

# Public Document Pack



#coopscrutiny

## Democratic Support

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## CO-OPERATIVE SCRUTINY BOARD

Wednesday 19 August 2015  
4.00 pm  
Council House (Next to the Civic Centre)

### Members:

Councillor James, Chair  
Councillor Mrs Aspinall, Vice Chair  
Councillors Mrs Beer, Bowie, Mrs Bowyer, Sam Davey, Jordan, Murphy, Ricketts, Storer and Kate Taylor.

Members are invited to attend the above meeting to consider the items of business overleaf.

This agenda acts as notice that Cabinet will be considering business in private if items are included in Part II of the agenda.

This meeting will be broadcast live to the internet and will be capable of subsequent repeated viewing. By entering the Warspite Room and during the course of the meeting, Councillors are consenting to being filmed and to the use of those recordings for webcasting.

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**Tracey Lee**  
Chief Executive

# **CO-OPERATIVE SCRUTINY BOARD**

## **AGENDA**

### **PART I – PUBLIC MEETING**

#### **1. APOLOGIES**

To receive apologies for non-attendance submitted by Co-operative Scrutiny Board Members.

#### **2. DECLARATION OF INTEREST**

Members will be asked to make any declarations of interest in respect of items on this agenda.

#### **3. MINUTES (TO FOLLOW)**

The Co-operative Scrutiny Board will be asked to agree the minutes of the meeting held on 29 July 2015.

#### **4. CHAIR'S URGENT BUSINESS**

To receive reports on business which, in the opinion of the Chair, should be brought forward for urgent consideration.

#### **5. WORK PROGRAMME 2015/16 (Pages 1 - 2)**

The Co-operative Scrutiny Board will be asked to consider and approve its work programme 2015/16.

##### **5.1 Decisions Taken Under Delegated Authority**

The Board, will receive notification of the decisions taken under delegated authority with the Board's Lead Officer in consultation with the Chair and Vice Chair.

#### **6. TRACKING DECISIONS (Pages 3 - 8)**

The Co-operative Scrutiny Board will monitor the progress of its previous decisions.

#### **7. FORWARD PLAN OF KEY DECISIONS AND PRIVATE BUSINESS (Pages 9 - 10)**

To receive new items from the Forward Plan of Key Decisions and Private Business with a view to identifying items for scrutiny.

**8. SCRUTINY ABSENCE REPORT (TO FOLLOW)**

The Co-operative Scrutiny Board will receive the Scrutiny Absence Report for its consideration.

**9. CORPORATE PERFORMANCE REPORT - CORPORATE PLAN SECOND YEAR REVIEW AND PLEDGE UPDATE (JULY 2015) (Pages 11 - 22)**

The Co-operative Scrutiny will receive the Corporate Performance Report – Corporate Plan Second Year Review and Pledge Update (July 2015) for consideration.

**10. DRAFT CAPITAL AND REVENUE MONITORING REPORT 2015/16 - QUARTER I (Pages 23 - 36)**

The Co-operative Scrutiny Board will receive the draft Capital and Revenue Monitoring Report 2015/16 – Quarter I for its consideration.

**11. NHS NEW DEVON CCG WESTERN LOCALITY FINANCE REPORT MONTH 3 2015/16 (INCLUDING THE PLYMOUTH INTEGRATED FUND (PIF)) (Pages 37 - 56)**

The Co-operative Scrutiny Board will receive the NEW Devon CCG Western Locality Finance Report Month 2015/16 (including the Plymouth Integrated Fund (PIF)) report for its consideration.

**12. CALL-INS**

The Co-operative Scrutiny Board will be advised of any executive decisions that have been called in.

**13. URGENT EXECUTIVE DECISIONS**

The Co-operative Scrutiny Board will be advised of executive decisions that have been deemed urgent with the agreement of the Chair (if any).

**14. RECOMMENDATIONS (Pages 57 - 58)**

To receive and consider recommendations from Panels, Cabinet and Council.

**15. CO-OPERATIVE REVIEW(S)**

The Co-operative Scrutiny Board will be asked to consider co-operative review(s) (if any).

## **16. EXEMPT BUSINESS**

To consider passing a resolution under Section 100A (4) of the Local Government Act 1972 to exclude the press and public from the meeting for the following item(s) of business on the grounds that it/they involve the likely disclosure of exempt information as defined in paragraph of Part I of Schedule 12A of the Act, as amended by the Freedom of Information Act 2000.

## **PART II (PRIVATE MEETING)**

### **AGENDA**

#### **MEMBERS OF THE PUBLIC TO NOTE**

that under the law, the Board is entitled to consider certain items in private. Members of the public will be asked to leave the meeting when such items are discussed.

NIL.

# CO-OPERATIVE SCRUTINY BOARD

Draft Work Programme 2015 - 2016



**PLYMOUTH**  
CITY COUNCIL

**Please note that the work programme is a 'live' document and subject to change at short notice. The information in this work programme is intended to be of strategic relevance and is subject to approval at the Co-operative Scrutiny Board.**

For general enquiries relating to the Council's Scrutiny function, including this committee's work programme, please contact Helen Wright, Democratic Support Officer, on 01752 304022.

Date of meeting	Agenda item	Purpose of the agenda item	Reason for consideration	Responsible Officer
<b>17.06.2015</b>	Informal Meeting	Review of previous year's outcomes Future requirements		Ross Jago (Lead Officer)
<b>29.07.2015</b>	Annual Scrutiny Report 2014/15	To comply with the Constitution		Ross Jago (Lead Officer)
	Overview of Budget Position	To identify areas of concern (if any)		Andrew Hardingham Assistant Director for Finance
<b>19.08.2015</b>	Corporate Plan Performance Monitoring Quarter I	To identify areas of concern (if any)		Peter Honeywell (Transformation Programmes Manager)
	Corporate Finance Monitoring Quarter I	To identify areas of concern (if any)		Andrew Hardingham (Assistant Director for Finance)
	NEW Devon CCG Western Locality and Plymouth Integrated Fund Quarter I Finance Report	To identify areas of concern (if any)		Andrew Hardingham (Assistant Director for Finance)
	Scrutiny Absence Report	To identify areas of concern (if any)		Marion Fanthorpe (Interim Assistant Director for HR and OD)
<b>September</b>	Medium Term Financial Strategy	To identify areas of concern (if any)		Andrew Hardingham (Assistant Director for Finance)
	Corporate Plan Refresh	To identify areas of concern (if any)		Giles Perritt (Assistant Chief Executive)
<b>23.09.2015</b>	IHW Pooled Budget Risk Register	To identify areas of concern (if any)		Andrew Hardingham (Assistant Director for Finance)
<b>21.10.2015</b>				

Date of meeting	Agenda item	Purpose of the agenda item	Reason for consideration	Responsible Officer
18.11.2015	Corporate Finance Monitoring Quarter 2	To identify areas of concerns (if any)		Andrew Hardingham (Assistant Director for Finance)
	Corporate Plan Performance Monitoring Quarter 2			Peter Honeywell (Transformation Programmes Manager)
02.12.2015				
06.01.2016	Training for Budget Scrutiny	To prepare to Budget Scrutiny sessions		Ross Jago (Lead Officer)
11.01.2015	<b>Budget Scrutiny (Day One)</b>	Draft budget 2016/17 and Indicative budgets 2017/18 and 2018/19 with wide impact assessment, EIA, Child Poverty	Pre-decision scrutiny	Ross Jago (Lead Officer)
13.01.2015	<b>Budget Scrutiny (Day Two)</b>	Draft budget 2016/17 and Indicative budgets 2017/18 and 2018/19 with wide impact assessment, EIA, Child Poverty	Pre-decision scrutiny	Ross Jago (Lead Officer)
17.02.2016				
23.03.2016				
<b>Issues Identified for Scrutiny (no date agreed)</b>				
	City MPs	Provide an overview of current issues and areas of joint working		Helen Wright, Democratic Support Officer

# Co-operative Scrutiny Board

Tracking Decisions – July/August 2015



	<b>Resolution</b>	<b>Target date, Officer responsible and Progress</b>	
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29.07.2015  Appointment of Co-opted Representatives  Minute 6	The Board <u>agreed</u> to appoint co-opted representatives for specific items on the work programme and for co-operative reviews.	Date:	July 2015
		Officer:	Helen Wright (Democratic Support Officer)
		Progress:	As and when co-opted representatives are required they will be appointment.  <b>Completed</b>

29.07.2015  Delegated Authority  Minute 7	The Board <u>agreed</u> that in order to expedite the decision-making process outside of the normal business meeting process, approval of work programme related matters are delegated to the Board's Lead officer in consultation with the Chair and Vice Chair; work programme related matters included but were not limited to – <ul style="list-style-type: none"> <li>• Co-operative reviews</li> <li>• Co-operative review reports</li> <li>• Panel recommendations</li> <li>• Forward Plan of Key Decision items</li> </ul>	Date:	July 2015
		Officer:	Helen Wright (Democratic Support Officer)
		Progress:	Information has been circulated to Lead Officers and Democratic Support Officers.  <b>Completed</b>



29.07.2015 Annual Scrutiny Report Minute 8	The Board <u>agreed</u> its Annual Scrutiny Report 2014/15 and commended it to the next full council meeting scheduled for 21 September 2015.	Date:	July 2015
		Officer:	Helen Wright (Democratic Support Officer)
		Progress:	Arrangements have been made for the report to be submitted to full council on 21 September 2015.  <b>Completed</b>

29.07.2015 Work Programmes Minute 9	The Board <u>agreed</u> its work programme.  The Board further <u>agreed</u> the following work programmes –  I. Working Plymouth Panel <ul style="list-style-type: none"> <li>• the role of the Local Enterprise Partnership (including the successes or otherwise to date, the impact on Plymouth businesses and whether any action by the council is required to improve effectiveness and comparison to other LEPs in particular Cornwall and the Isles of Scilly); to be undertaken at the October business meeting;</li> <li>• disabled parking spaces;</li> </ul>	Date:	July 2015
		Officer:	Ross Jago (Performance and Research Officer)
		Progress:	The information has been fed back to Lead Officers and Democratic Support Officers.  <b>Completed</b>

	<p>2. Caring Plymouth Panel (subject to the following) –</p> <ul style="list-style-type: none"> <li>• the addition of volume, cost and review of social care packages;</li> <li>• the addition of the CQC report and the action plan (PHNT);</li> <li>• the removal of the Care Act II;</li> </ul> <p>3. Ambitious Plymouth Panel (subject to the following) –</p> <ul style="list-style-type: none"> <li>• more focus on Children’s Social Care, in particular budget containment plans/output of in service star chambers;</li> <li>• the addition of early help gateway;</li> <li>• consideration is given to grouping agenda items relating to education, such as under-performing, multi academy trusts, validated results, head teacher succession planning, etc.</li> </ul> <p>4. Your Plymouth Panel.</p>		
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<p>29.07.2015</p> <p>Forward Plan of Key Decisions and Private Business</p> <p>Minute 10</p>	<p>The Board agreed to seek further clarity regarding the coach station and care park Mayflower Street, prior to considering whether further scrutiny will be required.</p>	Date:	July 2015
		Officer:	Ross Jago (Performance and Research Officer)
		Progress:	Information is being sought.

29.07.2015  Overview Budget Position  Minute 11	<p>The Board <u>agreed</u> that –</p> <ol style="list-style-type: none"> <li>1. The Plymouth Integrated Fund monitoring report is submitted to its meeting in August 2015;</li> <li>2. The Plymouth Integrated Fund Risk Register is submitted to its meeting in September/October 2015.</li> </ol> <p>An undertaking was given by officers to provide the following information –</p> <ul style="list-style-type: none"> <li>• Beechwood campus</li> <li>• the percentage of bad debt which had been written off attributable to customers (eg Council Tax)</li> </ul>	Date:	August 2015
		Officer:	David Northey (Head of Corporate Strategy)
		Progress:	<p>The Plymouth Integrated Fund monitoring report has been included on the Board's agenda for 19 August 2015 meeting.</p> <p>Arrangements are being made for the risk register to be included on the Board's agenda for either September/October 2015.</p> <p>The Head of Corporate Strategy had been asked to supply this information.</p>

29.07.2015  Recommendations  Minute 13	<p>The Board <u>agreed</u> the recommendations from the Caring Plymouth Panel regarding –</p> <ol style="list-style-type: none"> <li>1. Plymouth Hospitals NHS Trust Performance report;</li> <li>2. success regime.</li> </ol>	Date:	July 2015
		Officer:	Helen Wright (Democratic Support Officer)/Ross Jago (Performance and Research Officer)
		Progress:	<p>The information has been fed back to the Lead Officer and Democratic Support Officer.</p> <p><b>Completed</b></p>

<p>29.07.2015</p> <p>Co-operative Reviews</p> <p>Minute 15</p>	<p>The Board <u>agreed</u> the following co-operative reviews –</p> <ul style="list-style-type: none"> <li>strengthening the overview and scrutiny function (Co-operative Scrutiny Board)</li> <li>be-wise to child sexual exploitation (Ambitious Plymouth Panel) subject to the change in the number of members required on the review from five to seven</li> <li>living streets review (Working Plymouth Panel)</li> <li>the summer budget and implications for Plymouth residents (Councillor Kate Taylor)</li> </ul>	<p>Date:</p>	<p>July 2015</p>
		<p>Officer:</p>	<p>Ross Jago (Performance and Research Officer)</p>
		<p>Progress:</p>	<p>Information had been circulated to the Lead Officers and DSOs regarding the approval of the reviews.</p> <p><b>Completed</b></p>

**CO-OPERATIVE SCRUTINY BOARD -**

**Cabinet and Executive Decisions Forward Plan of Key Decisions  
and Private Business**

**September to December 2015**



Reference	Title	Decision Maker and Date of Decision
I059756	REVIEW AND PRIORITISATION OF THE CAPITAL PROGRAMME	Councillor Evans (Leader) Between 8 September 2015 and 31 December 2015
I066039	RETENDER OF EDUCATION HOME TO SCHOOL TRANSPORT CONTRACTS	Councillor McDonald (Cabinet Member for Children, Young People and Public Health) Between 13 July 2015 and 30 September 2015
I066048	INTEGRATED HEALTH AND WELLBEING PROGRAMME PHASE 2	Cabinet (on the recommendations of Councillors McDonald and Tuffin) 8 September 2015
I066859	COMMUNITY DOMICILIARY CARE SERVICES CONTRACT AWARD	Cabinet (on the recommendation of Councillor Tuffin) 8 September 2015
I067086	REVIEW OF THE CORPORATE PLAN 2013/14 - 2016/17	City Council (Cabinet Member: Councillor Evans) 21 September 2015
I067084	PLYMOUTH PLAN (PART ONE)	City Council (Cabinet Member: Councillor Coker) 21 September 2015
I066003	MEDIUM TERM FINANCIAL STRATEGY	City Council (Cabinet Member: Councillor Lowry) 21 September 2015

**PLYMOUTH CITY COUNCIL**

**Subject:** Corporate Performance Report – Corporate Plan 2<sup>nd</sup> year review and Pledge update (July 2015)

**Committee:** Co-operative Scrutiny Board

**Date:** 19 August 2015

**Cabinet Member:** Councillor Evans

**CMT Member:** Tracey Lee, Chief Executive and Head of Paid Service

**Author:** Peter Honeywell, Performance Manager

**Contact details:** peter.honeywell@plymouth.gov.uk

**Ref:**

**Key Decision:** No

**Part:** I

**Purpose of the report:**

This report provides a briefing to Cooperative Scrutiny Board on the rationale for the reinvigoration of the Corporate Plan. Our plan on a page provides direction for the Council in terms of values, objectives and outcomes and it continues to be well received both internally and externally for the clarity with which it sets out the vision for PCC. Each year the details in the plan that describe what actions we are taking to deliver the outcomes and the measures we use to track our progress are reviewed to ensure they reflect the latest priorities for the city. This review process does not seek to amend the values, objectives or outcomes for the plan – the plan on a page will stay the same:

**OUR PLAN THE BRILLIANT CO-OPERATIVE COUNCIL**



**CITY VISION**  
**Britain's Ocean City**

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

**CO-OPERATIVE VALUES**  
One team serving our city

**WE ARE DEMOCRATIC**

**WE ARE RESPONSIBLE**

**WE ARE FAIR**

**WE ARE PARTNERS**

**OUR OBJECTIVES** Creating a fairer Plymouth where everyone does their bit

PIONEERING PLYMOUTH	GROWING PLYMOUTH	CARING PLYMOUTH	CONFIDENT PLYMOUTH
We will be pioneering by designing and delivering better services that are more accountable, flexible and efficient in spite of reducing resources.	We will make our city a great place to live by creating opportunities for better learning and greater investment, with more jobs and homes.	We will promote a fairer, more equal city by investing in communities, putting citizens at the heart of decision-making promoting independence and reducing health and social inequality.	We will work towards creating a more confident city, being proud of what we can offer and growing our reputation nationally and internationally.

**THE OUTCOMES** What we will achieve by this plan

<ul style="list-style-type: none"> <li>■ The Council provides and enables brilliant services that strive to exceed customer expectations.</li> <li>■ Plymouth's cultural offer provides value to the city.</li> <li>■ A Council that uses resources wisely.</li> <li>■ Pioneering in reducing the city's carbon footprint and leading in environmental and social responsibility.</li> </ul>	<ul style="list-style-type: none"> <li>■ More decent homes to support the population.</li> <li>■ A strong economy creating a range of job opportunities.</li> <li>■ A top performing education system from early years to continuous learning opportunities.</li> <li>■ Plymouth is an attractive place for investment.</li> </ul>	<ul style="list-style-type: none"> <li>■ We will prioritise prevention.</li> <li>■ We will help people take control of their lives and communities.</li> <li>■ Children, young people and adults are safe and confident in their communities.</li> <li>■ People are treated with dignity and respect.</li> </ul>	<ul style="list-style-type: none"> <li>■ Citizens enjoy living and working in Plymouth.</li> <li>■ Plymouth's brand is clear, well known and understood globally.</li> <li>■ Government and other agencies have confidence in the Council and partners: Plymouth's voice matters.</li> <li>■ Our employees are ambassadors for the city and the Council and they are proud of the difference we make.</li> </ul>
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#Plymouth

[www.plymouth.gov.uk/ourplan](http://www.plymouth.gov.uk/ourplan)



**The Brilliant Co-operative Council Corporate Plan 2013/14 -2016/17:**

The Council remains committed to the vision, values, objectives and outcomes set out in the Corporate Plan, but will seek to update the key actions and measures to reflect progress made to date and to achieve a better focus of efforts on the outcomes required.

**Implications for Medium Term Financial Plan and Resource Implications:**

**Including finance, human, IT and land:**

The Council set a 2015/16 budget in February 2015, with requirements and resources based on policy frameworks, including the Corporate Plan. The Corporate Plan review allows the council to continue to manage its commitments within the revenue and capital envelope agreed.

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

The revisions proposed to the Corporate Plan complement the Council’s existing policy framework with respect to the above.

**Equality and Diversity:**

Where potential equality and diversity implications are identified from the implementation of any new activities arising from the Corporate Plan, assessments will be undertaken in line with the Council’s policies.

**Recommendations and Reasons for recommended action:**

Consider the changes that have been made to the Key Actions and Performance indicators and endorse the changes proposed.

**Alternative options considered and rejected:**

None

**Published work / information:**

The 2014 Plymouth Labour Party Manifesto

The Brilliant Co-operative Council Corporate Plan 2013/14 -2016/17

**Background papers:**

Title	Part I	Part II	Exemption Paragraph Number							
			1	2	3	4	5	6	7	

**Sign off:**

Fin	CDR 1516. 27	Leg	lt/235 96	Mon Off		HR		Assets		IT		Strat Proc	
Originating SMT Member: GP													
Has the Cabinet Member(s) agreed the content of the report? Yes													



## **Corporate Plan – 2<sup>nd</sup> Year review**

A review of the Corporate Plan was undertaken during April/May of 2015 which considered progress after two years of action. The review focused on the key activities and performance indicators underpinning the delivery of the Plan. The review also considered if there were any gaps in current/future priorities which were missing. The outcome of the review did identify some risks to the successful delivery of the outcome expectations and has made recommendations (below) to change a number of key actions and performance indicators to realign the plan to ensure successes are achieved.

### **Summary of changes and recommendations.**

- Completion of one Key Action (K42)
- Slight alteration to wording of one Key Action (K23)
- Recommendation for an additional 9 performance indicators
- Removal of one performance indicator (P17)

A summary of these changes with an updated version of the plan is attached to this report.

### **Appendix A.**

## **Pledge Update (July 2015)**

The administrations outstanding Pledges have been reviewed to align to a view that all will be completed by the end of March 2016. Also, a Pledge from the original 100 pledges, which was incomplete, has been added to the list. This means that as at 16th July 2015, 37 of 51 pledges have been completed against a target of 40. There are currently 3 pledges overdue but the activities needed to achieve them are in place and in many cases virtually complete.

A summary of these changes with an updated version of the Pledges is attached to this report.

### **Appendix B.**

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# Corporate Plan 2013/14 to 2016/17 - Post 2nd year review

Pioneering							
Outcome	Portfolio Leads	Outcome Lead	Officer Leads	2015/16 Key	Key Action Description	Key	Performance Indicator
The Council provides and enables brilliant services that strive to exceed customer expectations.	Jon Taylor	Faye Batchelor-Hambleton	Pete Honeywell	K01	Speed up the delivery of Customer and Service Transformation Programme service reviews through developing a Council wide Customer and Service delivery blueprint and Customer Access Strategy.	P1	80% of customer contacts with the Council will be managed through the single point of contact, with 80% of enquiries dealt with at first point of contact.
	Jon Taylor		Giles Perritt	K02		P26	(New) Proposed that a measure is included which tracks customer satisfaction (still to be described) will be included in Q3.
	Plymouth's cultural offer provides value to the city.	Pete Smith	David Draffan	David Draffan	K03	Step up support to the Culture Board in refreshing and implementing a city-wide cultural strategy - the Vital Spark.	P3
Pete Smith		David Draffan		K04	Strengthen support to Destination Plymouth to deliver the Visitor Plan and a programme of events to raise the profile of the city to investors as a major stepping stone towards Mayflower 2020		
Pete Smith		David Draffan		K05	Transform the city's cultural assets to provide greater value to the city through the development of the Plymouth History Centre		
A Council that uses resources wisely.	Mark Lowry	Andrew Haringham	Andrew Haringham	K06	Align the five year Medium Term Financial Plan to the Corporate Plan and deliver the Council's Transformation Programme.	P5	Percentage of residents satisfied that the Council provides value for money.
	Mark Lowry		Andrew Haringham	K07	Maximise Plymouth's opportunities to secure external funding.	P6	Increase the value of income levied to the Local Authority.
Pioneering in reducing the city's carbon emissions and leading in environmental and social responsibility	Mark Coker	Andrew Haringham Paul Barnard	Paul Barnard	K43	Strengthen work with Plymouth residents, as well as the private and public sector within Plymouth, to create a low carbon city.	P7	Reduction in city wide carbon emission.
						P8	Carbon emissions reduction from Corporate estate & schools. (Tonnes Co2)

		Growing						
Outcome	Portfolio Leads	Outcome Lead	Officer Leads	2015/16 Key	Key Action Description	Key	Performance Indicator	
More decent homes to support the population.	Chris Penberthy	Paul Barnard	Paul Barnard	K44	Encourage more homes to be available to rent or buy accelerating housing supply and deliver a range and mix of well-designed greener homes that will meet the housing needs of the city through the Plymouth Plan.	P9	Increase the number of homes completed (net).	
A strong economy creating a range of job opportunities.	Tudor Evans	David Draffan	David Draffan	K12	Intensify work with the Plymouth Growth Board and partners to deliver the Local Economic Strategy through systems leadership	P10	Increase the number of jobs created.	
	Tudor Evans		David Draffan	K13	Enhance support to the Local Enterprise Partnership to maximise investment and economic growth in the Heart of the South West area through a Growth Deal and EU	P34	<b>(New) Increase GVA (Per Head)</b>	
A top performing education system from early years to continuous learning opportunities.	Sue McDonald	Judith Harwood	Judith Harwood	K14	Accelerate delivery of the Children and Young People's Plan	P11	Maintain the number of schools and settings judged by Ofsted as good or better.	
	Tudor Evans		Judith Harwood	Judith Harwood	K15	Develop and deliver a skills plan for the city, in line with the future growth agenda.	P12	Raise the achievements of our most disadvantaged children.
							P27	<b>(New) % of residents with no qualifications</b>
Plymouth is an attractive place for investment.	Mark Coker	David Draffan	Paul Barnard	K16	Create a Plymouth Plan (an overarching Strategy for the city)	P13	Increase in the quality and availability of employment land and premises.	
	Tudor Evans/ Mark Lowry		David Draffan	K18	Enhance support to the Local Enterprise Partnership to maximise investment and economic growth in the Heart of the South West area through a Growth Deal and EU			

Caring							
Outcome	Portfolio Leads	Outcome Lead	Officer Leads	2015/16 Key	Key Action Description	Key	Performance Indicator
We will prioritise prevention.	Sue McDonald	Kelechi Noaham / Alison Botham / Craig McArdle	Alison Botham	K19	Accelerate delivery of the service improvement plan, transformation project delivery for C&YP and actions within the Commissioning Strategy	P14	Increase access to early help and support.
	Sue McDonald		Judith Harwood	K45	Create and deliver both the Early Years Strategy and SEN/D Strategy. <i>(Note: under the Plymouth Plan these "strategies" will become "plan for's")</i>		
	Ian Tuffin		Julie Frier	K21	Lead on the city's strategy for health and wellbeing. <i>(Note: under the Plymouth Plan these "strategies" will become "plan for's")</i>	P15	Increase the number of adults and families able to stay in their own home and communities.
	Sue McDonald		Rob Nelder	K46	Develop a clear research and evidence base to understand health inequalities across the city		
	Sue McDonald		Ruth Harrell	K47	Deliver plans for, that reduce individual risk factors and strengthen the role and impact of early intervention and prevention	P28	<b>(New) Proposed indicator that represents the Early Help offer for children and young people. (still to be described) will be included in Q3.</b>
	Chris Penberthy		Matt Garrett	K22	Deliver the Housing Plan Objectives		
We will help people take control of their lives and communities.	Ian Tuffin	Craig McArdle	Kelechi Noaham/ Craig McArdle	K23	Deliver integrated commissioning as part of IHWB transformation programme.	P16	Improve life expectancy particularly in those areas where it is the lowest / lower than the average.
	Philippa Davey		Darin Halifax	K24	Strengthen and support co-ordination and capacity building in the voluntary sector and reinvigorate volunteering.	P29	<b>(New) The % of (adults) residents who volunteer at least once per month</b>
	Philippa Davey		Judith Harwood	K25	Lead agreement on and implementation of a new framework for working with citizens and communities for the city	P30	<b>(New) The % of adult social care clients receiving self-directed support</b>
	Ian Tuffin		Craig McArdle	K48	Increase personalised packages of care to support people to live as independently as possible		

# Caring Cont...

Outcome	Portfolio Leads	Outcome Lead	Officer Leads	2015/16 Key	Key Action Description	Key	Performance Indicator
Children, young people and adults are safe and confident in their communities.	Philippa Davey	Alison Botham	Judith Harwood	K26	Deliver the Community Safety Plan.	P18	Reduce the gap between the worst 10 neighbourhoods and city average rate per 1000 population for overall crime.
						P31	<b>(New) The proportion of people who use services who say that those services make them feel safe and secure</b>
	Ian Tuffin/ Sue McDonald		Alison Botham	K27A	Ensure there is a relentless focus on safeguarding through the implementation of the Corporate Safeguarding Improvement Plan, Plymouth Safeguarding Children Board and Plymouth Safeguarding Adults Board plans.	P19	Children's Safeguarding timing of Assessments.
			Craig McArdle	K27 B		P32	<b>(New) A measure based on safety questions asked of young people in school. (still to be described) will be included in Q3.</b>
People are treated with dignity and respect.	Philippa Davey	Judith Harwood		K29	Become a welcoming city that is diverse, inclusive and that combats hate crime.	P20	Percentage of residents who believe Plymouth is a place where people from different backgrounds get on well together.
	Chris Penberthy		Giles Perritt	K30	Implement the findings of the Fairness Commission.		
	Ian Tuffin	Craig McArdle	Craig McArdle	K31	Improve the quality of the care and support market	P21	Overall satisfaction of people who use services with their care and support
	Ian Tuffin		Craig McArdle	K49	Create a Dementia Friendly City working with partners		
	Ian Tuffin		Craig McArdle	K50	Provide a seamless service for older people's care including smoother discharge from hospitals (working closely with the NHS)		

# Confident

Outcome	Portfolio Leads	Outcome Lead	Officer Leads	2015/16 Key	Key Action Description	Key	Performance Indicator
Citizens enjoy living and working in Plymouth.	Tudor Evans	David Draffan	Judith Harwood/David Draffan	K32	Create and deliver a Skills Plan for the city working co-operatively with the Employment and Skills Board, Education, Learning and Families Service and the Local Enterprise Partnership	P22	Percentage of residents who are satisfied with Plymouth as a place to live.
	Chris Penberthy		Judith Harwood	K51	Step up the delivery of the Child Poverty Plan.		
	Chris Penberthy		Matt Garrett	K52	Develop a programme to improve the quality of private rented housing and take action against rogue landlords.		
	Brian Vincent		Simon Dale	K36	Reduce problems with potholes through increased investment in capital repair works.		
Plymouth's brand is clear, well-known and understood globally.	Tudor Evans	Giles Perritt David Draffan	Giles Perritt	K37	Strengthen the roll out of the Britain's Ocean City branding.	P23	Attract more people to live, work and visit the city from both the UK and overseas.
Government and other agencies have confidence in the Council and partners: Plymouth's voice matters.	Tudor Evans	Andrew Haringham / Giles Perritt	David Draffan	K39	Implement City Deal for Plymouth	P24	An increase in the amount of external funding and support from Government and other agencies.
	Tudor Evans		Giles Perritt	K40	Develop a proactive approach to lobbying Government, working with the LEP and neighbouring authorities.	P33	<b>(New) Proposed measure around the success rate of the Plymouth Offer and Ask which will be confirmed once all elements are defined. (will be included in Q3.)</b>
Our employees are ambassadors for the city and the Council and proud of the difference we make.	Pete Smith	Marion Fanthorpe	Matthew Fairclough-Kay	K41	Accelerate implementation of the People and Organisational Development Framework.	P25	Staff Survey – would you talk positively about the Council outside work.

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## 2014/15 - 2015/16 Pledges

### Progress report: July 2015

#### **Pledge Overview.**

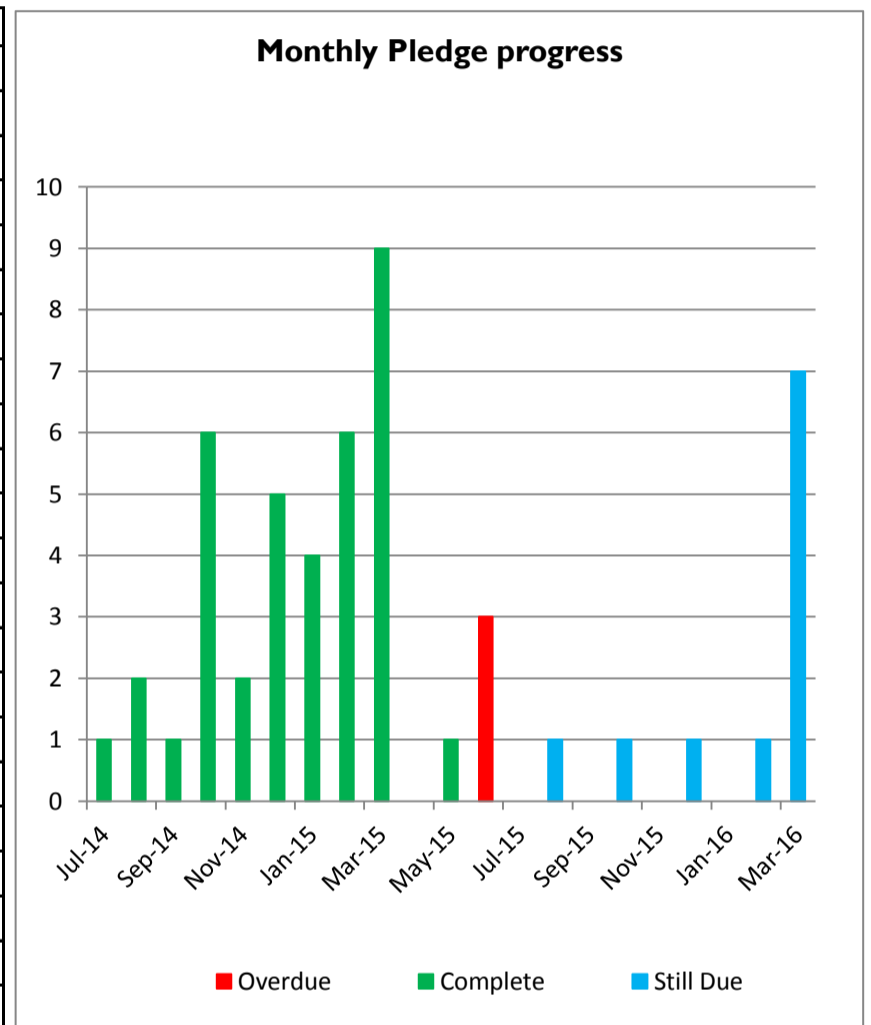
As at 16th July 2015, 37 of 51 pledges have been completed against a target of 40. Target dates have been reviewed to align to a view that all will be completed by the end of March 2016.

2.1	Total Pledges planned for completion by this date	<b>40</b>
	Total Pledges completed to date	<b>37</b>

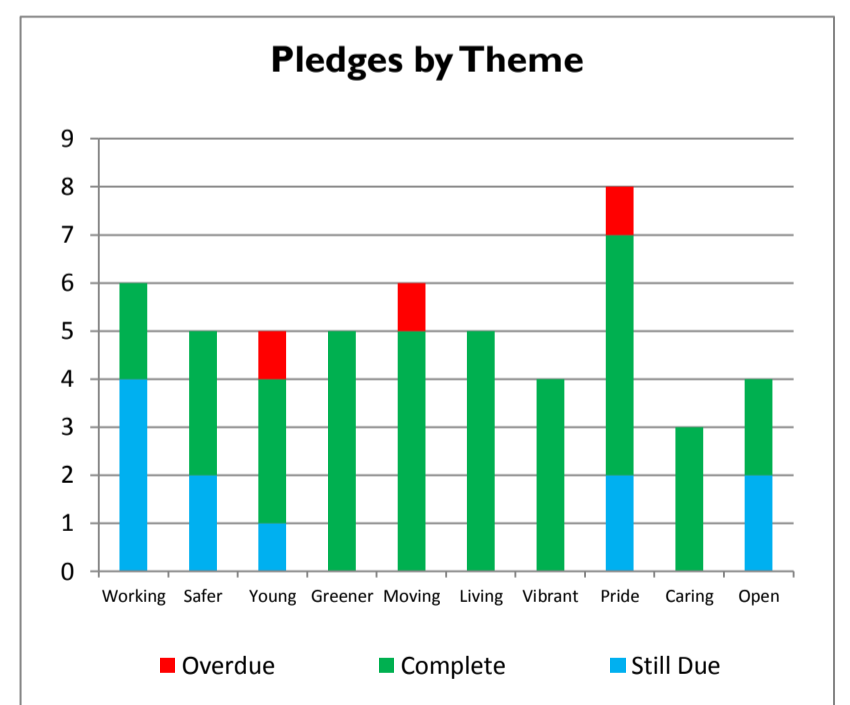
The table and graph below compares the number over overall pledges completed against those expected to have been completed each quarter.

#### 2.2 Progress summary

Month agreed to complete	Original	Still Due	Complete	Overdue
Jul-14	1		1	
Aug-14	1		2	
Sep-14	0		1	
Oct-14	3		6	
Nov-14	1		2	
Dec-14	7		5	
Jan-15	3		4	
Feb-15	2		6	
Mar-15	18		9	
Apr-15				
May-15	1		1	
Jun-15	3			3
Jul-15				
Aug-15	1	1		
Sep-15				
Oct-15	1	1		
Nov-15				
Dec-15	1	1		
Jan-16				
Feb-16	1	1		
Mar-16	7	7		
<b>Total</b>	<b>51</b>	<b>11</b>	<b>37</b>	<b>3</b>



2.3 Pledges by Theme	Original	Still Due	Complete	Overdue
Working	6	4	2	
Safer	5	2	3	
Young	5	1	3	1
Greener	5	0	5	
Moving	6	0	5	1
Living	5	0	5	
Vibrant	4	0	4	
Pride	8	2	5	1
Caring	3	0	3	
Open	4	2	2	
<b>Total</b>	<b>51</b>	<b>11</b>	<b>37</b>	<b>3</b>



#### 2.4 Pledges Overdue

There are currently 3 overdue Pledges, these are Pledges 14, 22 and 38

## Pledge list (in order of Pledge due date)

No	Theme	Pledge	Portfolio Holder	Lead	Dept	Description of End State What is required for sign off.	Due Date	Complete Date
22	Moving Plymouth	2. Continue to press Government for improvements to the road and rail network to ensure that Plymouth is not cut off again by extreme weather in the future.	Cllr Evans	Paul Barnard	Strategic Planning	Government confirms feasibility study into A303 improvements in 2014 Autumn Statement and confirms further feasibility work to take place on a fast and resilient rail line West of Exeter as part of Network Rail's Western Route Study	Jun-15	
38	Pride Plymouth	3. Campaign to open a walkway from Durnford Street in Stonehouse through Millbay Port to encourage greater use of the South West Coast Path.	Cllr Coker	Paul Barnard	Strategic Planning	Hold a workshop with potential funding partners by December 2014.	Jun-15	
14	Young Plymouth	4. Improve the quality of careers advice for young people so whether they want to go to University, start an apprenticeship, start a business or get a job they have the additional help they need to succeed.	Cllr McDonald	Judith Harwood	Learning and Communities	Scope and then provide additional support to complement and supplement existing provision. Progress identified through Skills Plan.	Jun-15	
10	Safer Plymouth	4. Build a new CCTV control room to keep our streets safe. We will relocate the city's CCTV control centre from the soon to be demolished Mayflower Car Park to a new secure location to keep our city safe.	Cllr Coker	Les Allen	Transformation	A relocated CCTV control unit in a location which facilitates its operations with the identified partners - In a timeframe which does not derail other projects.	Aug-15	
13	Young Plymouth	3. Introduce a 'Young People's Skills Passport' so all our young people are 'job ready' after leaving school.	Cllr McDonald	Judith Harwood	Learning and Communities	Available support with employability skills will be understood across partners and the 'passport' will be recognised. Identified through Skills Plan.	Oct-15	
48	Open Plymouth	2. Put more Council services online so you can do more with us on the internet at a time more convenient for you.	Cllr Smith	Faye Batchelor-Hambleton	Customer Services	Significantly increase online usage (target and date to be set in-line with Customer Transformation Programme)	Dec-15	
51	Safer Plymouth	Where appropriate we will introduce the late night levy. We will apply it to create a ring-fenced pot of money, shared with the police, to deal with the costs and consequences of late-night drinking, with exemption for Business Improvement District (BID) area businesses	Cllr Davey	Kelechi Nnoaham	Public Health	Late night levy has been adopted	Feb-16	
43	Pride Plymouth	8. Begin a programme of commissioning public art for local and international artists.	Cllr Evans	David Draffan	Economic Development	Completion of Plan for Public Art - Taking forward its key recommendations	Nov-15	
49	Open Plymouth	3. Further enhance the scrutiny programme of the City Council. By giving more responsibility to our City Councillors to scrutinise services offered across the city we have seen more transparency and shone a light onto services that are not performing at their best.	Cllr Smith	Giles Perritt	Policy Performance and Partnerships	Demonstrate the impact of scrutiny recommendations on Council policy	Mar-16	
41	Pride Plymouth	6. Start a public fundraising campaign for a fitting Mayflower memorial.	Cllr Evans	David Draffan	Economic Development	Fund raising strategy written with key milestones.	Mar-16	
1	Working Plymouth	1. Double the size of the award-winning and successful 1000 Club to help 2,000 more people into work and apprenticeships.	Cllr Evans	David Draffan	Economic Development	Have assisted 2000 individuals into work and apprenticeships	Mar-16	
2	Working Plymouth	2. Begin to deliver the new plan for the city centre to attract shoppers and visitors.	Cllr Lowry	David Draffan	Economic Development	Completion of Key Milestones, to include: Practical completion of Coach Station	Mar-16	
3	Working Plymouth	3. Increase the amount of local purchasing the Council does to keep more of Plymouth's wealth in our city.	Cllr Lowry	Andrew Hardingham	Finance	Increase PCC spend within the PL post code from 45% to 48%	Mar-16	
4	Working Plymouth	4. Set up a forum to help women return to work on family friendly policies after maternity or childcare leave.	Cllr Evans	David Draffan	Economic Development	A forum established with a terms of reference.	Mar-16	

## PLYMOUTH CITY COUNCIL

<b>Subject:</b>	DRAFT Capital & Revenue Monitoring Report 2015/16 – Quarter I
<b>Committee:</b>	Cabinet
<b>Date:</b>	8 September 2015
<b>Cabinet Member:</b>	Councillor Lowry
<b>CMT Member:</b>	CMT
<b>Author:</b>	Chris Randall – Head of Finance Operations
<b>Contact details</b>	Tel: 01752 304599 email: <a href="mailto:chris.randall@plymouth.gov.uk">chris.randall@plymouth.gov.uk</a>
<b>Ref:</b>	
<b>Key Decision:</b>	No
<b>Part:</b>	I

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**Purpose of the report:**

This report outlines the finance monitoring position of the Council as at the end of June 2015.

The primary purpose of this report is to detail how the Council is delivering against its financial measures using its capital and revenue resources, to approve relevant budget variations and virements, and report new schemes approved in the capital programme.

The estimated revenue overspend is £2.097m. The overall forecast net spend equates to £195.106m against a budget of £193.009m, which is a variance of 1.1%. This needs to be read within the context of needing to deliver £21m of savings in 2015/16 on the back of balancing the 2014/15 revenue budget where £16m of net revenue reductions were successfully delivered.

Additional management solutions and escalated action to deliver further savings from the council's transformation programme will be brought to the table over the coming months in order to address the in year forecasted overspend.

**Table 1: End of year revenue forecast**

	Budget £m	Forecast Outturn £m	Variance £m
<b>Total General Fund Budget</b>	<b>193.009</b>	<b>195.106</b>	<b>2.097</b>

The latest approved capital programme funding envelope covering 2014/15 to 2017/18 stood at £237.406m which was approved at Full Council on 23 February 2015. The report details new schemes approved within the capital programme envelope under delegated powers.

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### **The Brilliant Co-operative Council Corporate Plan 2013/14 -2016/17:**

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

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

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

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

The reducing revenue and capital resources across the public sector has been identified as a key risk within our Strategic Risk register. The ability to deliver spending plans is paramount to ensuring the Council can achieve its objectives to be a Pioneering, Growing, Caring and Confident City.

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### **Equality and Diversity**

Has an Equality Impact Assessment been undertaken? No

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**Recommendations and Reasons for recommended action:**

That Cabinet:-

1. Note the current revenue monitoring position and action plans in place to reduce/mitigate shortfalls;
2. Approve the non-delegated revenue budget virements (shown in Table 4);
3. Note the new schemes added to the Capital Programme totaling £7.042m (shown in Table 5);

**Alternative options considered and rejected:**

None – our Financial Regulations require us to produce regular monitoring of our finance resources.

**Published work / information:**

2015/16 Budget Reports [Delivering the Co-operative Vision within a 4 year budget](#)

**Background papers:**

Title	Part I	Part II	Exemption Paragraph Number							
			1	2	3	4	5	6	7	

**Sign off:**

Fin	CDR 15 16.25	Leg	LT/23 564	Mon Off	LT/DS/ 23564	HR		Assets		IT	Strat Proc	
Originating SMT Member: Andrew Hardingham, AD for Finance												
Has the Cabinet Member(s) agreed the contents of the report? Yes												

**Table 2: Revenue Monitoring Position**

Directorate	2015/16 Council Approved Budget	2015/16 Budget Virements	2015/16 Latest Budget	Forecast Outturn	Forecast Year End Variation
	£m	£m	£m	£m	£m
Executive Office	3.840	(0.031)	3.809	4.069	0.260
Corporate Items	14.010	(5.644)	8.366	8.636	0.270
Transformation and Change	26.682	6.278	32.960	33.623	0.663
People Directorate	121.400	1.733	123.133	123.530	0.397
Public Health	0.194	0.815	1.009	1.009	0.000
Place Directorate	26.883	(3.151)	23.732	24.239	0.507
<b>TOTAL</b>	<b>193.009</b>	<b>0.000</b>	<b>193.009</b>	<b>195.106</b>	<b>2.097</b>

Plymouth Integrated Fund	Section 75 indicative position	2015/16 Latest Budget	Forecast Outturn	Forecast Year End Overspend / (Underspend)
	£m	£m	£m	£m
New Devon CCG – Plymouth locality	331.000	346.177	346.528	0.351
Plymouth City Council	*131.000	135.926	136.323	0.397
<b>TOTAL</b>	<b>462.000</b>	<b>482.103</b>	<b>482.851</b>	<b>0.748</b>

\* This represents the net People Directorate budget plus the gross Public Health Commissioning budget (which is financed by a ring fenced Department of Health Grant) Under the s75 risk share agreement with NEW Devon CCG, the forecast outturn indicates a potential transfer of £0.153m from the CCG to PCC

**Table 3: Key Issues and Corrective Actions**

Issue	Variation £M	Management Corrective Action
<b>EXECUTIVE OFFICE</b>		
Democratic support cost pressures	0.260	£0.225m relates to a stretch target for efficiencies in this area for which officers are reviewing options
<b>CORPORATE ITEMS</b>		
The cross cutting savings target linked to a	0.270	Project managers within the

<p>strategic asset review of £0.3m is currently only forecasting identifiable savings estimated at this stage of £0.030m</p>		<p>P&amp;OD transformation programme are reviewing other potential areas for savings alongside producing a strategic asset strategy framework</p>
<p><b>TRANSFORMATION and CHANGE – Legal</b></p> <p>There is currently pressure on the recovery of legal expenses £0.070m, an estimated shortfall on vacancy turnover £0.062m and under recovery of specialist lawyer recharges £0.046m</p>	<p>0.163</p>	<p>Plans being reviewed to see what opportunities can be achieved to reduce this shortfall in year</p>
<p><b>TRANSFORMATION and CHANGE – Customer Services</b></p> <p>There is a shortfall in achieving the transformation saving target of £1.2m due to delays in implementing the restructure</p>	<p>0.400</p>	<p>The service are reviewing all current vacancies to assist in managing the shortfall pending the restructure implementation. An enhanced voluntary release scheme has been offered ahead of a formal restructure being implemented, and this is based on latest resource estimates</p> <p>The programme is looking at opportunities to bring forward other activities originally planned for 15/16 to mitigate some of the shortfall</p>
<p><b>TRANSFORMATION and CHANGE – CCO programme and Departmental</b></p> <p>The CCO programme has a target of £1.5m to achieve in 15/16. Elements of the programme around contract management and review, including IT are progressing well and estimated to achieve the £0.5m estimate.</p> <p>Reviews of business support, HR and Finance service provision were delayed and are now estimated to only achieve £0.160m of the £0.8m target in this financial year. The overall in year shortfall against the CCO programme is forecast to be £0.840m, although this is forecast to be an in year issue only.</p>	<p>0.100</p>	<p>Management are reviewing staffing expenditure to ensure that all opportunities are maximised</p> <p>Future annual savings are anticipated to still be in line with original targets</p> <p>Officers have reviewed insurance provisions and reserves and at this stage anticipate the potential for an in year reduction of up to £1m which will offset</p>

<p>There are more than £0.2m of previous savings targets which were achieved in 14/15 through one off activities or underspends.</p>		<p>delays in achieving the CCO target in year.</p>
<p><b>PEOPLE – Children Young People and Families</b></p> <p>The Service is reporting a budget pressure of £0.419m at the end of the first quarter.</p> <p>The Care Leavers Service are currently running with a significant pressure relating to placement costs with regard to staying put arrangements, supported lodgings and supported accommodation</p> <p>As part of the transformation project for 2015/16, the CYP&amp;F budget will need to make savings of over £1.5m (in order to contribute to the £8.045m Directorate target) with the activities and actions that will drive delivery forming part of the transformation programme.</p> <p>There are risks that will require close monitoring and management during the year:</p> <ul style="list-style-type: none"> <li>• Starting point in April of 86 Independent Foster Care (IFA's) placements with budget for only 68 achieving savings from interim and transformation wrap-around placements.</li> <li>• Lack of availability of the right in-house foster care placements creating overuse of IFA's.</li> <li>• High number of placements in Welfare Secure, there are currently 3 in situ.</li> <li>• Unexpected court ordered spend on Parent &amp; Child Assessment placements.</li> <li>• Spend on Staying Put arrangements . The change in legislation in 2014 formalises this arrangement for young people until the age of 21 and which local authorities must support with little financial support.</li> </ul> <p>The overall number of children in care at the end of June has reduced by 3 to now stand at 380.</p>	<p>0.419</p>	<p>The full pressure on care leavers has been reduced by £0.500m through existing delivery plans. These include activity to minimise costs by ensuring all benefits are applied for directly following the young persons 18<sup>th</sup> birthday. A further delivery plan is currently being worked on to address the remaining pressure in the cost of care leavers placements.</p> <p>Other cost pressures identified within the service are currently being managed within the existing service budget.</p> <p>The CYP&amp;F service is forecast to achieve the £1.5m wrap around placements transformation savings.</p>



<p>The number of children placed with independent fostering agencies reduced by 5 to 75 which is above the budgeted target of 68. Residential placements have decreased by 1 to 22 against a target of 26 budgeted placements with a significant number of these placements being high cost due to the complex nature of these children's needs. The number of young people placed in 'welfare' secure placements remains the same with 3 young people currently in situ. The In-House Foster Care placements have increased by 1 to 198 placements against a target budget of 209 placements, with 4 placements in 'Other Local Authority' Foster Care. There is currently 1 In House Parent &amp; Child Assessment Placement, 4 court ordered Independent foster care placement and 1 high cost Residential placement. The number of young people 16+ placed in supported living remains at 20 placements against a target budget of 22.</p> <p>The service has received 414 referrals in June 2015 which was 20.8% less than June 2014 (523). The YTD figure for referrals is 1453 compared to 1363 for the same period in 14/15. This is an increase of 6.6% for quarter 1.</p> <p>The performance target against single assessments has been revised to comply with national guidance and the target is now 45 working days compared to the previous 35. This has meant performance is now reported to be 94% for quarter 1 compared to 85% against 35 working days.</p> <p>The number of child protection plans in June increased from 414 to 439 which is 9.8% higher than June 2014 (400).</p>		
<p><b>PEOPLE – Strategic Co-operative Commissioning</b></p> <p>The Strategic Co-operative Commissioning (SCC) service is reporting to come in (£0.115m) under budget at the end of month 3. This is mainly shown by variations in the following areas:</p> <ul style="list-style-type: none"> <li>Leisure Management – mainly due to a saving on utilities, there is expected to be a saving of (£0.080m) against budget this year.</li> </ul>	(0.115)	A working group has been set up to ensure CCT reviews are completed in a planned and managed way.

<ul style="list-style-type: none"> <li>• Residential &amp; Nursing – a net adverse variation of £0.200m is forecast. This includes an assumption for CCT clients that are currently being paid for by health but, once reviewed, are likely to be paid from SCC.</li> <li>• Salaries and related costs – we are forecasting an adverse variation of £0.288m, mainly around the In-House provision and a high cost client. Actions are in place to move the client on and will be monitored closely.</li> <li>• Direct Payments Income – currently there is a favourable variation of (£0.528m) which has arisen due to the change in the Fairer Charging policy and the income that is being collected as part of the Direct Payments income as a result.</li> </ul> <p>As part of the transformation project for 2015/16, the SCC budget will need to make savings of over £5m (in order to contribute to the £8.045m Directorate target) with the activities and actions that will drive delivery forming part of the transformation programme</p> <p>There are also two emerging risks that will require close monitoring and management during the year:</p> <ul style="list-style-type: none"> <li>• DoLS assessments – over the past year there has been a very significant increase in Deprivation of Liberty Safeguard (DoLS) applications. Official data from the Health and Social Care Information Centre (HSCIC) show that there has been a ten-fold increase on previous activity levels.</li> <li>• Continuing Care Team clients – there are currently a large number of clients that are waiting for an assessment which could result in the costs being charged to SCC – see monitoring variations above. A working group has been established to ensure reviews are</li> </ul>		<p>So far, SCC has achieved in the region of £2.2m of savings around reduced client numbers in residential and nursing, and contract savings, however there are £2m of delivery plans for 2015/16 that are currently showing as RAG rated red or amber, ie reviews to care packages, and further use of ECH housing instead of higher cost placements, that will need to be reviewed and, if necessary, alternative plans put in place to make the savings.</p> <p>A DOLS action plan has now been developed and will be monitored through the year.</p>
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<p>completed in a planned and managed way.</p> <p>From April 1st 2015, Social Care delivery staff were transferred into Plymouth Community Healthcare (PCH) as part of the Health and Social Care Integration project. At the same time the Integrated Commissioning project established a pool budget and shadow commissioning arrangements with the CCG. This will involve us working with our partners to take a joined-up approach to the way services are commissioned and delivered in order to reduce costs, improve the experience of patients and service users and improve the health of Plymouth residents, along with investing in preventative and early intervention services to reduce demand on higher cost services, particularly acute services. As such, the outcomes, both financial and performance, will need to be monitored to ensure that we are achieving system sustainability.</p>		
<p><b>PEOPLE – Housing Services</b></p> <p>The Housing Service is reporting a £0.093m budget pressure for year at end of quarter 1.</p> <p>This is mainly shown by variations to:</p> <ul style="list-style-type: none"> <li>• Emergency accommodation £0.063m, budget set for 33 weekly placements compared to average for quarter of 38 placements per week.</li> <li>• Forecast impact of Devonport fire £0.050m.</li> <li>• Offset by management action with vacant posts (£0.020m).</li> </ul>	0.093	<p>Management are reviewing the level of additional costs and will look to manage these within existing resources.</p>
<p><b>PEOPLE – Learning &amp; Communities</b></p> <p>Learning and Communities is reporting to come in on budget at the end of quarter 1. During 2015/16 the Learning and Communities budget will need to make savings of £0.600m (in order to contribute to the £8.045m Directorate target) with activities and actions that will drive delivery forming part of the transformation programme.</p>	-	<p>The department is reviewing any potential pressures with the intention of mitigating these with off-setting actions.</p>
<p><b>PUBLIC HEALTH –</b></p> <p>The public health ring-fenced grant has been</p>	-	<p>The Public Health Management team are</p>

<p>identified as one of the areas targeted for in year budget cuts as part of the government. Indications are of a circa 7% reduction which would equate to £0.9m</p>		<p>considering potential options for reducing expenditure once the final details on reductions are released</p>
<p><b>PLACE - Economic Development</b></p> <p>Economic Development is currently forecasting to deliver within budget although this is not without risk. Economic pressure on commercial rents continues. The return on head leases is outside of the Councils control. The ability to use one off options continues to reduce each year as the portfolio is systematically reviewed to maximise opportunities. There are favourable variations from staffing and other minor budget lines offsetting the underlying rent pressure. The Events programme will seek to deliver within the overall programme of events, although risk associated with some of the major events could impact on the budget position and the overall events programme.</p>	-	<p>A range of one off and recurring actions continue to be explored to address the risk contained in the budget.</p>
<p><b>PLACE - Strategic Planning and Infrastructure</b></p> <p>SP&amp;I are reporting a slight favourable variation. Forecast increases in Planning Application fee and DES fee income, are currently being offset by a potential shortfall in capital recharge income and an over spend against the LTP programme.</p>	(0.008)	<p>Income and Expenditure is routinely reviewed each cycle to control spend and maximise income.</p>
<p><b>PLACE - Street Services</b></p> <p>Street Services is currently planning to deliver within budget through careful cost control and by seeking opportunities to improve the way it operates. As a key frontline service there are some demand risks in delivering services within the available budget.</p> <p><u>Waste Services</u></p> <p>The Trade Waste service at Chelson Meadow is anticipated to generate more income than originally planned which is helping address cost pressures within the Waste Service.</p>	0.000	<p>We are currently modelling new opportunities to reduce costs to ensure key services can be delivered within existing budget whilst also planning ahead for longer term service delivery as available resources are reduced. We will also continue to explore opportunities to maximise income and productivity.</p>

<p><b>PLACE - GAME</b></p> <p>The Commercialisation Workstream is making a significant contribution of £1m towards the transformation programme although the integrated transport projects will result with in-year cost pressures in the region of £0.420m.</p>	0.515	<p>Organisation wide commercialisation opportunities along with fleet will continue to be explored and accelerated to address the current projected shortfall, as will opportunities across the wider GAME programme and also reductions in GAME costs where considered appropriate</p>
<b>TOTAL</b>	<b>2.097</b>	

Table 4 below includes a number of virements (reallocating budget provisions agreed at 23 February 2015 Council) between specific directorate budgets. All virements in excess of £0.1m are required to be approved by Cabinet and are shown below.

**Table 4 Virements description (I)**

Description	Detail
Movement of Overhead Budgets following Education Catering transfer	Reallocation of Support Services budgets relating to Education Catering.
Movement of Transformation Secondment Budgets / Realignment of Transformation Budgets	Movement of Staffing budgets relating to secondments to Transformation Directorate / transfer of Transformation budgets to Transformation and Change Directorate.
Centralisation of Customer Services Activity and Property Budgets	Centralisation of Customer Services related activities within departments into Customer Services, and Property Budgets into Corporate Landlord re Public Toilets
Movement of Residual Pension Contribution to Corporate Items	Ongoing Pension contribution costs of Social Care and IT services passed to new providers, residual pension element following actuary review remaining with PCC.
Reallocation of Transport related budgets post Fleet Management Project	Reallocation of Transport related budgets post Fleet Management Project.
Realignment of Capital Charge Budgets	Change in presentation in respect of Trading Capital Charges e.g. Depreciation, Impairment and notional cost of capital to align with statutory accounts presentation – no net impact
2015/16 Grant carry forwards	Accounting Treatment for Revenue Grant carry forwards
2015/16 Pay Award Uplift	Reallocation of corporately held budget to fund 2015/16 Pay Award.

Table 4 Virements detail (2)

Directorate	Movement of overhead Budgets post Education Catering transfer	Movement of Transform. secondment Budgets / Transform. realignment	Centralisation of Customer Services Functions and Property Budgets	Movement of Pension Ctrb to Corp Items post staff transfers	Allocation of Transport Budgets post Fleet Project	Change in Accounting treatment relating to Capital Charges	2015/16 Grants Carry Forwards	2015/16 Pay Award Uplift	Total Virements
	£m	£m	£m	£m	£m	£m	£m	£m	£m
Executive Office	0	0	0	0	0	0	62	47	109
Corporate Items	(295)	(4,834)	0	493	0	3,164	(1,953)	(1,806)	(5,231)
Transformation and Change	0	5,031	420	(146)	27	(303)	267	455	5,751
People Directorate	295	(109)	(218)	(347)	(111)	0	874	864	1,248
Public Health	0	0	0	0	2	0	750	70	822
Place Directorate	0	(88)	(202)	0	82	(2,861)	0	370	(2,699)
TOTAL	0	0	0	0	0	0	0	0	0

**Capital Programme 2015/16 – 2017/18**

Our capital programme is critical to the growth of this city and how we operate as a Brilliant Co-operative Council. We have transformed the way we make decisions on capital investments by increasing Member involvement whilst also enabling us to react quickly to new opportunities.

At the Full Council meeting in December 2014, the Capital Programme funding envelope for 2014/15 to 2017/18 was approved to the value of £237.406m.

Since the last full approval there have been a number of changes to the Capital Programme within the funding envelope, some of which were reported to Full Council at the last meeting, for example 2014/15 outturn and additions to the Programme from January to April 2015.

New projects (including scheme increases) added to the Capital Programme, under delegated authority, since April 2015, are detailed in Table 5.

**Table 5 New Capital Schemes**

<b>Delegated Approvals by S151 Officer</b>	<b>£m</b>
Provision of Wi-Fi for the Hoe	<b>0.060</b>
Devils Point Public Toilets	<b>0.140</b>
Richmond Walk Public Toilets	<b>0.060</b>
Austin Farm - Basic Need	<b>0.100</b>
Staddiscombe Sports Improvements (S106)	<b>0.166</b>
Sutton Harbour Public Realm Improvements	<b>0.032</b>
North Corner Pontoon	<b>0.140</b>
Non-scheduled Coach drop off points	<b>0.182</b>
Derriford Community Park - Poole Farm Safety Works (S106)	<b>0.026</b>
Oreston Primary - Basic Need (S106)	<b>0.023</b>
Woodford Primary School - urgent boiler replacement	<b>0.198</b>
Autism Innovation Grant	<b>0.019</b>
Stoke Damerel Primary School Basic Need (Phase II)	<b>0.174</b>
<b>Total (S151 Officer)</b>	<b>1.320</b>
<b>Executive Decisions by Leader (after CCIB approval)</b>	<b>£m</b>
Holy Cross Primary School - TBN	<b>0.346</b>
Woodford Primary School - TBN Local works	<b>0.220</b>
Knowle Primary - Asbestos removal additional cost	<b>0.267</b>
Domestic Energy Measures	<b>0.425</b>
Service Self-Build Plots	<b>0.241</b>
STEM Centre City College Plymouth	<b>4.000</b>
Disabled Facilities Grant	<b>1.145</b>
Corporate Assets Life Cycle maintenance	<b>0.500</b>
<b>Total (Leader Approvals)</b>	<b>7.144</b>

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Northern, Eastern and Western Devon  
Clinical Commissioning Group



## NHS NEW Devon CCG – Western Locality

### Finance Report – Month 3 2015/16

#### Introduction

This report sets out the financial performance of the Western Locality to the end of month 3 (June 2015). The report is in three sections with the first reflecting the devolved financial management responsibilities of the Locality as approved by the CCG Governing Body. This reflects the position based on the pragmatic reporting of where contracts are managed.

The second section reflects the population based report for the Locality. This represents the expenditure on contracts for the GP registered population of the Western Locality. A subset of this information (for Plymouth only practices) forms the CCG contribution towards the Plymouth Integrated Fund.

The third section of the report sets out the performance of Plymouth Integrated Fund. It therefore includes summarised Plymouth City Council (PCC) expenditure across both Pooled and Aligned funds, and the associated risk share arrangements.

Due to timing of both Governing Body and Cabinet meetings, this report remains **DRAFT** until the CCG Governing Body and PCC Cabinet receives these figures.

#### SECTION 1 – LOCALITY MANAGED CONTRACTS

##### 1. Western Locality Finance Position

The Budget for the contracts managed in the Western Locality has been set at £280m for 2015/16. As agreed by the Governing Body, for pragmatic reasons, the budget, spend and forecast figures are CCG wide. The Locality is therefore responsible for performance against the entirety of these individual contracts and liaises with other teams as necessary where corrective action is required.

The detailed analysis is included at **Appendix 1**. The Year to Date performance shows a £227k overspend against plan, with a forecast outturn of £494k over plan. The key areas contributing to the forecast overspend are South Devon Healthcare Foundation Trust, and the Care Co-ordination Team. These two variances are explored in more depth below.

Acute Care Commissioned Services

*Plymouth Hospitals NHS Trust*

The acute contract with Plymouth Hospitals NHS Trust has been agreed at a value £173.1m, which is fully variable. There are a number of significant challenges in the contract this year, and these are reflected in the budget. The performance in these challenged areas are summarised in the report.

Contract value:	£173.1m
Penalties:	-£1.7m
QIPP:	-£3.6m
Capacity Constraint:	£2.2m
Total Budget	£170.0m

Penalties

The CCG has funded contracts that exceed its resource limit to the extent that assumed penalties are applied and re-invested in the contract value. For the Plymouth Hospitals NHS Trust contract the assumed penalties is £1.7m and this has been invested in the RTT backlog value of the contract at £3.6m. The performance to date is as follows:

Month	1	2
Never Events - Original Spell	-	6,432
Never Events - Corrective Spell	-	-
Eliminating Mixed Sex Accommodation	-	-
Cancer (62 days)	- 2,163	- 2,345
Cancer (31 days)	- 541	- 2,110
Cancer (2 Week Waits)	- 7,569	- 4,098
RTT (Admitted, Non-Admitted & Incomplete)	- 228,663	- 225,517
RTT (Over 52 Week Waits)	- 5,000	5,000
Diagnostic Waits	- 24,413	- 33,452
A&E	- 42,240	- 68,839
Ambulance Handovers	- 11,534	- 12,620
Cancelled Operations (28-Day Breaches)	- 24,418	- 19,135
Cancelled Operations (Multiple Cancellations)	- 10,000	- 5,000
Clostridium Difficile	-	-
Duty of Candour	- 30,162	16,876
Venous Thromboembolism (VTE) Risk Assessment	-	-
<b>Total</b>	<b>- 386,703</b>	<b>- 357,672</b>

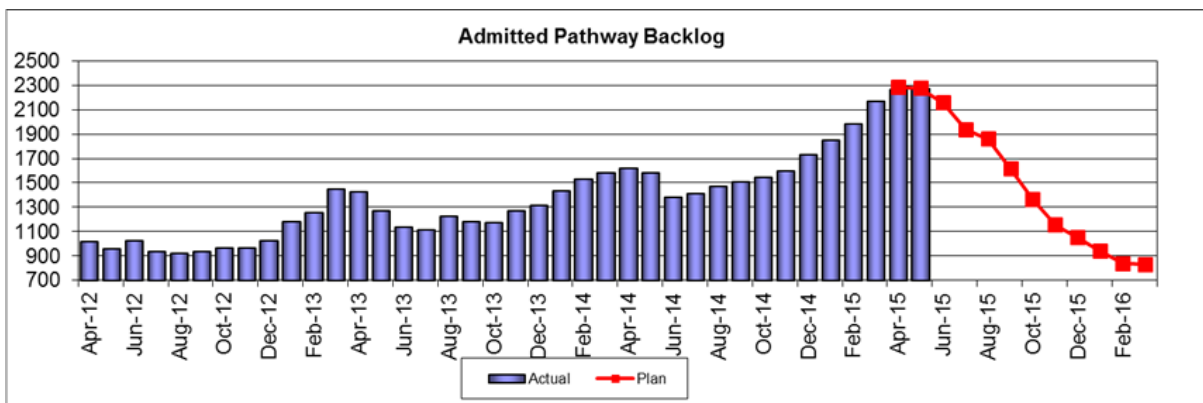
Since the calculation of the month 2 penalties NHS England have announced a change to the RTT penalty regime. This is expected to result in the CCG refunding approximately £180k of recovered penalties to the Trust in M03.

**Capacity Constraint**

There are a number of specialities that the Trust has been unable to provide sufficient capacity to deliver RTT and match the demand in the system. The agreed level of capacity shortfall was excluded from the contract, and the locality has been soft testing the market for the capacity required to deliver RTT compliance in these specialities. To date the capacity has not been secured and there is a year to date underspend on this element of budget. The locality plans to issue contracts for the capacity towards the end of July / early August. The forecast, therefore, is that this budget will be spent during the balance of the year in delivering RTT compliance.

**RTT Compliance**

£3.6m has been invested in securing capacity to deliver RTT compliance by reducing the backlog. Performance to month 2 is summarised in the following table, but is explored in greater depth in the Integrated Governance Report.



**QIPP**

The most significant issue with the contracts financial performance this year will be the requirement to deliver QIPP Savings (Quality, Innovation, Productivity and Prevention) to the value of £6.4m. £2.8m of this is reflected in the opening contract with the Trust, a further £3.6m is reflected in the Locality’s budget for this contract, with an expectation that it will be delivered by year end.

It is our intention to vary the contract value through contract variation orders as QIPP schemes’ financial and activity impacts are agreed, however where the impact is driven solely by the CCG and has not received agreement from the Trust we would expect the contract to underperform. The locality is currently negotiating a contract variation for the planned impact of Robin Ward.

QIPP delivery is a key focus for our work and will also form a key part of financial reporting as the year progresses. A section on the delivery of QIPP is included later in the report.

At the time of writing the month 3 data for this contract had not been received and the performance is reported based on month 2 data. The month 2 performance information shows an underperformance against the contract plan of £467k. In addition to this underperformance there is also a year-to-date underspend on the funds withheld for the Capacity Constrained Specialties of £551k as these funds are not yet committed. The year to date position has also been adjusted to account for the RTT penalty adjustment noted in the penalty section above of £180k and for the non-delivery of unidentified QIPP of £231k. This results in a total year to date position of £607k under plan.

The main reasons for the underperformance are explored in greater detail in the contracts section of the Integrated Governance Report, and are summarised below for context.

Year to Date	Planned Activity	Actual Activity	Variance	Planned Spend £000s	Actual Spend £000s	Variance £000s	Variance Activity	Variance £
Elective	4,896	5,084	188	5,401	5,396	- 5	4%	0%
Non Elective	5,773	5,896	123	9,849	9,607	- 241	2%	-2%
A&E	12,230	12,083	- 147	1,424	1,409	- 15	-1%	-1%
Outpatients	43,294	45,368	2,074	4,965	5,229	264	5%	5%
Excluded Services				5,576	5,863	287		
Penalties				-	- 744	- 744		
CQUIN				629	617	- 12		
QIPP, Headroom & Investments				-	-	-		
Total				27,843	27,376	- 467		-1.7%

The underperformance in elective is largely due to Orthopaedics (-£124k). This underperformance reduced from month 1 due to plan being re-profiled to reflect the loss of Stannon Ward. Upper GI (-£90k) is under plan in month 2 due to surgery cancellations caused by HDU bed and theatre staff availability.

Non Elective is under plan by £241k, which is summarised by a higher than planned level of admissions for children which was offset by lower than planned levels of surgical, medical, women's and other admissions. In A&E, the Trust have seen 147, or 1%, fewer patients than planned so far this year. We know 2014/15 saw a considerable growth in A&E attendances and non-elective admissions and so the underperformance in these areas is very positive.

The overall position of an over-performance of 5% on outpatients masks a wide variation in performance at individual specialty level. Dermatology, Chronic Pain and Endoscopy are over-performing whilst Gastroenterology, Orthopaedics and ENT are under plan.

The major contributors to the penalties are RTT (£454,180), A&E (£111,079) Cancelled Operations (£58,553) and diagnostics (£57,865).

Overall the month 2 position on the PHNT contract is encouraging from a financial perspective given the £0.5m underspend. A number of errors have also been noted in the month 2 reporting, which once corrected will improve this position further.

Referral information for the first 3 months of 2015/16 shows an overall reduction of 0.3% compared to the same period last year with GP referrals 2.2% below 2014/15 levels.

PHT Referrals		Month 3		
Referral Source	2014/15	2015/16	Variance	% Variance
A&E	736	857	121	16.4%
Consultant	7,194	7,324	130	1.8%
Dentist	822	690	-132	-16.1%
GP	17,506	17,129	-377	-2.2%
Other	5,289	5,463	174	3.3%
<b>Grand Total</b>	<b>31,547</b>	<b>31,463</b>	<b>-84</b>	<b>-0.3%</b>

This table is based on Plymouth Hospitals NHS Trust's data, and we are working with the Trust to reconcile and validate this data to the information flows through DRSS to ensure we have a consistent joint view of referral activity.

For context, DRSS data reveals that, for the Western Locality, there has been a Year to Date on Year to Date drop in GP referrals to all secondary care providers through DRSS of 12.7%.

### *South Devon Healthcare Foundation Trust*

South Devon Healthcare Foundation Trust have reported an overspend position of £61k against a plan of £833k to month 2 which is an overperformance of 7%. The key areas are elective inpatients that are £28k or 41% over plan, Non Elective admissions that are £33k or 15% over plan, Excluded Devices £13k over plan whilst Outpatients are £17k or 13% under plan.

There is also an adverse variance of £35k which has been caused by non delivery of contractualised QIPP. These positions are extrapolated forward to forecast an overspend of £289k.

### *Independent Sector*

The Independent Sector position as at month 3 remains underspent overall, primarily as a result of underspends with both the Plymouth Nuffield and Care UK, both of which have seen lower than expected activity levels so far this year. Amongst the smaller contracts

activity values are broadly in line with expectations at this point in the year, though there is a notable underspend at Alliance Medical and an overspend at Bodmin Treatment Centre.

### *London Trusts*

The performance of the London trusts so far this year is broadly in line with expectations, though with only 2 months data received so far there is a potential for the position to change in the coming months. The notable exception to this is the Royal Brompton which is showing a considerable variance against contract value. Months 1 and 2 at the Royal Brompton both contained very high cost critical care stays which were not planned and this combines with a significant overspend on patient transport to produce a total overspend of circa 50% so far this year.

### Non Acute Commissioned Contracts

#### *Plymouth Community Healthcare CIC*

The key action to note for this month was the successful transition of the community services from Torbay and Southern Devon Health and Care Trust to Plymouth Community Healthcare CIC. This included the successful conclusion and signing of a Variation Order to the present contract for a further £8.6m (full year effect) to reflect the future delivery of these services.

For some services this represents a 'hosting' arrangement whilst service reviews and /or procurement is concluded whilst for others this is the completion of the strategy to bring adult complex care services together for the whole practice population of the western locality under one provider.

The variances in the Year to Date position are the result of budget profiling issues from the Variation Order and will be smoothed out for the next report, they do not reflect true over and underspends year to date. The true year to date position for these two contracts is break-even.

#### *Care Co-ordination Team*

The Care Co-ordination Team (CCT) issue is detailed in Section 3, the Plymouth Integrated Fund, and is not duplicated here.

### QIPP Savings Delivery

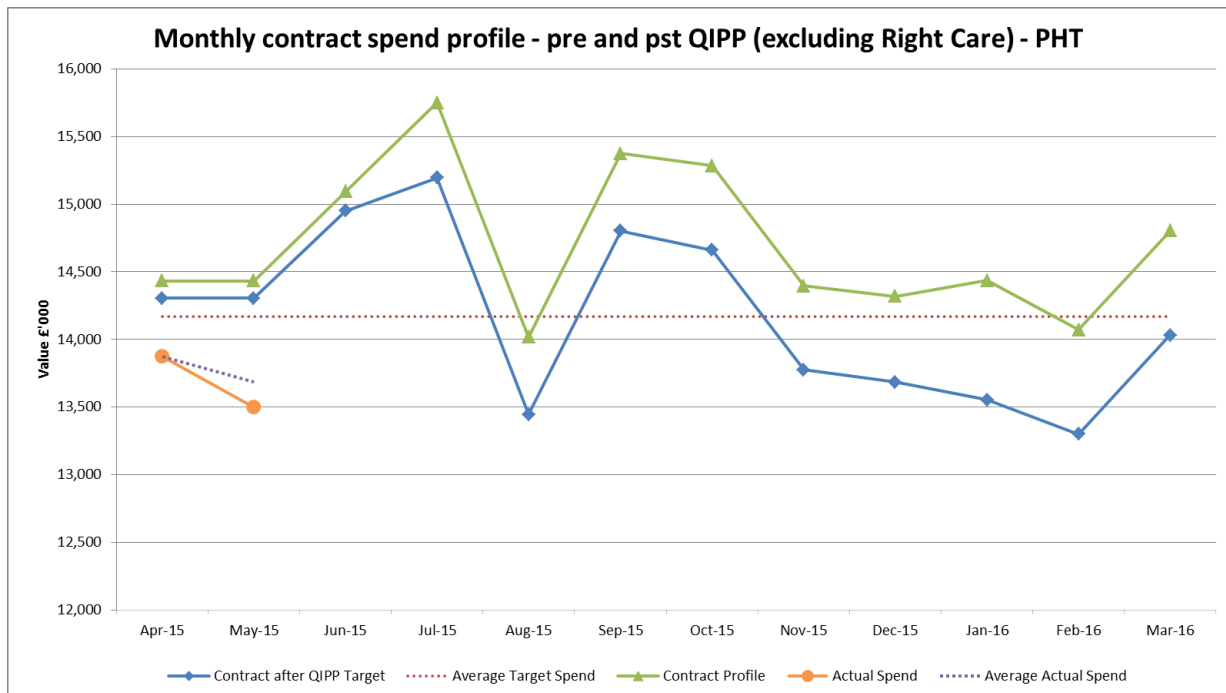
The locality has a target of £7.3m of savings to be made in 2015/16 predominantly in relation to spend within the acute contract with Plymouth Hospitals NHS Trust. The majority of the QIPP savings schemes are being managed through CCG wide control centres for urgent care and planned care to which the locality makes a significant contribution. The control centres are in place to deliver savings across the CCG footprint. The initial assessment of targeted saving (worked up through CCG planning process) for the Western Locality can be summarised under the following themes:

Summary	£000's	£000's	£000's
	PHNT	Other	Total
Planned Care	3,106	900	4,006
Urgent Care	1,253		1,253
Contracting Changes	1,639		1,639
Right Care	403		403
	6,401	900	7,301

In addition, the Western Locality Board will be interested in the delivery of schemes that are managed elsewhere but will have a significant impact into this Locality. These include Primary Care Prescribing, Continuing Healthcare and Right Care. As described to the board previously this represents a further £6.7m as set out in the table below. The Western element is estimated, and the exact amounts will be refined as the detailed opportunities and implementation of the schemes is finalised.

Summary	£m's		£m's
	CCG	WL	WL Total
Primary Care Prescribing	3.1	40%	1.2
Continuing Healthcare	3.2	40%	1.3
Right Care	10.6	40%	4.2

Plotted against the contract value and compared to actual spend the profile to date the trajectory for the Plymouth Hospitals NHS Trust schemes can be presented pictorially as follows:



The first 2 months results show the contract performing under contract and budget after the profiled QIPP target. As can be seen in the increasing gap between contract before and after QIPP target the challenge increases significantly from July. The position is being closely monitored on a weekly basis through the control centre data feeds and will be summarised monthly to inform the Localities response to the actual contract performance.

## SECTION 2 – GP REGISTERED POPULATION BASED EXPENDITURE

### 2. Western Locality Population Based Finance Position

The total commissioning budget for the GP registered population of the Western Locality has been set at £435.7m for 2015/16. This is a different analysis to that reported to the Locality previously, and represents the entirety of the CCG commissioning responsibilities as applied to the Western Locality GP registered population.

The detailed report is provided at **Appendix 2**, and shows a Year to Date underspend of £104k, and a forecast outturn that exceeds budget by £293k. The key drivers for the forecast overspend are similar to those identified for the contract managed in the Western Locality. The key driver of variance is the Care Co-ordination Team, which is local to the Western Locality and does not therefore have an impact into other localities.

Contracts that are managed by other localities, but which have any significant impact on the Western population, include Continuing Healthcare, Primary Care Prescribing and Enhanced Services. Continuing Healthcare is managed by Partnerships and is forecast to underspend, whilst Primary Care Prescribing (Eastern) and Enhanced Services (Partnerships) are both currently forecast to break-even.



A subset of this population based budget and expenditure is the basis of the CCG contribution to the Plymouth Integrated Fund. This is based on the GP registered population for Plymouth GP practices and is explored in greater depth in the next section of the report.

### **SECTION 3 – PLYMOUTH INTEGRATED FUND**

#### **3. Plymouth Integrated Fund Finance Position**

The Plymouth Integrated Fund is a construct of the resources and commissioned services that fall within the scope of the Section 75 agreement between NEW Devon CCG and Plymouth City Council.

**Appendix 3** sets out the summarised financial performance of the Fund for both the CCG and the Local Authority. The Health budgets are forecasting an overspend of £351k before the application of the risk share. The Local Authority budgets are forecasting an overspend of £397k prior to the application of the risk share.

The Section 75 sets out the methodology for the application of the risk share and this indicates a requirement for a contribution from Health to the Local Authority of £153k based on those forecasts, but this will change as the performance does throughout the year. In total the Plymouth Integrated Fund is currently forecast to overspend by £0.7m.

#### Health Contribution to the Fund

For the Health elements of the Fund the key driver of the forecast overspend is the Care Co-ordination Team.

For Year to Date, there is a budgetary profile error that is causing a distorted variance, and this will be corrected for future month's reports.

#### *Care Co-ordination Team*

The Care Co-ordination Team (CCT) is jointly commissioned by the CCG and the City Council from Plymouth Community Healthcare as health and social care provider. The team is a multi-disciplinary team made up of nurses, therapists and social care staff. The team provide a single point of access community crisis response to reduce the risk of admission to the acute hospital and offer wrap-around support to maintain people in crisis at home or in a care home setting. The team are set up to manage the crisis and then refer back to longer term community services where needed. The team also provide a discharge response to facilitate discharge from PHT and PCH in-patient beds. This can include a re-ablement package of care or interim placement for further assessment.

The current forecast for health expenditure on the CCT for 2015/16 is for £9.6m if no actions are taken to reduce the weekly spend. This compares to an outturn spend of £5.7m in 2014/15 and represents a significant increase and risk to the financial position of the Integrated Fund. An immediate action plan has been put in place and includes the following actions to reduce spend:

- Weekly meeting between all providers has been implemented until further notice
- Definitive list of all patients is being constructed by the provider – this has been received
- Project leads and a further action plan is being developed by commissioners and the provider will report on actions taken weekly
- Commissioners have outsourced 20 assessments to an independent provider to assist with the reduction in the backlog
- Provider to prioritise and allocate backlog to accountable worker
- Attempt to re-allocate/remove inappropriate cases (Learning & Physical Disability clients)

A more detailed and robust action plan is being developed jointly with the City Council to ensure there is a rigorous management plan to include milestones and detailed trajectories for recovery.

The forecast has been amended with the planned impact of the current set of actions as follows, and has reduced forecast spend to £6.5m:

- The removal and re-allocation of Learning & Physical Disability clients should save £500k pro rata
- Reduce average length of stay to 10 weeks by the end of October will save £2.10m

There is an expectation that the formal action plan will deliver a turnaround and return to at least 2014/15 outturn levels, but until this is approved the forecast will not reflect that level of recovery.

### *QIPP Delivery*

Within the Plymouth Integrated Fund, there is a requirement for the CCG to deliver QIPP savings of £12.4m. This represents the GP registered population share of QIPP plans and delivery across all of the CCG contracts. The Year to Date performance is ahead of plan by £110k, although the forecast outturn is to under deliver by £22k at year end.

This is a combination of over and under delivering contracts, but the key variances are Continuing Healthcare ahead of plan and Primary Care Prescribing falling slightly behind plan.

## NORTHERN, EASTERN AND WESTERN DEVON CLINICAL COMMISSIONING GROUP

## PLYMOUTH INTEGRATED FUND

2015/16 QIPP DELIVERY REPORT

FOR THE PERIOD FROM 01 APRIL 2015 TO 30 JUNE 2015

Month 3	Year to Date			Forecast		
	Budget	Actual	Variance	Budget	Actual	Variance
	£000's	£000's	Adv / (Fav) £000's	£000's	£000's	Adv / (Fav) £000's
<b>CCG COMMISSIONED SERVICES</b>						
NHS Royal Devon & Exeter Foundation Trust	-1	-2	-1	-17	-17	0
NHS Plymouth Hospitals NHS Trust	-323	-330	-8	-5,182	-5,181	0
NHS Northern Devon Healthcare Trust	-0	-0	-0	-1	-1	0
NHS South Devon Healthcare Foundation Trust	-0	-	0	-10	-7	2
NHS Taunton and Somerset	-0	-	0	-1	-1	0
IS Nuffield Plymouth	-75	-3	72	-211	-176	35
IS Nuffield Exeter	-0	-0	0	-2	-1	0
IS Care UK	-32	-20	12	-331	-336	-5
Continuing Healthcare	-520	-903	-382	-1,809	-1,809	0
Section 117	-	-	-	-99	-85	15
Primary Care Prescribing	-252	-76	176	-1,008	-1,008	-
Stretch QIPP	-6	-	6	-3,653	-3,679	-27
<b>Subtotal</b>	-1,209	-1,333	-125	-12,323	-12,302	22
Running Costs & Technical	-14	-	14	-58	-58	-
CCG Net Operating Expenditure	-1,223	-1,333	-110	-12,381	-12,360	22

Local Authority Contribution to the Fund*People Department Context*

Like the rest of the Council, services in the People Directorate are facing significant external challenges from welfare reform, the introduction of the Care Act, the Cheshire West Supreme Court judgement in respect of Deprivation of Liberty Safeguards, the general state of the economy and the changing structure of the population which will see a continually ageing population with more complex needs on the one hand and for the foreseeable future, higher levels of young children. These demographic changes place unsustainable demands on statutory social care services.

In response Plymouth Health and Wellbeing Board has adopted a system's leadership approach that has set down a vision of system integration based around Integrated Commissioning, Integrated Health and Care Services and an integrated system of health and wellbeing. This has led Plymouth City Council and NEW Devon CCG to embark on a three

transformation programme that aims to create an integrated population based system of health and wellbeing.

The single commissioning function will focus on developing joined up population based, public health, preventative and early intervention strategies and adopt an asset based approach to providing an integrated system of health and wellbeing, focusing on increasing the capacity and assets of people and place. Health and Wellbeing Commissioning will be delivered through four interconnected strategies

- Wellbeing
- Children and Young people
- Community Based Care
- Enhanced and Specialist Care

Integrated commissioning will provide the opportunity to commission an integrated provider function stretching across health and social care providing the right care at the right time in the right place. Integrated commissioning will also have a key role in ensuring that every Child in the City achieves the Best Start to Life. In doing so it is recognised that similar whole system approach to Children's and Young Persons Services needs to be adopted. Co-operative commissioning principles and integration will be central to the Children's Services System redesign.

All these changes will be underpinned by high quality statutory services aimed at protecting the most vulnerable in society from harm and neglect and ensuring services are focused on delivering better outcomes for individuals.

Overall, the Directorate has plans to deliver £8.045m with detailed plans currently totalling £7.051m. Further plans are in development to deliver the remaining £0.807m.

### Children Young People & Families

The Children Young People and Families Service is reporting a budget pressure of £0.419m at the end of the first quarter.

The Care Leavers Service are currently running with a significant pressure relating to placement costs with regard to staying put arrangements, supported lodgings and supported accommodation. The full pressure has been reduced by £0.500m through existing delivery plans. These include activity to minimise costs by ensuring all benefits are applied for directly following the young person's 18th birthday. A further delivery plan is currently being worked on to address the remaining pressure in the cost of care leavers' placements. As part of the transformation project for 2015/16, the CYP&F budget will need to make savings of over £1.5m (in order to contribute to the £8.045m Directorate target) with the activities and actions that will drive delivery forming part of the transformation programme.

There are risks that will require close monitoring and management during the year:

- Starting point in April of 86 Independent Foster Care (IFA's) placements with budget for only 68 achieving savings from interim and transformation wrap-around placements.
- Lack of availability of the right in-house foster care placements creating overuse of IFA's.
- High number of placements in Welfare Secure, there are currently 3 in situ.
- Unexpected court ordered spend on Parent & Child Assessment placements.
- Spend on Staying Put arrangements . The change in legislation in 2014 formalises this arrangement for young people until the age of 21 and which local authorities must support with little financial support.

The overall number of children in care at the end of June has reduced by 3 to now stand at 380.

The number of children placed with independent fostering agencies reduced by 5 to 75 which is above the budgeted target of 68. Residential placements have decreased by 1 to 22 against a target of 26 budgeted placements with a significant number of these placements being high cost due to the complex nature of these children's needs. The number of young people placed in 'welfare' secure placements remains the same with 3 young people currently in situ. The In-House Foster Care placements have increased by 1 to 198 placements against a target budget of 209 placements, with 4 placements in 'Other Local Authority' Foster Care. There is currently 1 In House Parent & Child Assessment Placement, 4 court ordered Independent foster care placement and 1 high cost Residential placement. The number of young people 16+ placed in supported living remains at 20 placements against a target budget of 22.

The service has received 414 referrals in June 2015 which was 20.8% less than June 2014 (523). The YTD figure for referrals is 1453 compared to 1363 for the same period in 14/15. This is an increase of 6.6% for quarter 1.

The performance target against single assessments has been revised to comply with national guidance and the target is now 45 working days compared to the previous 35. This has meant performance is now reported to be 94% for quarter 1 compared to 85% against 35 working days.

The number of child protection plans in June increased from 414 to 439 which is 9.8% higher than June 2014 (400).

Strategic Co-operative Commissioning

The Strategic Co-operative Commissioning (SCC) service is reporting to come in (£0.115m) under budget at the end of month 3. This is mainly shown by variations in the following areas:

- Leisure Management - mainly due to a saving on utilities, there is expected to be a saving of (£0.080m) against budget this year.
- Residential & Nursing - a net adverse variation of £0.200m is forecast. This includes an assumption for CCT clients that are currently being paid for by health but, once reviewed, are likely to be paid from SCC.

Salaries and related costs - we are forecasting an adverse variation of £0.288m, mainly around the In-House provision and a high cost client. Actions are in place to move the client on and will be monitored closely.

Direct Payments Income - currently there is a favourable variation of (£0.528m) which has arisen due to the change in the Fairer Charging policy and the income that is being collected as part of the Direct Payments income as a result.

As part of the transformation project for 2015/16, the SCC budget will need to make savings of over £5m (in order to contribute to the £8.045m Directorate target) with the activities and actions that will drive delivery forming part of the transformation programme. So far, SCC has achieved in the region of £2.2m of savings around reduced client numbers in residential and nursing, and contract savings, however there are £2m of delivery plans for 2015/16 that are currently showing as RAG rated red or amber, ie reviews to care packages, and further use of ECH housing instead of higher cost placements, that will need to be reviewed and, if necessary, alternative plans put in place to make the savings.

There are also two emerging risks that will require close monitoring and management during the year:

- DOLs assessments - over the past year there has been a very significant increase in Deprivation of Liberty Safeguard (DOLs) applications. Official data from the Health and Social Care Information Centre (HSCIC) show that there has been a ten-fold increase on previous activity levels. A DOLS action plan has now been developed and will be monitored through the year.
- Continuing Care Team clients - there are currently a large number of clients that are waiting for an assessment which could result in the costs being charged to SCC - see monitoring variations above. A working group has been established to ensure reviews are completed in a planned and managed way.

From April 1st 2015, Social Care delivery staff were transferred into Plymouth Community Healthcare (PCH) as part of the Health and Social Care Integration project. At the same time the Integrated Commissioning project established a pool budget and shadow commissioning arrangements with the CCG. This will involve us working with our partners to take a joined-up approach to the way services are commissioned and delivered in order to reduce costs, improve the experience of patients and service users and improve the health of Plymouth residents, along with investing in preventative and early intervention services to reduce demand on higher cost services, particularly acute services. As such, the outcomes, both financial and performance, will need to be monitored to ensure that we are achieving system sustainability.

### Performance update for June

#### Deprivation of Liberty Safeguard assessments

At the end of June we have 458 DOLs assessments that are outstanding. Although the numbers of overdue DOLs assessments has increased in June, the number of overdue high risk assessments has dropped slightly, from 45 in May to 43 in June.

A report has been provided previously that outlines that this list is likely to continue to rise with 50% of new referrals being assessed per week. We will now monitor on a monthly basis outstanding DOLs with the creation of a performance dashboard.

Increased demand of DOLs assessments is a national issue, evidenced regionally via intelligence received that states that other LA's in the South West also have growing lists of outstanding assessments. Examples include; Somerset (840), Bath & NE Somerset (280) and Poole (300).

#### Delayed Transfers of Care

There were 24 people delayed in May (last Thursday of the month snapshot), these are delays attributed to Adult Social Care. Across the whole system 38 people were delayed.

This represents a significant drop in performance that has resulted in performance against the target now reported as red. In May 15 acute hospital delays were attributable to ASC (PHNT), this represented an increase of 10 on the previous month. There were 9 community hospital delays attributable to ASC, an increase of 7 on the previous month. At the end of May the rate/100,000 for people delays attributable to ASC is 7.39 against a target of 4.8.

#### Self-Directed Support

At the end of June the proportion of clients on self-directed support held at 84%, the same performance as at the end of May. The previous drop in May is likely due to the closing down of self-directed support packages. Performance against this indicator should improve

as a result of outstanding reviews being undertaken. Plymouth Community Healthcare have a plan in place to clear priority outstanding reviews.

### Learning and Communities

Learning and Communities is reporting to come in on budget at the end of quarter 1. As part of the transformation project for 2015/16 the Learning and Communities budget will need to make savings of £0.600m (in order to contribute to the £8.045m Directorate target) with activities and actions that will drive delivery forming part of the transformation programme. The department is reviewing any potential pressures with the intention of mitigating these with off-setting actions.

### Housing Services

The Housing Service is reporting a £0.093m budget pressure for year at end of quarter 1.

This is mainly shown by variations to:

Emergency accommodation £0.063m, budget set for 33 weekly placements compared to average for quarter of 38 placements per week.

Forecast impact of Devonport fire £0.050m.

Offset by management action with vacant posts (£0.020m).

Total of category 1 hazards being removed

In quarter 1 there were 89 category one hazards removed, meaning that performance against target is amber. The annual target is 400 so at the end of quarter one we are short 11 category one removals from the level required to be on target.

People helped to live in their own homes through the provision of a major adaptation

In quarter 1 34 people have had their homes improved through provision of a major adaptation, meaning that performance against target is amber. The annual target is 171 so at the end of quarter one we are short 9 adaptations from the level required to be on target.

Number of households prevented from becoming homeless

In quarter one 286 households have been prevented from becoming homeless, meaning that performance against target is red. The annual target is 1,500 so at the end of quarter one we are 89 short compared to the level required to be on target.

### Conclusion

The Plymouth Integrated Fund is forecast to overspend by £0.7m at year end if further action is not put in place to manage the overspend. This is due to a number of factors



across both Health and Social Care but mainly focussed on pressures in the Care Co-ordination Team and the Care Leavers Service. Action plans are being developed and put in place to mitigate both of these risks.

## APPENDIX 1

## LOCALITY MANAGED CONTRACTS FINANCIAL PERFORMANCE

## NORTHERN, EASTERN AND WESTERN DEVON CLINICAL COMMISSIONING GROUP

2015/16 FINANCE BOARD REPORT

FOR THE PERIOD FROM 01 APRIL 2015 TO 30 JUNE 2015

Month 03 June	Year To Date			Current Year Forecast		
	Budget	Actual	Variance	Budget	Forecast	Variance
	£000's	£000's	£000's	£000's	£000's	£000's
<b>ACUTE CARE</b>						
NHS Plymouth Hospitals NHS Trust	43,562	42,955	-607	170,009	170,010	0
NHS South Devon Healthcare Foundation Trust	1,275	1,336	61	5,073	5,362	289
NHS Guys & St Thomas London	88	91	3	351	364	12
NHS Imperial London	58	43	-15	233	174	-59
NHS University College London	142	46	-96	570	564	-6
NHS Royal National Orthopaedic	64	67	3	255	267	12
NHS Royal Brompton & Harefield	93	138	45	373	550	177
Non Contracted Activity (NCA's)	1,964	1,963	-1	7,855	7,855	-0
Independent Sector	3,250	2,994	-256	13,168	12,562	-606
AQP	25	12	-13	98	59	-39
Other Acute	5	-20	-25	20	-	-20
Winter Resilience	-	4	4	-	-	-
<b>Subtotal</b>	<b>50,525</b>	<b>49,629</b>	<b>-896</b>	<b>198,005</b>	<b>197,767</b>	<b>-238</b>
<b>COMMUNITY &amp; NON ACUTE</b>						
Plymouth Community Healthcare	16,894	15,752	-1,142	67,576	67,576	-0
Torbay and Southern Devon Health & Care Trust	651	2,101	1,450	2,605	2,606	0
Sentinel Healthcare	346	347	0	1,385	1,385	-0
Ultrasound (Sonarcare)	73	60	-13	292	298	6
Reablement	375	396	21	1,500	1,500	-
<b>Subtotal</b>	<b>18,340</b>	<b>18,656</b>	<b>317</b>	<b>73,359</b>	<b>73,364</b>	<b>6</b>
<b>OTHER COMMISSIONED SERVICES</b>						
Stroke Association	40	22	-18	159	159	-0
Hospices	643	566	-77	2,573	2,503	-70
Care Co-ordination Team	1,432	2,185	752	5,729	6,517	788
Patient Transport Services	151	151	0	605	618	13
Commissioning Schemes	54	54	0	218	218	-
All Other	-11	135	146	-45	-50	-4
Recharges	-	3	3	-	-	-
<b>Subtotal</b>	<b>2,310</b>	<b>3,116</b>	<b>806</b>	<b>9,239</b>	<b>9,965</b>	<b>727</b>
<b>TOTAL COMMISSIONED SERVICES</b>	<b>71,175</b>	<b>71,402</b>	<b>227</b>	<b>280,603</b>	<b>281,097</b>	<b>494</b>

## APPENDIX 2

## WESTERN LOCALITY GP REGISTERED POPULATION FINANCIAL PERFORMANCE

NORTHERN, EASTERN AND WESTERN DEVON CLINICAL COMMISSIONING GROUP

WESTERN LOCALITY - GP REGISTERED POPULATION REPORT

2015/16 NET OPERATIONAL EXPENDITURE REPORT

FOR THE PERIOD FROM 01 APRIL 2015 TO 30 JUNE 2015

GP REGISTERED POP'N REPORT NET OPERATING COST STATEMENT MONTH 3 SUMMARY	Month 3 CCG - Year to Date			Month 3 CCG - Forecast		
	Budget	Actual	Variance	Budget	Actual	Variance
	£000's	£000's	Adv / (Fav) £000's	£000's	£000's	Adv / (Fav) £000's
<b>COMMISSIONED SERVICES</b>						
<b>Acute Care Service Agreements</b>						
NHS Plymouth Hospitals NHS Trust	42,754	42,158	-596	166,856	166,856	0
NHS Royal Devon & Exeter Foundation Trust	315	310	-5	1,257	1,255	-2
NHS Northern Devon Healthcare Trust	17	17	0	69	69	0
Other Acute	8,736	8,502	-233	35,089	34,745	-344
<b>Sub-total</b>	51,822	50,988	-834	203,272	202,926	-346
<b>Placements</b>						
Continuing Healthcare	9,407	9,081	-326	35,240	35,030	-210
Other Placements	3,421	3,392	-28	13,569	13,485	-84
<b>Sub-total</b>	12,827	12,473	-354	48,808	48,515	-293
<b>Community &amp; Non Acute Services</b>						
Plymouth Community Healthcare	16,894	15,752	-1,142	67,576	67,576	0
Virgin Healthcare	405	402	-2	1,619	1,619	0
Torbay and Southern Devon Health & Care Trust	651	2,101	1,450	2,605	2,606	0
Northern Devon Healthcare Community	0	0	0	0	0	0
Other Commissioned Services	6,908	7,623	715	27,634	28,275	642
<b>Sub-total</b>	24,858	25,879	1,020	99,433	100,075	642
<b>Mental Health Services</b>						
Devon Partnership NHS Trust	1,834	1,828	-6	7,337	7,323	-13
Other Mental Health	206	209	2	826	725	-101
<b>Sub-total</b>	2,041	2,037	-4	8,163	8,048	-115
<b>Primary Care</b>						
Prescribing	14,417	14,417	0	57,667	57,667	0
Enhanced Services	612	621	9	2,446	2,482	36
Other Primary Care	1,302	1,305	3	5,209	5,224	16
<b>Sub-total</b>	16,331	16,342	12	65,322	65,374	51
<b>Earmarked Reserves &amp; Contingencies</b>	1,839	1,835	-4	2,834	3,188	355
<b>TOTAL COMMISSIONED SERVICES</b>	109,718	109,554	-164	427,832	428,126	294
<b>RUNNING COSTS</b>	1,977	2,037	60	7,909	7,909	0
<b>TOTAL (GROSS) OPERATING COSTS</b>	111,696	111,591	-104	435,742	436,035	293

## APPENDIX 3

## PLYMOUTH INTEGRATED FUND PERFORMANCE AND RISK SHARE

NORTHERN, EASTERN AND WESTERN DEVON CLINICAL COMMISSIONING GROUP

PLYMOUTH INTEGRATED FUND

2015/16 FINANCE BOARD REPORT

FOR THE PERIOD FROM 01 APRIL 2015 TO 30 JUNE 2015

Month 3	Year to Date			Forecast		
	Budget	Actual	Variance	Budget	Actual	Variance
	£000's	£000's	Adv / (Fav) £000's	£000's	£000's	Adv / (Fav) £000's
<b>CCG COMMISSIONED SERVICES</b>						
Acute	41,345	40,671	-674	162,070	161,689	-380
Placements	10,553	10,265	-288	40,194	39,956	-239
Community & Non Acute	17,957	16,967	-990	71,828	71,835	7
Mental Health Services	153	148	-4	610	515	-95
Other Commissioned Services	2,690	3,275	584	10,762	11,340	578
Primary Care	13,018	13,066	48	52,073	52,269	196
<b>Subtotal</b>	85,716	84,392	-1,324	337,538	337,604	66
Running Costs & Technical	3,069	3,114	45	8,640	8,925	285
<b>CCG Net Operating Expenditure</b>	<b>88,786</b>	<b>87,506</b>	<b>-1,279</b>	<b>346,177</b>	<b>346,528</b>	<b>351</b>
Risk Share				153	153	
<b>CCG Net Operating Expenditure (after Risk Share)</b>	<b>88,786</b>	<b>87,506</b>	<b>-1,279</b>	<b>346,177</b>	<b>346,681</b>	<b>504</b>
<b>PCC COMMISSIONED SERVICES</b>						
Children, Young People & Families	8,443	8,548	105	33,771	34,190	419
Co-operative Commissioning & Adult Social Care	17,779	17,750	-29	71,116	71,001	-115
Learning & Communities				15,737	15,737	-
Housing Services	574	597	23	2,294	2,387	93
<b>Subtotal</b>	26,795	26,895	99	122,918	123,315	397
Public Health Commissioning	3,252	3,252	-	13,008	13,008	-
<b>PCC Net Operating Expenditure</b>	<b>30,047</b>	<b>30,146</b>	<b>99</b>	<b>135,926</b>	<b>136,323</b>	<b>397</b>
Risk Share				-153	-153	
<b>PCC Net Operating Expenditure (after Risk Share)</b>	<b>30,047</b>	<b>30,146</b>	<b>99</b>	<b>135,926</b>	<b>136,170</b>	<b>244</b>
<b>Combined Integrated Fund</b>	<b>118,833</b>	<b>117,653</b>	<b>-1,180</b>	<b>482,103</b>	<b>482,851</b>	<b>748</b>

# COOPERATIVE SCRUTINY BOARD

DRAFT – Recommendations from Your Plymouth



**PLYMOUTH**  
CITY COUNCIL

Date/min number	Resolution / Recommendation	Response						
13 July 2015 Minute 6	<p>Appointment of Co-opted Representative</p> <p>The panel <u>recommends</u> that, subject to his acceptance of the invitation, Steve Meakin, Money Co-ordinator, Devon and Cornwall, is appointed as its co-opted representative for the municipal year 2015/16.</p>							
13 July 2015 Minute 7	<p>Customer Services Transformation Programme Update</p> <p>The panel <u>recommended</u> that in taking the project forward consideration would be given –</p> <table border="1" data-bbox="316 1099 1252 1413"> <tbody> <tr> <td data-bbox="316 1099 395 1283">(1)</td> <td data-bbox="400 1099 1252 1283">to enabling the Firmstep system to provide a breakdown of cases on a ward by ward basis for the benefit of councillors and their casework;</td> </tr> <tr> <td data-bbox="316 1290 395 1413">(2)</td> <td data-bbox="400 1290 1252 1413">to including with libraries links to other government websites to help point customers using the facilities in the right direction.</td> </tr> </tbody> </table>	(1)	to enabling the Firmstep system to provide a breakdown of cases on a ward by ward basis for the benefit of councillors and their casework;	(2)	to including with libraries links to other government websites to help point customers using the facilities in the right direction.			
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(2)	to including with libraries links to other government websites to help point customers using the facilities in the right direction.							
13 July 2015 Minute 8	<p>Unauthorised Encampments Update</p> <p>The panel <u>recommended</u> that –</p> <table border="1" data-bbox="316 1653 1294 1962"> <tbody> <tr> <td data-bbox="316 1653 395 1816">(1)</td> <td data-bbox="400 1653 1294 1816">where the council has placed locks on gates restricting access to its land, a sign is displayed providing contact details for the keyholder;</td> </tr> <tr> <td colspan="2" data-bbox="316 1823 1294 1890">and <u>agreed</u> that –</td> </tr> <tr> <td data-bbox="316 1897 395 1962">(2)</td> <td data-bbox="400 1897 1294 1962">the link to the report's background paper is circulated to the panel.</td> </tr> </tbody> </table>	(1)	where the council has placed locks on gates restricting access to its land, a sign is displayed providing contact details for the keyholder;	and <u>agreed</u> that –		(2)	the link to the report's background paper is circulated to the panel.	
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