

City Priorities Briefing



Clear vision and goals in place

The partners within Plymouth 2020 have a very clear vision for the city to be recognised as “one of Europe’s finest, most vibrant waterfront cities, where an outstanding quality of life is enjoyed by everyone”. As a result of the analysis in the Plymouth Report the city now also has reached agreement on the key strategic priorities for the city. These priorities are to be reflected in the planning and budgeting processes for financial year 2011/12 and beyond by partner agencies in the city.

A sharper focus on priorities

The city’s vision is a very ambitious one and it requires a sharp focus on a few critical priorities if the partnership is to really drive the kind of step change required to achieve ultimate success. These are the make or break areas. Whilst there will be many priorities within individual partner agencies and their respective services, Plymouth 2020’s priorities are distinct to the city’s unique vision, critical to its success and relevant to all partners. They address the major challenges faced by the city as evidenced through the Plymouth Report, which provides a timely compendium of needs and capacity analysis. The four priorities that have been identified following discussion within the partnership and which were agreed by Plymouth 2020 Board on 11 August 2010 are:

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

■ Growth ■ Aspiration ■ Inequalities ■ Value for communities

This paper provides partners with a short briefing on the nature of the challenges associated with each of the priorities to help us think more creatively about the contributions our organisations can make to deliver the city’s priorities. Each priority has an identified set of performance measures to describe our targets for the priority and for each of these the document discusses the challenges faced by the city in meeting the targets, based on the evidence in the Plymouth Report.

Key challenges from the Plymouth Report

- The growth agenda is what makes Plymouth distinct and it can be the thread that binds a range of activities together.
- The city is successfully implementing a spatial framework and developing the infrastructure to meet its very ambitious vision, but its current profile does not match that ambition as in the main it is not sufficiently entrepreneurial or skilled in the right areas.
- Health is improving but health inequalities are wide and are linked to a range of other inequalities that tend to converge around the western edge of the city.
- Educational attainment is improving well, but entry to higher education is relatively low when compared to other cities and performance around vocational qualifications could be better.
- The voluntary and community sector in Plymouth is not as large as in comparable cities at a time when there is likely to be increasing demands made on it.
- The same customers are often dealt with by many agencies in many places, but there is no shared contact point and customer management strategy across agencies.
- There is currently no resource plan for Plymouth 2020 covering people, finance and assets, while there is growing pressure on how more limited resources can be used across the partnership and risks and impacts assessed

Growth

Context

The growth agenda makes Plymouth distinct and touches all aspects of partnership activity, which is not surprising given its scale. For example, it interweaves with health as both a vehicle for planning healthy communities, with better quality housing, services and improved access to specialist facilities, which can help reduce inequalities and prevent poor health; and, is a means of attracting more high value jobs and companies to the city, with the development of the medical sciences, hospital and university. It can therefore, be the thread that binds a range of activities together in a highly focused way.

Delivering on our growth objectives will bring with it a number of challenges that also need to be recognised:

- Ensuring that Plymouth continues to be seen as the key regional growth point with the demise of the RDA and the rise of the Local Enterprise Partnerships (LEPs)
- Confirming that the benefits of growth are experienced by the more deprived communities as well as the more affluent residents of Plymouth
- Social cohesion as the mix of people from different backgrounds increases
- Rising volumes of waste and the threat of increased carbon tax
- Improvements in key elements of the city's infrastructure to cope with more people
- Managing the costs of an increase in the aging population
- Ensuring that tackling alcohol related violence and disorder in relation to the Evening and Night-time economy improves safety and promotes the city's positive image as a good place to be and to invest in

Plymouth 2020's key indicator	Evidence of the challenge
<ul style="list-style-type: none"> ■ LI Increase the number of jobs in Plymouth 	<ul style="list-style-type: none"> ■ Self employment is significantly lower than the regional and national average; occupationally the city is under represented in managerial, senior official, professional and associate occupations, as well as in the finance, IT and other business industrial classification; there is an over-representation in public sector employment, while recent employment growth has been in part time work ■ The proportion of employees in public administration, education and health is significantly higher in the city at 36.9% than regionally (28.7%) or nationally (27%). ■ The target economic growth sectors identified in the city's Local Economic Strategy are: Advanced Engineering, Business Services, Creative Industries, Health and Medical, Marine Industries, Tourism and Leisure
<ul style="list-style-type: none"> ■ LI An increase in the headline gross value added per head index at current basic prices 	<ul style="list-style-type: none"> ■ GVA is the technical definition that measures the value of output and productivity in the city. (Higher is better) ■ In Plymouth it has been fairly level over the past 10 years at around 80% of the UK level, with the national figure heavily skewed by the South East and London ■ Activities that are hard to effectively reproduce elsewhere typically have better GVA. High capital investment requirements, access to scarce skills and access to low cost raw materials often provide good protection of GVA. ■ The growth of some part time and low skilled jobs can actually reduce GVA ■ The impact of the recession is yet to be seen in comparative GVA as the reporting has a significant delay on it. It is possible that London and the South East will have been more significantly impacted so far by the recession with industries like financial services at the forefront. If this is the case the challenge for the city will be to maintain the improved relative position as the country recovers from recession.
<ul style="list-style-type: none"> ■ LI An increase in the average gross weekly pay of full time workers 	<ul style="list-style-type: none"> ■ This is the measure of employment related income that residents of Plymouth earn regardless of their place of work. ■ This data point is closely related to GVA and actions improving GVA should also improve income levels ■ The recent trend in growth of part time jobs and the shrinking of full time jobs will negatively impact this target
<ul style="list-style-type: none"> ■ LI Offering a good range of housing in safe, inclusive and sustainable communities 	<ul style="list-style-type: none"> ■ Ensuring housing is affordable and of a decent standard for all with a good mix of housing types. ■ Ensure that housing provision responds to the city's desired population increase
<ul style="list-style-type: none"> ■ Deliver connectivity with key regional, national and international markets 	<ul style="list-style-type: none"> ■ Reduce the distance between Plymouth and domestic and European markets and increase Plymouth's competitiveness.

Context

The Plymouth Report raises the need for the skills and expectation of Plymouth. The city is perceived as being comparatively isolated and lacking in a dynamic image, despite its discovery heritage, though these are issues that are being addressed. Visitors within its catchment area have a reasonably good view of the city and there is scope to build on the existing visitor base.

In order to succeed at raising aspiration in Plymouth there is a sense that the city needs to both inspire its residents to greater things in life and to project itself as one of the most significant cities in the country. Other cities have local cultures that demonstrate some pride in where they live. These local cultures provide a level of vibrancy and a distinctive feel to their location. It is believed that charismatic city leadership could play a significant part in pursuit of this goal, giving residents, visitors other interested parties a sense of direction and excitement about the future. The alignment of interests between raising aspiration and supporting growth is very strong. Events such as the World Cup in 2018, Pilgrim 400 anniversary and the British Arts Show provide us with a very strong platform from which to build. We also have a number of existing events and facilities which are popular attractions e.g. the National Marine Aquarium, Theatre Royal, Barbican International Jazz and Blues Festival and shopping facilities at Drake Circus.

As a result of the fact that aspiration is being defined around the raising of standards and expectations of individuals and the way Plymouth promotes itself, the measure for aspiration also contains more than one factor. The aspiration index combines these inputs as equally weighted.

<ul style="list-style-type: none"> ■ NI 164 Increase in the percentage of working age people with level 3 and above qualifications ■ LI Increase in graduate retention rates in the city¹ ■ LI Increase in the number of visitors coming to the city ■ NI 05 Overall / general satisfaction with local area ■ NI 171 New business registration rate 	<ul style="list-style-type: none"> ■ Some of the measures listed have a dependency on jobs and employment prospects improving in Plymouth, underlining the alignment of interests between aspiration and growth. ■ Creating and sharing a sense of direction for Plymouth and excitement about the journey is believed to be fundamental to the realisation of this goal. Led from the top this work should cascade within partner organisations and be felt by customers receiving service from them. ■ The University and College are both keen to position themselves to provide people with the right skills and confidence to establish their own businesses. ■ The level of self employment in Plymouth (6.9%) is significantly lower than the regional (11%) and national average (9.1%).
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¹ This is a proxy and refers to Plymouth only including the University of Plymouth and University College Plymouth St Mark and St John

Context

The vision for the city calls for an “outstanding quality of life enjoyed by everyone”, implying a significant narrowing of gaps between communities in the city. The gap in life expectancy is linked to a wide range of other inequalities and is a major challenge for the city as identified in the Plymouth Report.

Inequalities can occur in a number of different ways; geographical inequalities linked to deprivation, gender inequalities, race or ethnic group etc. Closing the gap between the life expectancy of the bottom 20% of neighbourhoods and the average would require addressing many of the causes of deprivation, going well beyond conventional health interventions.

The most deprived neighbourhoods and communities in the city perform badly on: measures of crime and safety; educational attainment; quality of employment; risk taking behaviours and ultimately these and other factors drive life expectancy.

There is also a significant impact on healthcare resources which includes much higher levels of emergency hospital admissions for those patients in the most deprived areas of the city. There is a strong link between health outcomes and those risk taking behaviours like smoking, alcohol and drug misuse and healthy eating.

<ul style="list-style-type: none"> ■ LI To reduce the gap in life expectancy by at least 10% between the fifth of areas (eight neighbourhoods) with the lowest life expectancy and the population as a whole by 2020 (based on 2017-19 data) from the 2010 baseline (based on 2007-2009 data) ■ LI Reduce rates of premature mortality (<75 years) in men from all causes by 40% by 2020 (based on 2019 data) from the 2010 baseline (based on 2009 data). ■ LI Decrease the rate of childhood obesity in Year 6 children by 10% by 2020 (based on 2019/20) data from the 2010 baseline (based on 2009/10 data) ■ NI 116 child poverty indicator 	<ul style="list-style-type: none"> ■ Life expectancy now stands at 81.9 years for women and 76.8 years for men, which is a slight widening of the gender gap and just above the national average for women (81.8yrs) and a below that for men (77.7yrs). ■ At the extreme there is a 12 year gap between neighbourhoods at the top and bottom end of the spectrum. When comparing the bottom and top 20% of areas the gap is 7 years for men and nearly 3 years for women. ■ The proportion of the population that is elderly is below average, but is growing numerically and there are consequently rising demands for care packages. ■ Commissioners and providers of services across the partnership can help to narrow the gaps in outcomes between children from low income families and their peers, and break inter-generational cycles of deprivation. Strong links to growth re skills, creating employment opportunities and prosperity.
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Context

Although performance is generally good and finances managed well it should be noted that the resource management element of the 2009 Use of Resources assessment only met minimum requirements across each of the partners inspected – i.e. Primary Care Trust (PCT), Council, Police and Fire and Rescue Service. In the current climate there is likely to be a sharper focus on the need for further enhancing joint commissioning activity, shared service provision and support functions, as a means of more effective delivery, improved value for money and cost savings. This should be seen in the context of partners needing to do more with less available resources, with innovation increasingly likely to be valued.

It is also true that we share a common customer base. These customers frequently access services across and within partners through different contact points. This causes frustration on their part and incurs a cost to the agencies handling the multiple customer enquiries. In other cities and locations this has led to the creation of shared customer service operations.

The Plymouth Report states that the voluntary and community sector thought making good progress from the mid-nineties is not as developed as in comparable cities. The development of this sector is important for the city given the national drive for a bigger role for this sector.

The Big Society is a new government initiative that aims to encourage more people to work together to run their own affairs locally. It aims to give more power and responsibility to groups, networks, neighbourhoods and locally-based communities. It is based on the idea that working together and bringing local knowledge to bear on planning and decision-making usually leads to better results and better outcomes for everyone involved.

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<ul style="list-style-type: none"> ■ LI Develop and sustain social enterprise and capital ■ LI Customer satisfaction of all public service offering vfm ■ NI 04 people who feel they can influence decisions in their locality ■ LI Increase in customer contacts resolved at the first point of contact across the public sector bodies ■ NI 186 Per Capita CO2 emission in the LA area ■ NI 001 % people who believe people from different backgrounds get on well as a positive rather than a negative 	<ul style="list-style-type: none"> ■ To improve performance on this indicator the city needs to encourage greater numbers and diversity of community and voluntary sector organisations, greater levels of voluntary participation and help the sector to prove its value for money ■ The community and voluntary sector have identified their contribution to the city in the following categories: <ul style="list-style-type: none"> • Influence – frequently over groups that other agencies would find hard to reach • Service delivery – that can be both cost effective and with a great level of personalisation • Value add – in areas such as access to grants that other agencies would be excluded from ■ The city is looking for major employers in the area to establish a carbon management plan, to cut their costs as well as carbon footprint ■ Individuals are also encouraged to contribute by making personal commitments to reduce their footprint and passing on best practice. ■ With a strong focus on the growth agenda as a priority for Plymouth and the increase in population of the city will provide challenges for us to ensure community cohesion is not adversely affected. ■ The city has been classed as ‘low’ for tension for some years, however it is recognised that the city’s expansion will need to be managed in a cohesive way
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