharged from hospital, with 236 going on to receive an ASC service via Intermediate care.

What are we worried about? We have not seen the same level of reduction in delays at community hospitals, such as Mount Gould. Pressure on the health and social care system is an **amber** operational risk for the Council, particularly in relation to patient flow in the urgent care system.

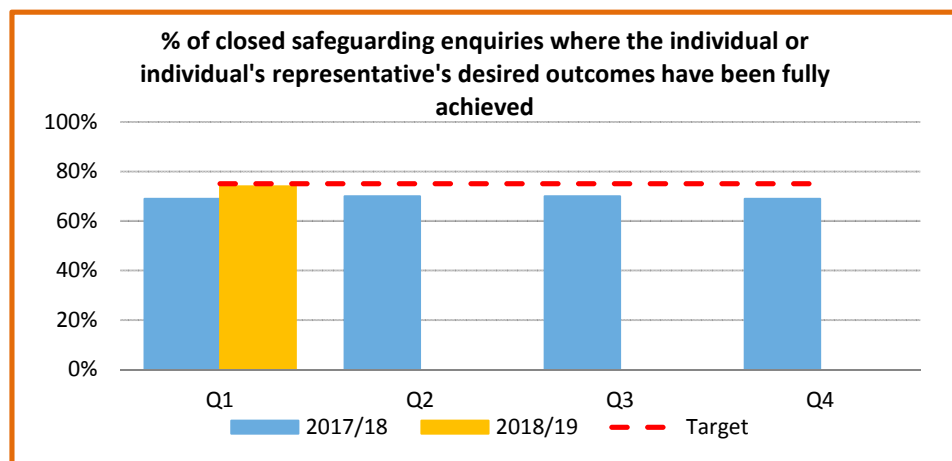
What needs to happen? Performance of the whole system will continue to be monitored closely by the System Improvement Board. Focus will remain on the whole system including A&E four hour wait, emergency admissions, weekend discharges and stranded/super stranded patients.

Keep children, young people and adults protected

Adult safeguarding enquiries

What we measure: The percentage of safeguarding enquiries where at the point of completion the individual affected or individual's representative's desired outcomes have been fully achieved.

Why we measure it: Making Safeguarding Personal (MSP) is a sector-led initiative which aims to develop an outcome focus to safeguarding work, and a range of responses to support people to improve or resolve their circumstances. This is an indication of how well we are achieving this outcome.



How have we done? 74%

Increase of 5 percentage points from the previous quarter, which is an increase of 7.2%.

Trend rating: **Green**

Target for 2018/19: 75%

The increase in quarter one now puts performance at 1 percentage point (1.3%) below the target.

Target rating: **Amber**

What's working well? We have undertaken a review of the Adult Safeguarding process with Livewell Southwest (LWSW) after identifying that too many initial safeguarding contacts were progressing to full investigation, in 2017/18 76% of concerns progressed to enquiry, nationally this figure was 41%. Actions include a refresh of training for staff and give us confidence that resources are focused on appropriate safeguarding referrals. In quarter one, we completed 227 safeguarding enquiries and in 74% of cases the desired outcome of the individual or representative were met.

What are we worried about? The responsibility to protect adults from harm is an **amber** risk for the organisation on the operational risk register. We are concerned about the average length of time that it takes for a safeguarding enquiry to be completed. Since the introduction of Making Safeguarding Personal as part of the Care Act the national requirement to complete enquiries within 28 days no longer exists, however we feel that we take too long to complete an enquiry (average of 113 days). We will work with LWSW to ensure that 85% of enquiries are completed within 28 days by the end of 2018/19.

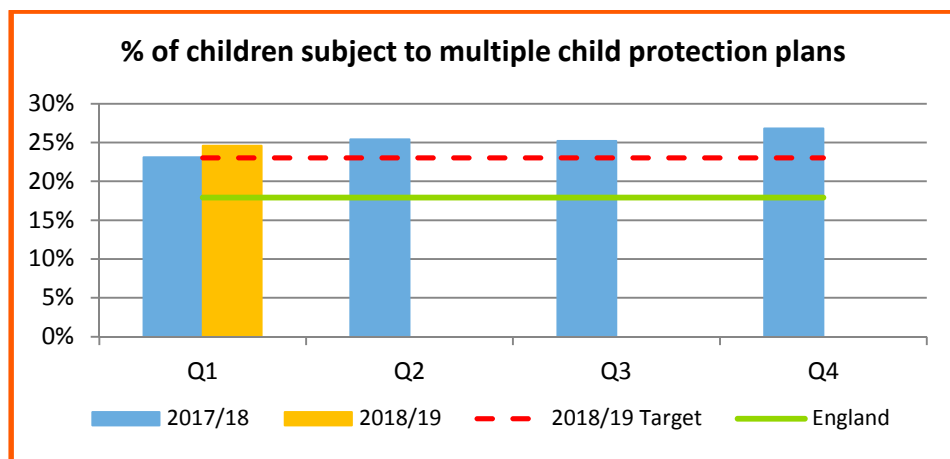
What needs to happen? We will continue to work with partners to ensure that not only do we strive to meet the desired outcome of the individual affected, but that we are confident in the process of recording outcomes accurately, ensuring that we always have a true representation through this performance indicator. Performance is positive but we will continue to drive improvement to ensure that we achieve our target.

Keep children, young people and adults protected

Children with multiple child protection plans

What we measure: The percentage of children starting a child protection plan that have previously been on a child protection plan.

Why we measure it: This gives us insight into children who have been deemed at significant risk of harm, had that risk mitigated and then later found to be at significant risk again. This may be for the same or for new reasons but highlights vulnerable children where a risk of harm has escalated back to the point where a child needs our help and a new protection plan is put in place.



How have we done? 24.6%

Decrease of 2.2 percentage points from the previous quarter, which is a decrease of 8.2%.

Trend rating: **Green**

Target for 2018/19: 23%

The decline in quarter one now puts performance at 1.6 percentage points (7.0%) above the target.

Target rating: **Amber**

What's working well? At the end of quarter one the social worker vacancy rate was at 8% compared to 17% nationally, which is encouraging in terms of capacity to deal with current demand. Overall, the number of children on a plan has fallen by 40 over the quarter and now stands at 293 against a target of 320.

What are we worried about? Referral numbers have increased by 46.7% from 926 in quarter one 2017/18 to 1,359 in quarter one 2018/19, which may increase pressure in the system. Child protection visit performance is currently red against target (90%) at 76.5%. Increases in the number of looked after children and those subject to a Child Protection Plan can lead to cost pressures on independent placements, staffing and resources. This is currently rated as an **amber** risk for the Council on the operational risk register.

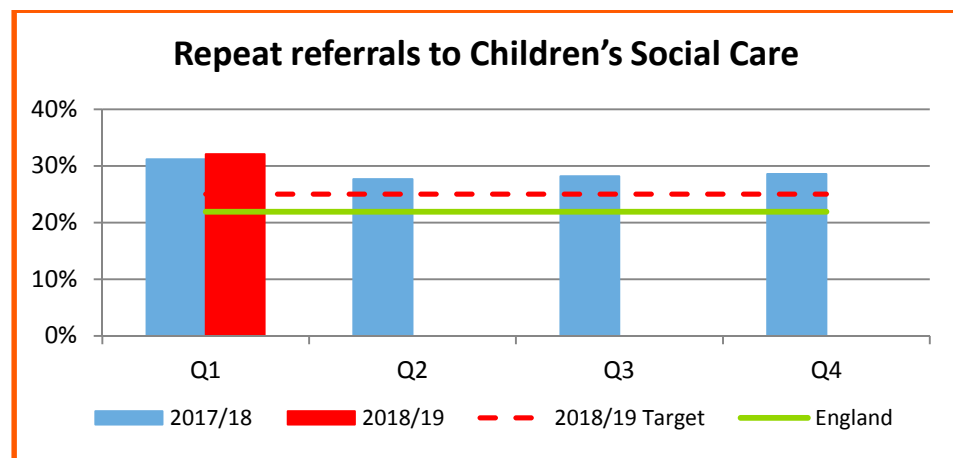
What needs to happen? Regular reviewing of new plans where a previous plan existed is underway and will continue to improve our understanding of the issue. This can then be communicated to relevant partners to ensure that children receive help before requiring child protection services. The child protection visiting rates need to be improved and the impact of increased pressure on the front door needs to be monitored. The positive work around recruitment and assessments needs to continue.

Focus on prevention and early intervention

Repeat referrals to Children's Social Care

What we measure: The percentage of referrals received by children's social care where there has been a referral within the previous 12 months for the same child.

Why we measure it: This gives an insight into the effectiveness of the Children's Social Care response to concerns about children at first referral. Repeat referrals can indicate that the child may not have received the right support at the right time to safeguard them and address their needs. There are also cost implications with repeat referrals as resolution could have been secured at first referral with more effective outcomes put in place.



How have we done? 32.1%

Increase of 3.5 percentage points from the previous quarter, which is an increase of 12.2%.

Trend rating: **Amber**

Target for 2018/19: 25%

The increase in quarter one now puts performance at 7.1 percentage points (28.4%) above the target.

Target rating: **Red**

What's working well? In terms of the broader system, timeliness of assessment performance is good with 93.8% of assessments being carried out within the expected timescale. This is an increase of 17.8 percentage points since quarter four of 2017/18.

What are we worried about? Repeat referrals have continued to increase and are currently at 32.1%. Performance in this area is above target as well as above the performance of statistical neighbours. The indicator gives a view on both our processes and the success of the support that we put in place; there will be a greater focus on reducing repeat referrals this financial year. The failure to maintain appropriate Children's Social Care caseloads, which is currently RAG-rated risk on the operational risk register as **amber**.

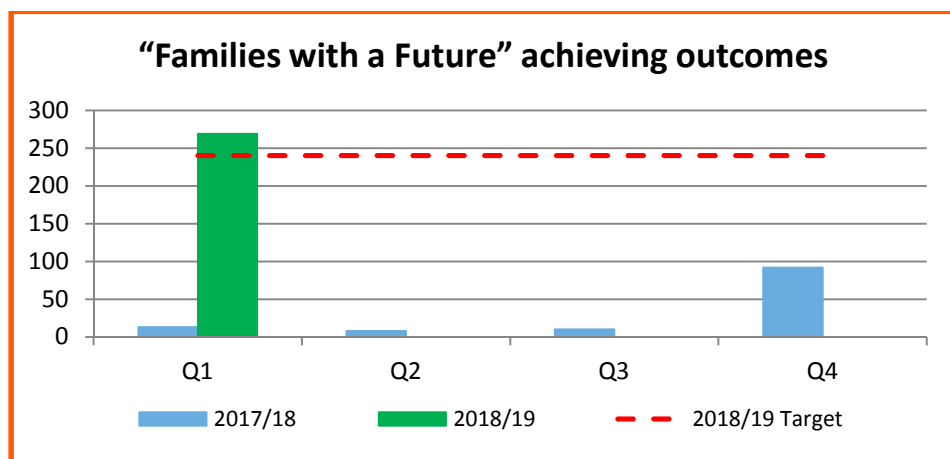
What needs to happen? Phase three Hub/Gateway re-alignment and the targeted support review support a consistent application of thresholds to contacts and referrals, and support partners in holding appropriate levels of risk and providing families with early help. Preliminary work has started to look at the offer we give when we either step down or end our support (step out), with the aim of ensuring the right sustainable outcomes are reached and to ensure our care planning is SMART, outcomes-focussed and effective in order to prevent children and families from representing for a statutory response.

Focus on prevention and early intervention

“Families with a Future” achieving outcomes

What we measure: The number of families in a quarter where we are able to evidence that we have achieved significant and sustained progress against specified concerns, or a pathway into employment. Families must have at least two of the six headline criteria to be eligible for the programme. This programme attracts payment by results for each family successfully supported to make these changes.

Why we measure it: This helps us to understand how many families we have worked with, alongside our partners, to help them to improve their situation. We support families to overcome a variety of problems, such as youth offending/anti-social behaviour, attendance at school, child safety (Child Protection/Children in Need), worklessness, domestic abuse, and mental and physical health issues.



How have we done? 269

An increase of 177 families classified as achieving significant and sustained progress from quarter four 2017/18, which is an increase of 192.4%.

Trend rating: **Green**

Target for 2018/19: 240 per quarter

Quarter one achieved 269 outcomes, 29 (12.1%) above the target

Target rating: **Green**

What's working well? We now have a number of staff with specific roles who are able to co-ordinate and work through data sets to ensure that we are on target to achieve the required outcomes within the local authority and partner agencies.

What are we worried about? We are concerned about the impact of the new General Data Protection Regulation (GDPR) on partner agencies sharing evidence of families who have met the success criteria. There is also a risk to vulnerable children, young people and families by not delivering early intervention and prevention and responding as soon as possible to their needs. This is currently rated as an **amber** (medium) risk on the strategic risk register.

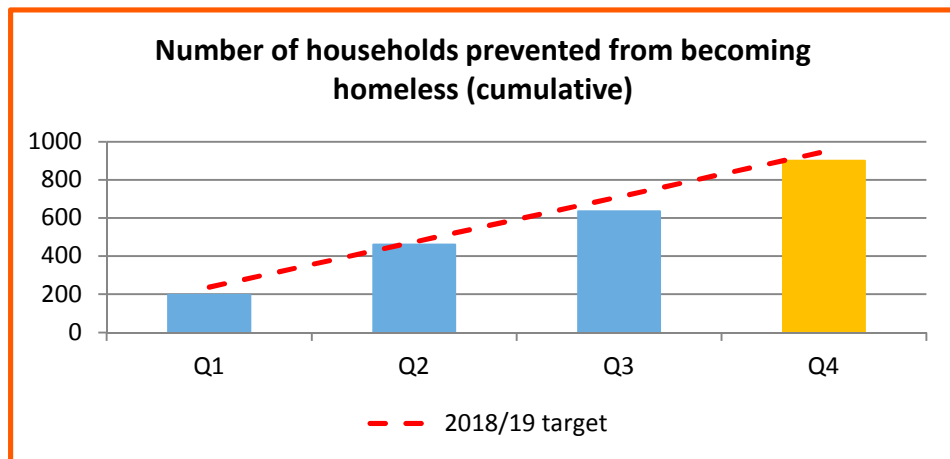
What needs to happen? We need to continue to drive forward transformational change across the partnership in relation to whole family working, engagement with the Early Help Assessment Tool process, data exchange and achieving the outcomes required within the Troubled Families Outcomes Plan.

Focus on prevention and early intervention

Number of households prevented from becoming homeless

What we measure: The number of households that Plymouth City Council has either helped to stay in their current accommodation or has supported to relocate, preventing them from becoming homeless. A household is defined as one person living alone, or a group of people living at the same address who share common housekeeping or a living room. This reports on quarter four 2017/18 as the latest available data.

Why we measure it: Local authorities have a statutory duty to help all households that are homeless or at risk of becoming homeless. These families and individuals are among the most vulnerable in society and we want to make sure that as many as possible get the help that they need.



How have we done? **264**

89 more households were prevented from becoming homeless in quarter four 2017/18 than in quarter three, which is an increase of 50.9%.

Trend rating: **Green**

Target for 2018/19: **948** (cumulative target)

The increase in quarter four puts performance for 2017/18 at 48 households (5.1%) below the end of year target of 948. This target has remained the same for 2018/19.

Target rating: **Amber**

What's working well? Despite not meeting the end of year target, 2017/18 saw a big increase in the number of households prevented from becoming homeless, from 711 in 2016/17 to 900 in 2017/18.

What are we worried about? The implementation of the Homelessness Reduction Act (HRA) 2017 from 1 April 2018 has significantly changed the duties on the Council in relation to the prevention and relief of homelessness. The way the data is collated has also changed significantly. Homelessness is associated with the risk of emergency accommodation bed and breakfast budget overspends leading to a failure to support people who are made homeless. This risk is currently RAG-rated as **amber** on the operational risk register, representing a medium risk to the Council.

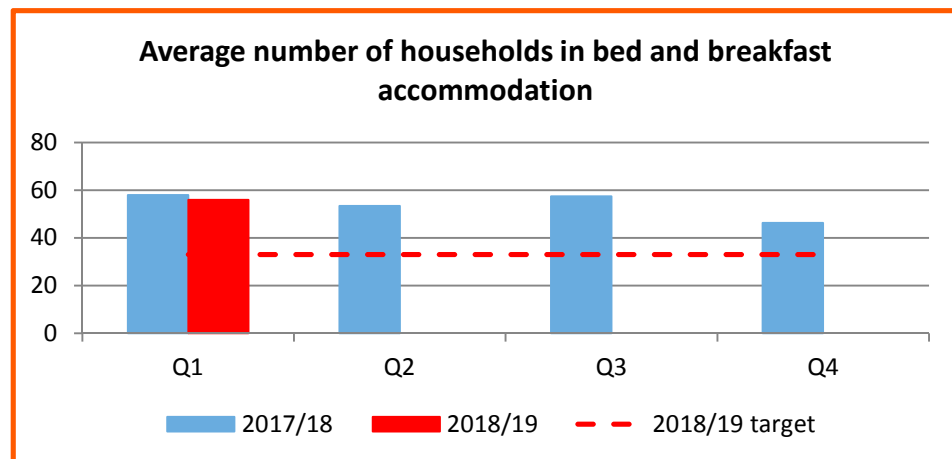
What needs to happen? The Community Connections team has utilised Burdens Funding to increase capacity and change service delivery in line with the HRA requirements, and is working with commissioners and partners to ensure that all prevention activity can be captured. They continue to work with partners to find early intervention and prevention opportunities, for example by identifying the risk of homelessness through Devon Home Choice applications, and working with the Children's and Adults Social Care teams.

Focus on prevention and early intervention

Average number of households in bed and breakfast accommodation

What we measure: The average number of households that are staying in bed and breakfast (B&B) temporary accommodation at any one time. A household is defined as one person living alone, or a group of people living at the same address who share common housekeeping or a living room.

Why we measure it: B&Bs are used as a form of temporary accommodation to meet statutory duties to accommodate homeless households while an assessment of the full duty to them under homeless legislation is made. However, it is expensive for the Council to fund and is not suitable for more than a short period of time for most households. The aim is therefore to reduce the use of B&Bs and find alternative accommodation options for people sooner.



How have we done? **55.95**

9.75 more households were housed in B&Bs in quarter one than in the previous quarter, which is an increase of 21.1%.

Trend rating: **Red**

Target for 2018/19: **33.00**

The increase in quarter one puts performance at 22.95 households (69.5%) above the target.

Target rating: **Red**

What's working well? Despite being significantly above the target of 33 households, there has been a decrease throughout quarter one – from 58.00 in April to 52.30 households in June, suggesting that the work being implemented by the team is beginning to result in a downward trend. The number of households in B&B accommodation in quarter one 2018/19 was also lower than during the same period last year (57.90).

What are we worried about? There has been a 25% increase in approaches to the service, with 1,009 approaches in quarter one 2018/19 compared to 810 in quarter one 2017/18. There is no indication that demand for temporary accommodation will reduce. Homelessness is associated with the risk of emergency accommodation bed and breakfast budget overspends leading to a failure to support people who are made homeless. This risk is currently RAG-rated as **amber** on the operational risk register, representing a medium risk to the Council.

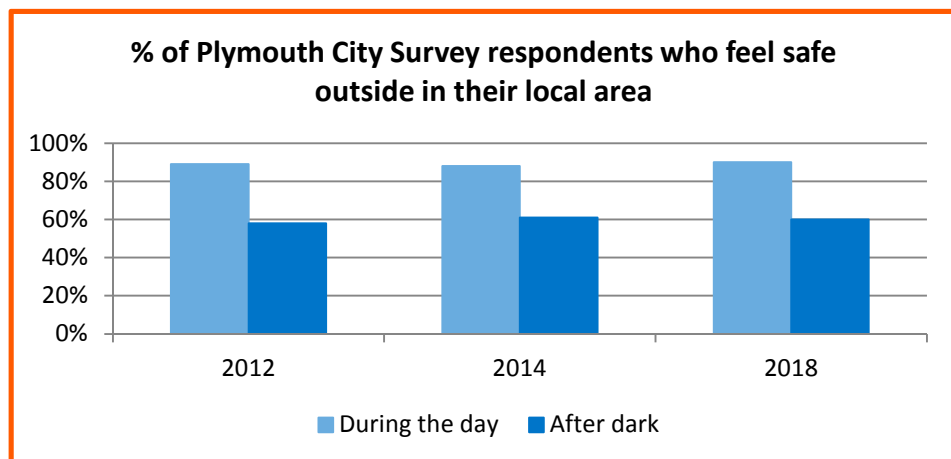
What needs to happen? Additional capacity of a small Assertive Outreach B&B team has enabled some early move on opportunities for clients, which is supporting the downward trend. Work is ongoing to replicate this model across the service. Work is also ongoing with partners to identify alternatives to B&Bs, including an increase in the availability of Houselet (private sector lease) accommodation, a 'container homes' project and a 'Housing First' model.

People feel safe in Plymouth

Proportion of residents who feel safe

What we measure: The percentage of Plymouth City Survey respondents who feel fairly safe or very safe when outside in their local area during the day and after dark. The data is comparable with that sourced from the 2014 Wellbeing Surveys as the questions are identical.

Why we measure it: Public perception of the safety of their local area can influence local policy decisions, planning, and the allocation of police resources.



How have we done? 90% day / 60% after dark

During the day: Increase of 2 percentage points from the 2014 Wellbeing Survey, which is an increase of 2.7%.

Trend rating: **Green**

After dark: Decline of 1 percentage point from the 2014 Wellbeing Survey, which is a decline of 1.6%.

Trend rating: **Amber**

Target for 2018/19: Monitor only

Whilst an increase is desirable, there is no specific target for these questions in the Plymouth City Survey.

Target rating: **N/A**

What's working well? In 2018, 90% of residents who completed the Plymouth City Survey felt safe outside in their local area during the day, with only 3% feeling either fairly or very unsafe. This is a small increase on the 2014 Wellbeing Survey. Across the wards in Plymouth, the proportion feeling safe ranged from 83% to 97%.

What are we worried about? As expected, the proportion of residents who feel safe after dark is lower than during the day at 60%, with 22% of survey respondents feeling unsafe. Only 35% of residents aged 16-24 years felt safe after dark, while 47% of this group felt unsafe, which was significantly more than any other age group. This indicator is associated with the risk of a Police and Crime Commissioner funding cut, the latest RAG rating for this risk is **green**, representing a low risk on the operational risk register.

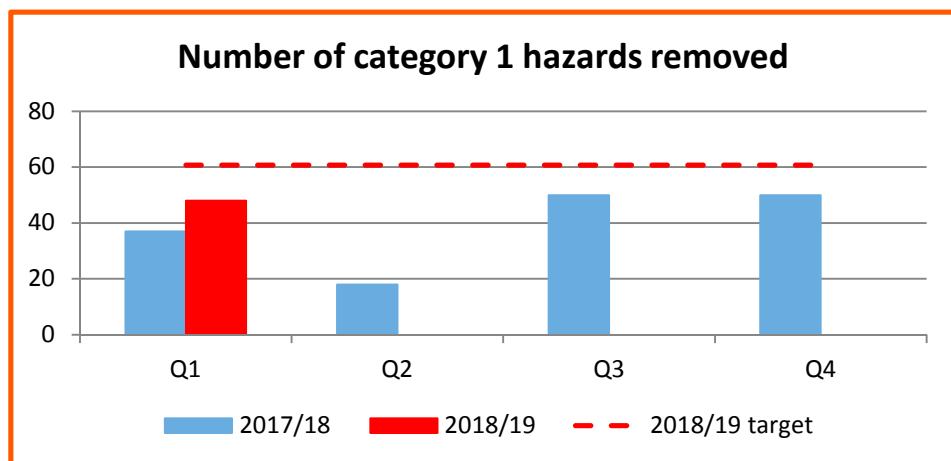
What needs to happen? The information from this survey question will be used to inform and support future partnership work to help the communities and groups most in need.

People feel safe in Plymouth

Number of category one hazards removed

What we measure: The number of category one hazards removed from private rented properties by the Council. A category one hazard is a hazard that is a serious risk to a person's health and safety.

Why we measure it: This tells us the amount of activity done by the Council to remove these serious hazards and to improve the safety of private rented housing.



How have we done? 48

2 fewer category one hazards were removed in quarter one 2018/19 than in quarter four 2017/18, which is a decline of 4%.

Trend rating: **Amber**

Target for 2018/19: 243 (annual)

Although higher than the same period last year, performance is still 16 hazards (26.3%) below the quarter one target of 60.75 (yearly target of $243 \div 4$).

Target rating: **Red**

What's working well? Additional training has been ongoing for staff in preparation for legislative change, which is due in October 2018. This has impacted on the team's capacity to visit properties. Despite the reduction in capacity, the fall in the number of category one hazards removed since the previous quarter was small. Once this training has been completed, coupled with the recruitment of an additional two members of staff, there should be an upturn in activity for quarter two.

What are we worried about? Unless there is a significant increase in activity, the yearly target of 243 category one hazards removed from private rented properties is unlikely to be reached.

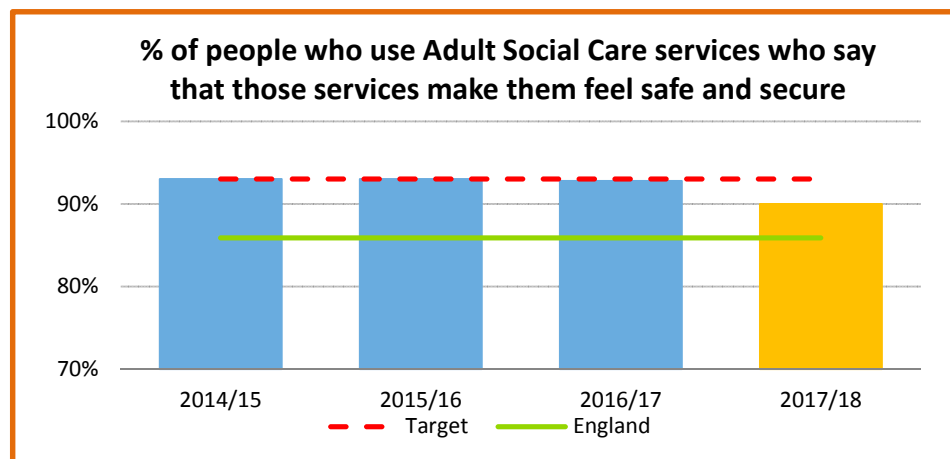
What needs to happen? Once the training described above has finished and the team can return to full capacity, with the addition of two further members of staff, performance will be monitored closely to assess the gap between the number of category one hazards removed and the target.

People feel safe in Plymouth

Proportion of Adult Social Care service users who feel safe

What we measure: The proportion of people who use Adult Social Care services who say that those services make them feel safe and secure, as measured using the annual Statutory Adult Social Care Survey.

Why we measure it: Safety is fundamental to the wellbeing and independence of people using social care, and the wider population. Feeling safe is a vital part of users' experience of their care and support.



How have we done? 90%

Decline of 3 percentage points from the previous year, which is a decline of 3.2%.

Trend rating: **Amber**

Target for 2017/18: 93%

The decline in 2017/18 put performance at 3 percentage points (3.2%) below the target.

Target rating: **Amber**

What's working well? During 2017/18, more than 6,000 Health and Social Assessments and plans were completed by either Livewell Southwest (as part of the social care contract) or by the Plymouth Guild (as part of the carers contract). We have also undertaken in excess of 3,000 care package reviews over the same period and completed 1,275 safeguarding enquiries. We monitor activity through regular contract performance with providers. Throughout the past four years, the proportion of Plymouth's Adult Social Care service users who feel safe has been consistently higher than the England average.

What are we worried about? Failure to protect vulnerable adults from risk of harm resulting in a significant incident is a risk on the strategic risk register. This is currently RAG-rated as **amber**, representing a medium risk to the Council. The above activity contributes to ensuring that as an organisation and partnership we meet our responsibility to keep people safe.

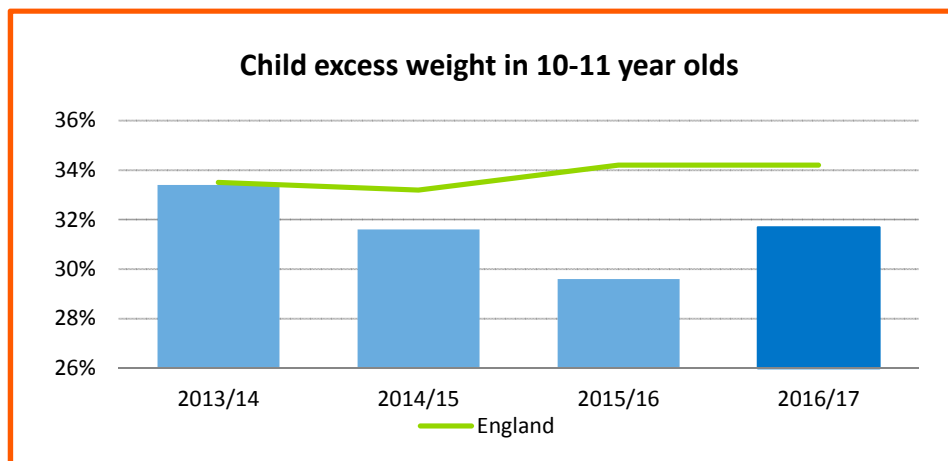
What needs to happen? We will continue to monitor social care activity via provider performance meetings, as well as safeguarding activity and outcomes via both performance meetings and the Plymouth Adult Safeguarding Board. This national indicator allows us to benchmark the impact that our services have on people's feelings of safety. Therefore, we will continue to monitor how we benchmark against national, regional and similar local authorities.

Reduce health inequalities

Excess weight in 10-11 year olds

What we measure: The prevalence of excess weight (including obesity) among children in Year 6 (aged 10 – 11 years old).

Why we measure it: Excess weight in childhood is a key risk factor for obesity and its associated illnesses in adulthood, as well as potentially having a negative impact on children's physical and mental health.



How have we done? 31.7%

Increase of 2.1 percentage points from the previous year, which is an increase of 7.1%.

Trend rating: **Amber**

Target for 2018/19: Monitor only

Whilst a decrease is desirable, there is no specific target at present for this indicator.

Target rating: **N/A**

What's working well? We are working on giving children the best start in life (e.g. breast feeding, weaning and parenting advice), making schools health-promoting environments (e.g. Healthy School Quality Mark), managing the area around schools through fast food planning policy, and working with partners to raise awareness of the risk factors of unhealthy diets and physical inactivity (Thrive Plymouth). Since 2006/07 when the National Child Measurement Programme (NCMP) began, Plymouth has consistently exceeded the target of taking valid measurements from 85% of eligible children.

What are we worried about? At reception age, the percentage of children with excess weight children in Plymouth is 26.3%, which is significantly worse than the England average (22.6%). As the nation becomes more overweight, the results of the NCMP that we provide parents with, whilst clinically correct, will seem further away from their perception and parents may choose to opt out of the programme, or will not take action, because they do not believe the results.

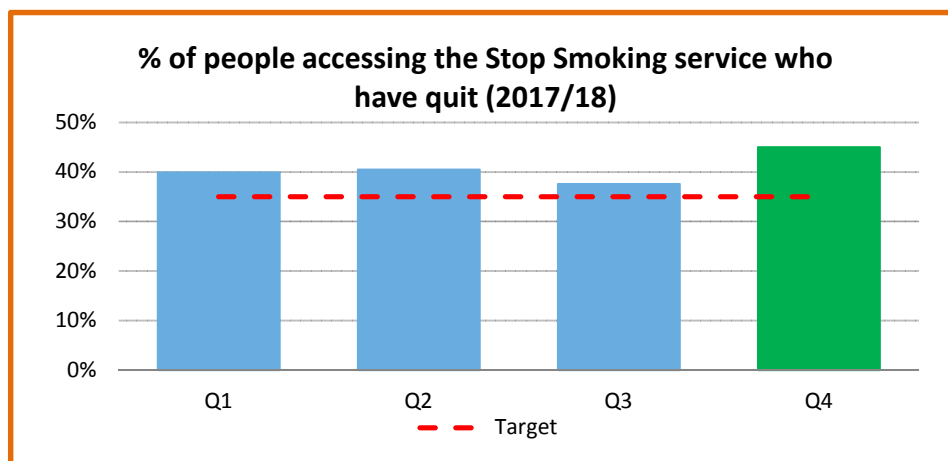
What needs to happen? There is a lack of a firm evidence base on the best interventions to put into place to support families where children have excess weight; we are working on developing the current programme to improve outcomes. For 2018/19, the communication provided to parents with the results letter that describes the local opportunities available to them will be more tailored to appeal to the parents and stimulate behaviour change. The current quality standards around the NCMP process and the data handling must be maintained to avoid any reputational risk to the programme.

Reduce health inequalities

Stop Smoking Service successful quit attempts

What we measure: The number of people who engage with the Stop Smoking service and set a quit date, with successful quit attempts measured at four weeks.

Why we measure it: Smoking is the leading cause of preventable ill health and premature mortality in the UK. Smoking is a major risk factor for many diseases, such as lung cancer, chronic obstructive pulmonary disease (COPD) and heart disease.



How have we done? 45.0%

Increase of 7.4 percentage points from the previous quarter, which is an increase of 19.7%.

Trend rating: **Green**

Target for 2018/19: 35.0%

The increase in quarter four now puts performance at 10 percentage points (28.6%) above the target.

Target rating: **Green**

What's working well? Whilst numbers seen by the service each year are dropping, this is in line with expectation and the national picture – a combination of smoking prevalence reducing and remaining smokers being harder to reach. Last year, the service saw 1,640 people who set a quit date and received support, with a quit rate of 40.8%. We provide smoking cessation interventions through GPs, pharmacies and specialist services and train staff in 'making every contact count' (MECC), which helps them to signpost people into services. A key factor in reducing smoking rates is e-cigarettes – these may not be completely safe, but are much safer than smoking; an important message and one that our partners are promoting.

What are we worried about? We continue to be significantly worse than the England average despite having been on a reducing trend (18.4% versus 15.5% nationally). People who smoke tend to be those with complex issues and are 'hard to reach'. This presents a challenge and we are working to change our approaches to ensure that we engage with people and work with them in a way that works for them.

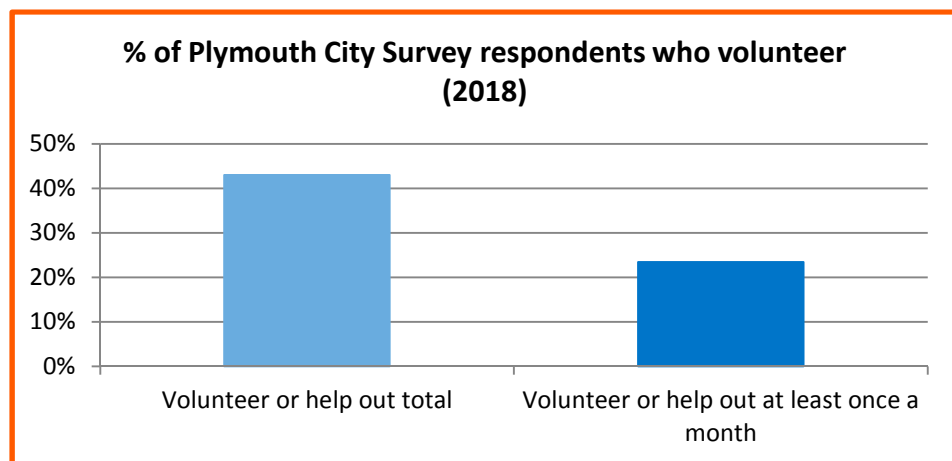
What needs to happen? Continue to invest in the services and to roll out MECC to ensure that as many brief interventions take place as possible that encourage people to consider stopping smoking and support them in doing so. We will continue to focus our resources on those with the most complex needs in terms of support to stop smoking, and continue to work with University Hospitals Plymouth to embed MECC within their organisation.

A welcoming city

Percentage of residents who regularly do voluntary work

What we measure: The percentage of Plymouth City Survey respondents who volunteer or help out in the city, which includes formal volunteering (e.g. for a charity or community group) or informal helping out (e.g. a neighbour).

Why we measure it: Cities of Service is a volunteer work programme with the aim of increasing the number of volunteers, who volunteer at least once a month, by 1% per year for the next five years. This question helps to monitor the outcomes of this programme.



How have we done? 23.4%

23.4% of residents volunteer at least once per month.

Trend rating: **N/A**

Target for 2018/19: Monitor only

Although an increase is desirable, there is no specific target set for this question in the Plymouth City Survey.

Target rating: **N/A**

What's working well? The Cities of Service programme is delivered by the voluntary and community sector and helps to support partnership working between the Council and third sector organisations. In total, 43% of survey respondents volunteer or help out, with more than half (56%) of those doing so either daily or most weeks, increasing to 70% who volunteer or help out at least once a month. Overall, this equates to 23.4% of the total survey sample who volunteer or help out at least once a month.

What are we worried about? Volunteering is correlated with other Plymouth City Survey questions around being aware of community activities/groups in the local area and being involved in community activities, and having social contact. From these questions, five wards featured regularly as being unaware of what is happening in their local area and having a lack of social action. Young people and people with disabilities were also more likely to respond negatively to these questions.

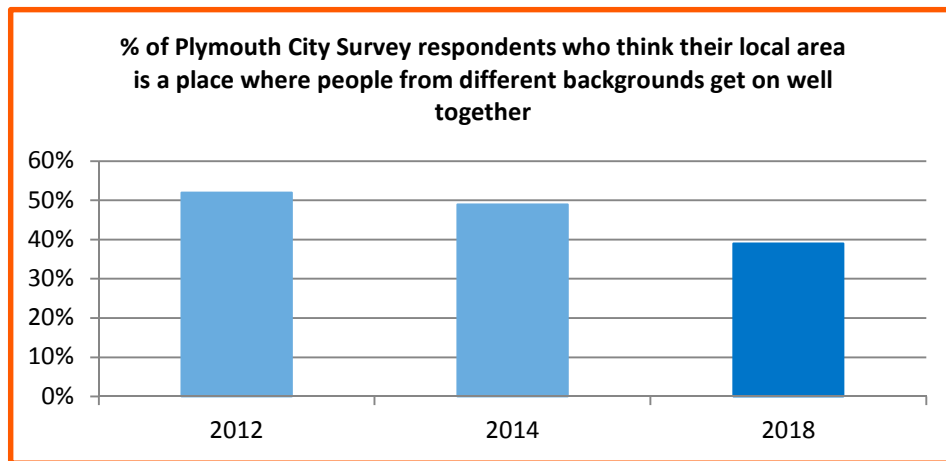
What needs to happen? The data will provide insight into the characteristics of volunteers and the type of voluntary work that they do, which will enable a more targeted approach to advertising volunteering opportunities to the communities and groups that appear to be less engaged. Volunteering is anticipated to be a way of extending the reach and awareness of Mayflower 400 and will support the celebrations in 2020.

A welcoming city

Percentage of residents who think their local area is a place where people from different backgrounds get on well together

What we measure: The percentage of Plymouth City Survey respondents who agreed with the statement 'my local area is a place where people from different backgrounds get on well together'.

Why we measure it: This question gives a measure of community cohesion within Plymouth and measures performance against the statutory equality objective to increase the number of people who think that people from different backgrounds get on well together.



How have we done? 39%

Decline of 10 percentage points from the 2014 Wellbeing Survey, which is a decline of 20.4%.

Trend rating: **Red**

Target for 2018/19: Monitor only

Whilst an increase is desirable, there is no specific target for these questions in the Plymouth City Survey.

Target rating: **N/A**

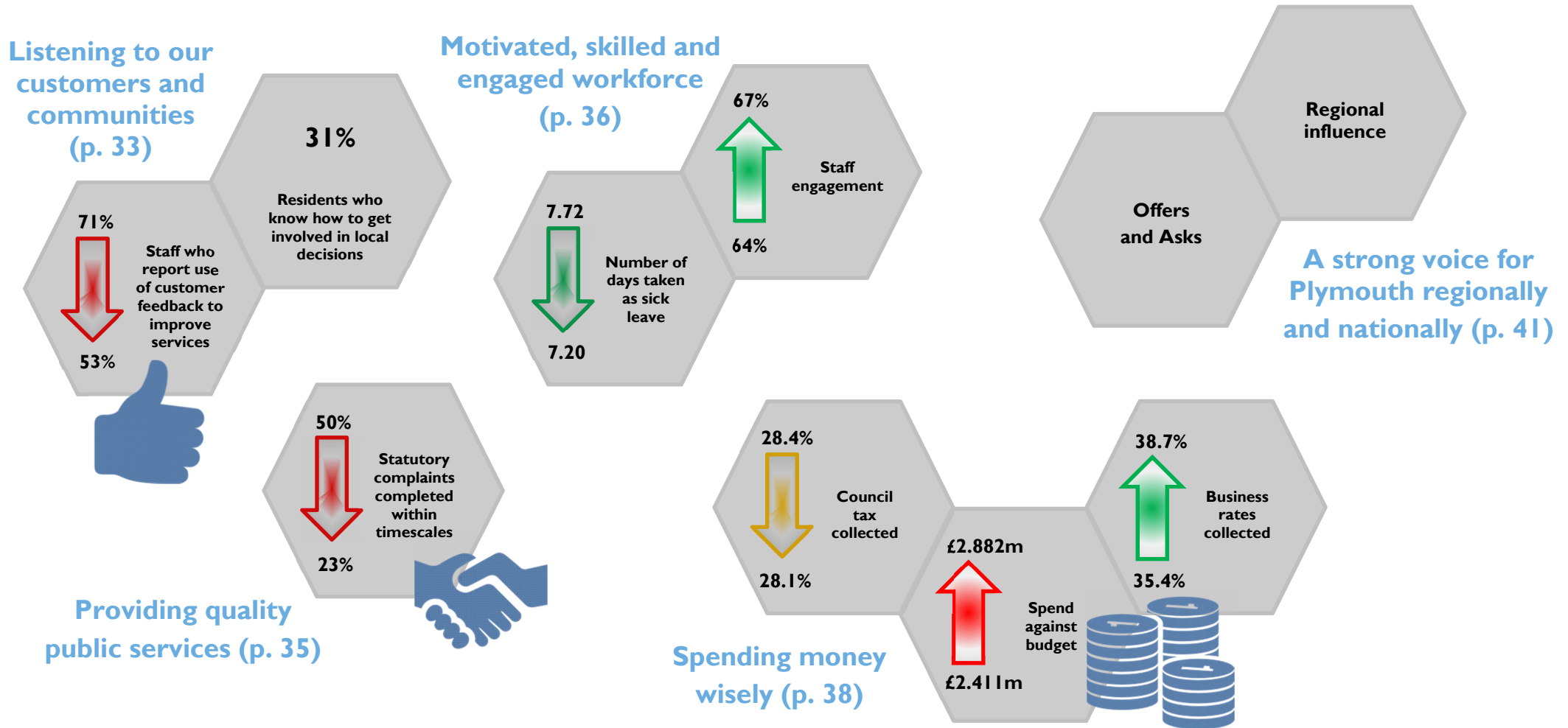
What's working well? Only 15% of respondents disagreed that their local area is a place where people from different backgrounds get on well together. This is because more than 1,000 of the 2,258 people who answered this question in the survey responded with 'neither agree nor disagree' or 'don't know'. When these responses are removed from the data set, 72% of the remaining 1,234 survey respondents agreed with the statement. An equality objective to improve the cohesion rates in Plymouth's four least cohesive wards was set in 2016 and all four either maintained or improved on their score from the 2014 survey.

What are we worried about? The 2018 Plymouth City Survey score of 39% is significantly below that seen for the same question in the 2014 Wellbeing Survey and 15 of the 20 wards in Plymouth saw a decrease in their cohesion score in 2018. Younger people aged 16 to 34 years and those aged 45-64 years are less likely to agree that people from different backgrounds get on well together in their areas.

What needs to happen? The results from this question in the survey will be used to measure performance against the statutory equality objective to increase the number of people who believe that people from different backgrounds get on well together. The data will also be used to inform a bid to the Controlling Migration Fund, with activity focused on those wards where fewer respondents felt people from different backgrounds got on well together.

How We Will Deliver – Quarter One Summary

Performance for the 'How We Will Deliver' outcomes has been variable in quarter one (or based on latest available data). This section of the Corporate Plan consists of six outcomes, each with between one and three KPIs to measure progress and performance for all indicators is summarised below. More detail on each KPI is given in the following pages.

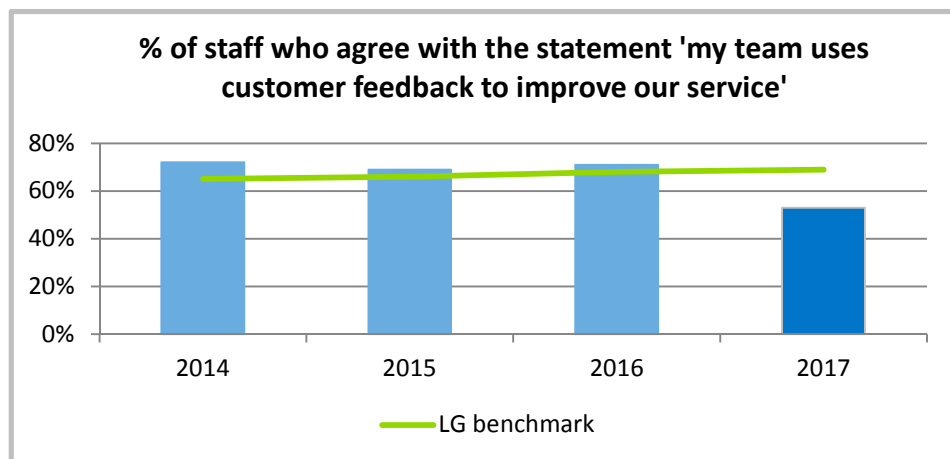


Listening to our customers and communities

Use of customer feedback for service improvement

What we measure: The percentage of staff survey respondents who agree with the statement 'my team uses customer feedback to improve our service'.

Why we measure it: To reveal the extent to which customer feedback is used across services within the Council to inform and improve service delivery, so that residents of Plymouth receive the service from us that they need and expect.



How have we done? 53%

Decline of 18 percentage points from the previous survey in 2016, which is a decrease of 25.4%.

Trend rating: **Red**

Target for 2018/19: Monitor only

Whilst an increase is desirable, there is no specific target for this individual question in the staff survey.

Target rating: **N/A**

What's working well? There has been a renewed focus on the customer this quarter, including a recent Local Government Association (LGA) peer challenge into the what the Council is currently doing and how this can be developed or changed to improve the customer experience. Better engagement with and working in partnership with our customers is a key aspect of the peer challenge.

What are we worried about? The drop of 18 percentage points between 2016 and 2017, from 71% to 53%, is significant and puts us 16 percentage points below the Local Government (LG) benchmark of 69%. This is the first time that Plymouth City Council has performed worse than this particular benchmark.

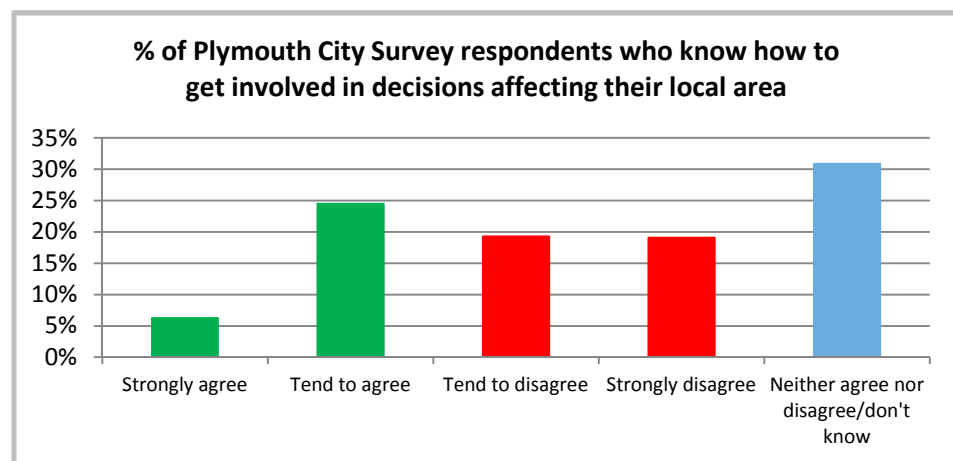
What needs to happen? The reasons for the drop in performance need to be understood and used to ensure that customer feedback is used to improve services. The findings from the peer challenge will be released in quarter two and will be incorporated into services' priorities. The next staff survey will take place in November 2018 and the results available early in 2019.

Listening to our customers and communities

Residents who know how to get involved in decisions affecting their local area

What we measure: The percentage of Plymouth City Survey respondents who agreed with the statement ‘I know how to get involved in decisions that affect my local area’.

Why we measure it: This question tells us the extent to which residents feel they are involved in decisions that affect their local area, which can inform the Council’s engagement activity.



How have we done? 30.76%

A total of 30.76% either strongly agreed or tended to agree that they know how to get involved in decisions. The question was changed for the 2018 survey and is not comparable to previous results.

Trend rating: **N/A**

Target for 2018/19: Monitor only

Whilst an increase is desirable, there is no specific target for this individual question in the staff survey.

Target rating: **N/A**

What’s working well? A similar question was included in the 2012 Listening Plymouth Survey and the 2014 Wellbeing Survey, which asked residents to rate the extent to which they agreed that they can influence decisions affecting their local area. This yielded low positive response rates of 19% and 16% in the 2012 and 2014 surveys, respectively. By changing ‘can influence decisions’ to ‘know how to get involved in decisions’, results show that just under a third (30.76%) of respondents are aware of how they can get involved in decisions. This gives a more accurate picture of residents’ knowledge of the decision making processes in their local area.

What are we worried about? More residents disagreed with the statement (total of 38.35%) than agreed, with a further 30.89% answering either ‘neither agree nor disagree’ or ‘don’t know’. This suggests that more engagement is needed to help residents get involved in local decision making processes. In particular, younger age groups were less likely to agree that they know how to get involved, which correlates with the results of questions in the survey on awareness and involvement in local community activities and groups. The results also varied between wards, ranging from 13% to 43%.

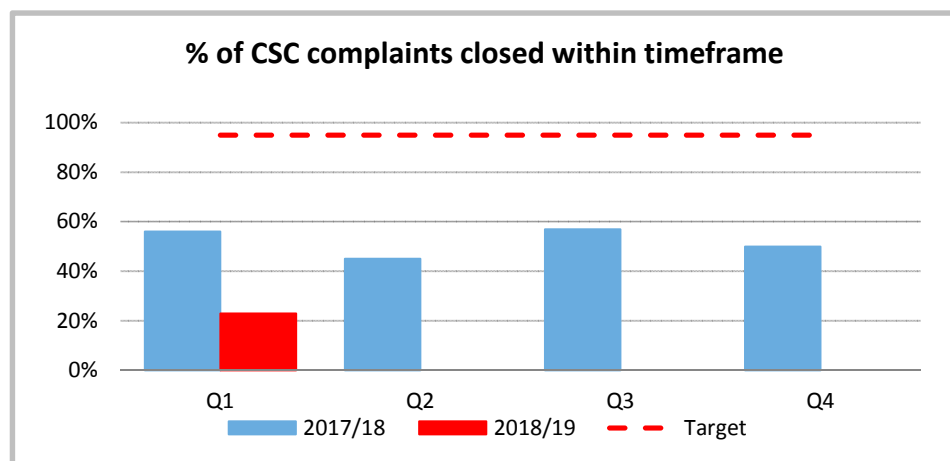
What needs to happen? The results from this question will be used to inform Ward Member engagement activity to ensure that the wards and resident groups that appear to be less engaged in their community will be supported to increase their involvement.

Providing quality public services

Statutory complaints completed within timescales

What we measure: The percentage of Children's Social Care (CSC) complaints that are responded to within expected timescales (20 working days). Responses to CSC are dealt with solely by Plymouth City Council.

Why we measure it: People accessing Children's Social Care services are some of the most vulnerable people in the city. For this reason it is extremely important that we respond to complaints in a timely manner. This indicator allows us to assess how well we are performing in this area.



How have we done? 23%

Decline of 27 percentage points from quarter four 2017/18, which is a decline of 54%.

Trend rating: **Red**

Target for 2018/19: 95%

The decline in quarter four now puts performance at 76 percentage points (80%) below the target.

Target rating: **Red**

What's working well? The performance against both target and the previous quarter is of concern. However, we will shortly have a member of staff returning from secondment to the PCC complaints team to boost capacity in dealing with CSC specific complaints.

What are we worried about? There is a **green** risk on the operational risk register that relates to Children's Services only. In quarter one, 29 children and young people complaints were received, 23% of which were closed within the expected timescales.

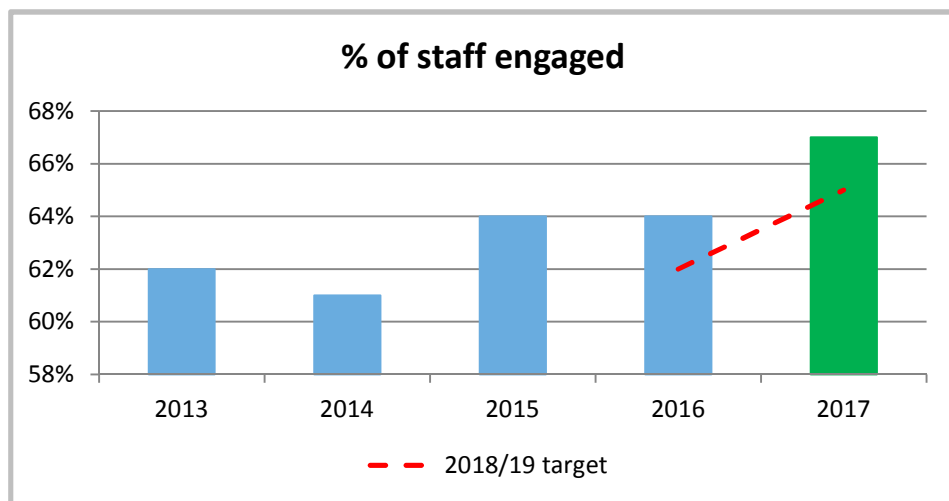
What needs to happen? The loss of capacity with the Children's complaints team has now been filled and performance should improve. We continue to hold conversations with Livewell Southwest regarding Adult Social Care (ASC) complaints and will begin to monitor performance against this indicator at provider performance meetings. LWSW will now be the single source of ASC complaints information into the Council and as a matter of urgency we will be working with the Plymouth City Council complaints team to agree this process.

Motivated, skilled and engaged workforce

Staff engagement

What we measure: Employees' level of engagement and general satisfaction with working within their service. This is derived from a subset of questions from the annual staff survey.

Why we measure it: We want our employees to be engaged as this is an indication of their happiness and wellbeing. Employees who are engaged are more motivated, committed and fulfilled with their work, and help to drive organisational productivity and better customer experience.



How have we done? 67%

Increase of 3 percentage points from the previous survey in 2016, which is an increase of 4.7%.

Trend rating: **Green**

Target for 2018/19: 65%

The increase in 2017 puts performance at 2 percentage points (3.1%) above the target.

Target rating: **Green**

What's working well? The staff engagement score for 2017 was 67%, which is 3 percentage points higher than the previous year and the highest that it has been since the survey was introduced in 2013. This suggests that staff are feeling more valued by their employer and more engaged with their work.

What are we worried about? Although 67% is higher than in previous years and 2 percentage points above the 2017/18 target of 65%, this leaves 33% of employees who took the survey who did not feel engaged. Additionally, the response rate for the survey was above the LG benchmark (59.80%) at 60.52%, but again this leaves almost 40% of employees who did not complete it. The reasons for non-response are not known. Staff engagement is associated with the risk of ineffective employee relations due to failure to work jointly with the trade unions, professional associates and employees to deliver transformational change leading to disputes and disharmony. At quarter one 2018/19, this risk was RAG-rated as **green** on the operational risk register, indicating a low risk to the Council.

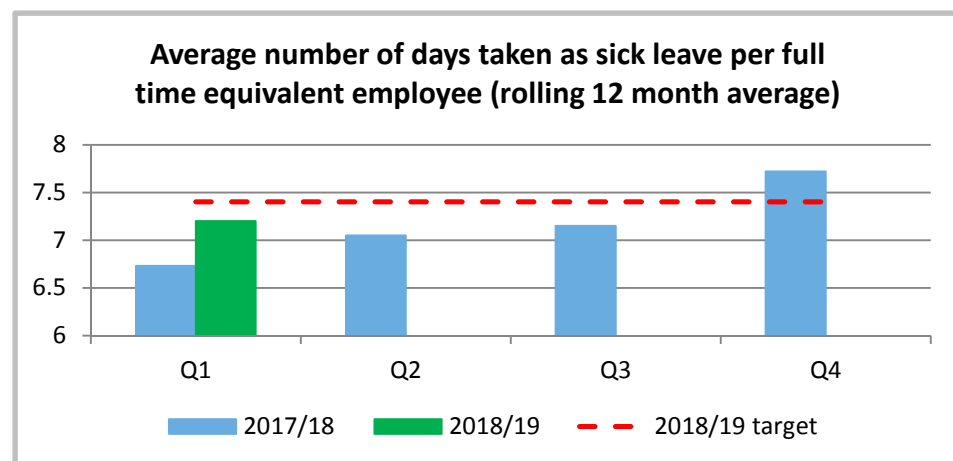
What needs to happen? The next staff survey will take place in November 2018 and the results will be released early in 2019. Directorates have reviewed the results of the staff survey for their areas and embedded actions into their business plans to address the feedback.

Motivated, skilled and engaged workforce

Number of days taken as sick leave

What we measure: The average number of days taken as sick leave per full-time equivalent employee, calculated as a rolling 12 month average. Sickness data includes days lost due to physical and mental ill-health, as well as injuries, and both short- and long-term sickness absences.

Why we measure it: Sickness figures give an indication of the health and wellbeing of our workforce and enable managers to implement effective procedures to support the needs of employees. Any employee absence is also associated with a cost to the organisation, which needs to be monitored.



How have we done? **7.20 days**

Decrease of 0.52 days from quarter four 2017/18, which is a decrease of 6.7%.

Trend rating: **Green**

Target for 2018/19: **7.40 days**

The decrease in quarter one puts performance at 0.20 days (2.7%) below the target.

Target rating: **Green**

What's working well? After an increase in the number of days taken as sick leave throughout 2017/18, the decrease of 0.52 days in quarter one has moved performance to below the target for Plymouth City Council as a whole. The sickness target varies across different services within the Council due to the nature of work that employees do, i.e., services that have a focus on physical labour will have higher sickness targets than those that consist of mainly desk-based roles.

What are we worried about? The 7.20 days for quarter one gives an overall view of sickness absence for the Council. There were however wide variations between different services within the Council, ranging from 2.16 days to 12.26 days per full-time equivalent employee. The Health, Safety and Wellbeing risk register includes operational risks around staff exposure to physical ergonomics hazards (e.g. incorrect manual handling) and staff resilience to causative factors of stress. Both of these are currently rated as **amber**, representing a medium risk to the Council due to the potential financial implications of lost working days.

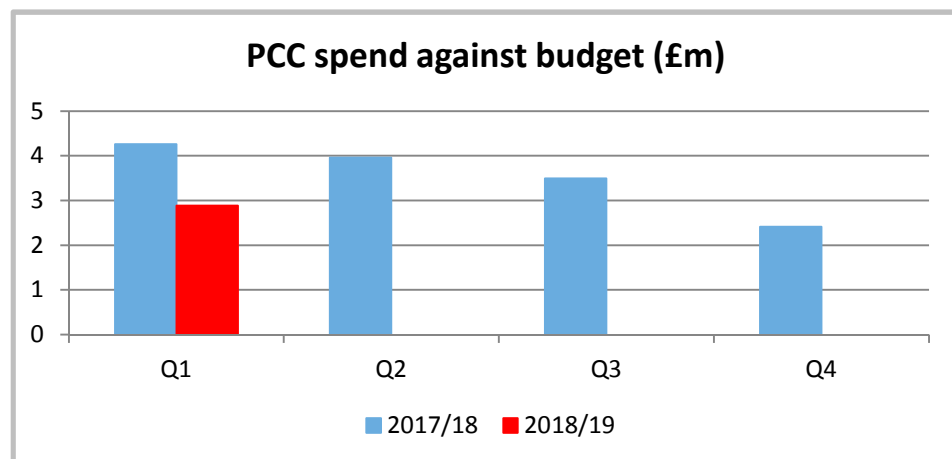
What needs to happen? Individual services should continue to monitor their rates of staff sickness and identify if additional measures need to be implemented to improve the health, safety and wellbeing of staff.

Spending money wisely

Spend against budget

What we measure: The projected balance remaining against the budget at the end of the financial year, updated monthly.

Why we measure it: The projection helps to forecast whether the financial position at the end of the year for the Council is likely to be an overspend or an underspend on the budget. By making the calculations regularly throughout the year, the expected outturn helps to highlight where corrective actions might be required or possible in order to bring spend in line with the budget.



How have we done? £2.882m

Increase of £0.471m from quarter four 2017/18, which is an increase of 19.5%.

Trend rating: **Red**

Target for 2018/19: £0.000m

As the target is for spend to be equal to the budget, performance in quarter one was £2.882m above the target.

Target rating: **Red**

What's working well? The overspend is concentrated in specific areas, meaning that some services and directorates are spending in line with their budgets. The Office of the Director of Public Health and Place directorates have a year end variation of £0 at the end of quarter one. Budget figures are available monthly so that any areas of concern can be identified quickly and corrective actions taken. For example, forecasted overspend was £4.498m in May 2018 but down to £2.882m by the end of June. Average borrowing rate is also performing well, at 2.23% against a target of 3.00%. Average investment return represents the amount of profit made as a percentage of the original investment and is consistently close to the target of 1.50%, ending quarter one on 1.46%.

What are we worried about? The People and Transformation and Change directorates saw the biggest overspends in quarter one, with forecasted year end variations of £1.214m and £1.124m, respectively. This indicator is associated with a strategic risk of being unable to deliver Council services within the envelope of the resources provided in the 2017-20 Medium Term Financial Strategy. For quarter one 2018/19, this risk is RAG-rated as **red**, representing a serious risk to the Council and its ability to carry out its services.

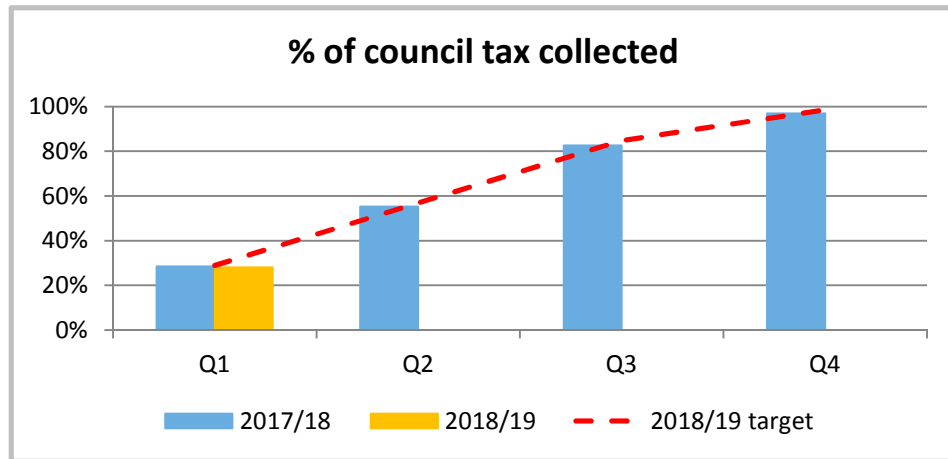
What needs to happen? Monthly financial figures will continue to be monitored to identify areas of concern, particularly concentrating on the People and Transformation and Change directorates.

Spending money wisely

Percentage of council tax collected

What we measure: The percentage of council tax collected – this is a cumulative measure.

Why we measure it: The percentage of council tax collected shows whether or not the Council is on track to collect all council tax by the end of the financial year, which contributes to the amount of money that the Council has available to spend on its services.



How have we done? 28.05%

The proportion collected is 0.35 of a percentage point less than the proportion collected in quarter one 2017/18, which is a decrease of 1.2%.

Trend rating: **Amber**

Target for 2018/19: 98.50% (cumulative target)

Performance for quarter one is 0.8 of a percentage point (2.8%) below the quarter one target of 28.85%.

Target rating: **Amber**

What's working well? Performance has been stable for this indicator, with the percentage of council tax collected in quarter one 2018/19 being similar to performance in the same quarter last year, and close to the target of 28.85%. In monetary terms, £35.533 million of council tax was collected in quarter one, which was 28.05% of all council tax that is due to be collected before the end of the 2018/19 financial year.

What are we worried about? Although close, the amount of council tax collected in quarter one was slightly below the target. If this gap is not closed in the remainder of 2018/19, there is the possibility of ending the year with a deficit.

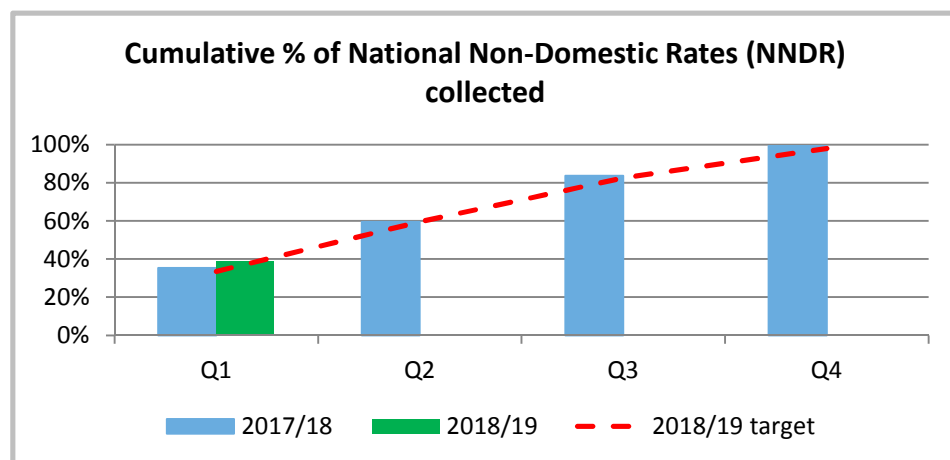
What needs to happen? This indicator should continue to be monitored monthly so that any changes will be identified quickly and actions can be put in place to ensure that the end of year target of collecting 98.50% of all council tax will be achieved.

Spending money wisely

Percentage of business rates collected

What we measure: The percentage of National Non-Domestic Rates (NNDR) collected against the amount due to be collected. This is a cumulative year to date measure.

Why we measure it: NNDRs are more commonly known as 'business rates' and are charged on most properties that are used for non-domestic purposes, for example shops and offices. The collection of business rates represents approximately 61% of the Council's overall income (2017/18) so it is important that the collection of NNDRs is monitored.



How have we done? 38.7%

Increase of 3.3 percentage points from the same period last year, which is an increase of 9.3%.

Trend rating: **Green**

Target for 2018/19: 98.0% (cumulative target)

Performance in quarter one is 5.2 percentage points (15.5%) above the quarter one target of 33.5%.

Target rating: **Green**

What's working well? Collection of business rates was a strong area for Plymouth City Council throughout 2017/18 and has continued this trend in quarter one 2018/19, with 38.7% collected by the end June 2018 against a target of 33.5%.

What are we worried about? Collection of business rates is aligned with an operational risk to income from an increased reliance on business rates. The Revenue Support Grant is decreasing and the Council relies to a greater extent on income from business rates. The government's Business Rate Retention Pilot is in operation for one year but there is uncertainty as to whether this will be extended. This operational risk is currently RAG-rated as **amber**, representing a medium risk to the Council.

What needs to happen? The team should continue to monitor their collection of business rates in line with the target.

A strong voice for Plymouth regionally and nationally

Offers and Asks

Why we report it: The Offers and Asks is our way of influencing the Government on what we need for the city. The 'Ask' is updated regularly and is also used to advise and inform Plymouth's three Members of Parliament (MPs). This is a qualitative indicator only.

What's working well? We have a public affairs approach in place to ensure that the 'Ask' is our consistent message on topical and urgent issues for the city. This process includes sharing with local MPs and is a vehicle for the provision of information on and the background to issues, ensuring that MPs are equipped with the tools they need to help raise issues for the city. The 'Ask' is also a key contributor of information to One Plymouth and ensures that messages are consistent among senior leaders in the city, for example the Chief Executive of University Hospitals Plymouth, the Vice Chancellor of Plymouth University and the Chief Constable.

A multi-disciplinary approach draws in knowledge and experience from across the local authority. It is this approach that ensures we have the best intelligence to enable us to identify key issues, in particular any impacts on services locally.

What are we worried about? We have in place a 'tube map' that maps out significant calendar dates that contribute to the process. It is crucial that this tube map is regularly updated and is sustainable to help mitigate the risk of missing key issues. Significant issues that have figured in recent Asks include the improvements to the A38, the Peninsula Rail Taskforce, and the Protection of Devonport's amphibious fleet.

What needs to happen? The tube map and our multi-disciplinary approach strengthen and ensure a more systematic process and help to schedule messages. We need to ensure that regular multi-disciplinary input is sought in order to keep the tube map up to date and to continue weekly horizon scanning via Policy briefs, which is often the start of the process of identifying content.

A strong voice for Plymouth regionally and nationally

Regional influence

Why we report it: This provides a qualitative update on how well we work with our partners and neighbouring councils, as well as how we promote our regional leadership role.

What's working well? The Chief Executive of Plymouth City Council is the programme lead for the Heart of the South West partnership (HoTSW), which involves working alongside councils in Devon and Somerset, National Parks, the Local Economic Partnership, and Clinical Commissioning Groups. The partnership has established itself as a joint committee which formalises the work of the partnership, and has recently launched a HoTSW Productivity Strategy. The HoTSW area has been designated by the Government as being one of nine areas that will work with the Government on developing a local industrial strategy. This will allow us to increase our influence in making key decisions that impact on the area and help to shape the new funding that will replace European funding streams.

The Strategic Director of Place chairs the ADEPT regional group, which is looking at setting up a sub-national transport body including Cornwall and Dorset local authorities. The Transport body has been the subject of a 'Plymouth Ask' highlighting the link between the 'Plymouth Ask' and our influence in other regional groups.

What are we worried about? Local Economic Partnerships are to have an increasing influence following a Government review. One of our priorities will be to ensure that the influence of local authorities is not diminished.

What needs to happen? Making sure that the joint committee functions well, is effective, and has a strong relationship with Local Economic Partnerships, ensuring clarification of working relationships and that we have the right skills and resources in place to support.

Further Information

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