



Oversight and Governance

Chief Executive's Department
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Published 03 September 2018

CABINET

Tuesday 11 September 2018

2 pm

Council House, Plymouth

Members:

Councillor Evans OBE, Chair

Councillor P Smith, Vice Chair

Councillors Haydon, Coker, Dann, Lowry, McDonald, Penberthy, Jon Taylor and Tuffin.

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

This meeting will be webcast and available on-line after the meeting. By entering the Council Chamber, councillors are consenting to being filmed during the meeting and to the use of the recording for the webcast.

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Tracey Lee

Chief Executive

Cabinet

Agenda

Part I (Public Meeting)

1. Apologies

To receive apologies for absence submitted by Cabinet Members.

2. Declarations of Interest (Pages 1 - 2)

Cabinet Members will be asked to make any declarations of interest in respect of items on this agenda. A flowchart providing guidance on interests is attached to assist councillors.

3. Minutes (Pages 3 - 10)

To sign and confirm as a correct record the minutes of the meeting held on 14 August 2018.

4. Questions from the Public

To receive questions from the public in accordance with the Constitution.

Questions, of no longer than 50 words, can be submitted to the Democratic Support Unit, Plymouth City Council, Ballard House, Plymouth, PL1 3BJ, or email to democraticsupport@plymouth.gov.uk. Any questions must be received at least five clear working days before the date of the meeting.

5. Chair's Urgent Business

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

6. Leader's Announcements

7. Monthly Activity Round Up

8. Plymouth Railway Station Regeneration (to follow)

9. Independence at Home - Contract Award Report (Pages 11 - 18)

10. LGA Green Paper on 'The Lives we Want to Lead' for adult social care (Pages 19 - 112)

- 11. Local Government Finance Settlement Green paper - draft response** (Pages 113 - 122)
- 12. Scrutiny - Select Committee Report on the Fisheries White Paper (to follow)**
- 13. Performance and Risk Monitoring Quarter 1** (Pages 123 - 168)

Agenda

Part II (Private Meeting)

To consider passing a resolution to exclude the press and public from the meeting prior to consideration of the following items on the agenda on the grounds that exempt information (as defined in Paragraph 3 of Schedule 12A of the Local Government Act 1972 (as amended)) is likely to be disclosed.

- 14. Plymouth Railway Station Regeneration**
- 15. Independence at Home - Contract Award Report** (Pages 169 - 174)

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DECLARING INTERESTS – QUESTIONS TO ASK YOURSELF

What matters are being discussed?



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Does the business relate to or is it likely to affect a disclosable pecuniary interest (DPI)? This will include the interests of a spouse or civil partner (and co-habitees):

- any employment, office, trade, profession or vocation that they carry on for profit or gain
- any sponsorship that they receive including contributions to their expenses as a councillor or the councillor’s election expenses from a Trade Union
- any land licence or tenancy they have in Plymouth
- any current contracts leases or tenancies between the Council and them
- any current contracts leases or tenancies between the Council and any organisation with land in Plymouth in they are a partner, a paid Director, or have a relevant interest in its shares and securities
- any organisation which has land or a place of business in Plymouth and in which they have a relevant interest in its shares or its securities

No

Yes



Declare interest and leave (or obtain a dispensation)





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Does the business affect the well-being or financial position of (or relate to the approval, consent, licence or permission) for:



- a member of your family or
- any person with whom you have a close association; or
- any organisation of which you are a member or are involved in its management (whether or not appointed to that body by the council). This would include membership of a secret society and other similar organisations.

Yes No  You can speak and vote




Will it confer an advantage or disadvantage on your family, close associate or an organisation where you have a private interest more than it affects other people living or working in the ward?

Yes No

Declare the interest and speak and vote



Speak to Monitoring Officer in advance of the meeting to avoid risk of allegations of corruption or bias

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Cabinet members must declare and give brief details about any conflict of interest* relating to the matter to be decided and leave the room when the matter is being considered. Cabinet members may apply to the Monitoring Officer for a dispensation in respect of any conflict of interest.

*A conflict of interest is a situation in which a councillor’s responsibility to act and take decisions impartially, fairly and on merit without bias may conflict with his/her personal interest in the situation or where s/he may profit personally from the decisions that s/he is about to take.

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Cabinet**Tuesday 14 August 2018****PRESENT:**

Councillor Evans OBE, in the Chair.

Councillor Smith, Vice Chair.

Councillors Haydon, Coker, Dann, Lowry, McDonald, Penberthy, Jon Taylor and Tuffin.

The meeting started at 2.00 pm and finished at 5.00 pm.

Note: The full discussion can be viewed on the webcast of the City Council meeting at www.plymouth.gov.uk. At a future meeting, the Council will consider the accuracy of these draft minutes, so they may be subject to change. Please check the minutes of that meeting to confirm whether these minutes have been amended.

18. Declarations of Interest

There were no declarations of interest.

19. Minutes

Agreed the minutes of the meeting held on 10 July 2018.

20. Questions from the Public

There were no questions from members of the public.

21. Chair's Urgent Business

There were no items of Chair's urgent business.

22. Leader's Announcements

The Leader made announcements on the following subjects –

- the visit to the Range's new HQ at Derriford had been undertaken to mark the start of building the new offices;
- the appointment of Nigel Hurst as the Head of Contemporary Art at The Box;
- the largest double span cantilever in the county was built in Plymouth;
- the Ship Building campaign;
- the Life Jacket campaign;
- the appointment of Rob Watson as the Director of Marine Business Technology Centre.

23. **Monthly Activity Round Up**

Councillor McDonald (Cabinet member for Children and Young People)

(a) The 2 day OFSTED Inspection:

- OFSTED Inspectors did not identify any children at risk of harm of whom the local authority had not provided an appropriate service;
- Social Workers were well supported and morale was high;
- the Out of Hours services was seen inspected as good.

(b) Together for Childhood:

- Plymouth was one of four cities that bid for this project and was successfully chosen;
- this was a 10 year project;
- neighbourhoods were looked at and Ernesettle was selected.

Councillor Tuffin (Cabinet member for Health and Adult Social Care) –

- the social prescribing service based in Woseley trust had been awarded a Department of Health funding of £334,000 over three years;
- the Cabinet would like to pass their thanks on to the Adult Safeguarding team for their hard work

Councillor Haydon (Cabinet member for Customer Focus and Community Safety) –

- the consultation for the Crematorium opened on Friday 10 August 2018 and several consultation events would be taking place at Weston Mill;
- dementia friendly signs and stickers had been placed at First Stop to help people suffering with dementia to keep their independence.

Councillor Dann (Cabinet member for Environment and Street scene) –

- additional extra recycling bins were positioned at the Ocean City Sounds and collected 200kg of glass, 50kg of cans, 25kg of paper and 925kg of plastics;
- there were a number flood spots in Plymouth and a project to identify where all gullies were in Plymouth is well under way they had so far cleaned 26,500 gullies across the city;
- the consultation for Plan for Tree's was due to start shortly;
- work was underway to make pathways safer in Plymouth especially around schools;
- work was underway to improve playing pitches and access to good sports facilities in Plymouth.

Councillor Coker (Cabinet member for Strategic Planning and Infrastructure) –

- approval for the Forder Valley Link Road had been given. This aimed to improve journey times and traffic flow;
- the Department for Transport had earmarked £22.5m towards this scheme which would cost in total £37.9m.

Councillor Taylor (Cabinet member for Education Skills and Transformation) –

- there was a 1% increase in KS2 results which highlighted a slight improvement in reading, writing and maths;
- Supported internships with Plymouth City Council for young people with special educational needs and disabilities;
- the Government have withdrawn the Schools Improvement programme fund without spending £84m of the money they had allocated;
- the LGA report that has been published highlighted that Council have a greater impact improving schools than academy chains.

Councillor Penberthy (Cabinet member for Housing and Co-operative Development) –

- Homes England offered a £4.42m grant from the accelerated construction fund, this will help open up over 450 homes;
- Plymouth City Council will be bidding to the Community Homes fund and will be open to bids until March 2020.
- there was concern surrounding announcements from Government regarding funding for homelessness;
- Plymouth City Council will be putting funding into homelessness;
- Plymouth City Council will be signing off a new Housing Standards Enforcement procedure to help tackle bad landlords;
- Co-op's UK will be working with Plymouth City Council to map the city's existing economy and to formulate an action plan to double its size.

Councillor Smith (Deputy Leader) –

- the Elizabethan house project team have been successful in round 1 of their application to secure support for regeneration of the building;
- findings show around £500m invested in marketing Mayflower internationally to date and has an audience reach of 772m;
- £3m had been allocated from the Capital programme for the development of three new Heritage trails;
- congratulations to Matt Dixon who received a silver medal in the Mens Platform Diving Syncro in the European Championships;
- Tinside and Mountwise pools had seen their highest attendance in seven years;
- work had commenced on the Manadon Community Sports hub;
- highlighted the launch of the Summer Reading Challenge and that one of the city's libraries had been awarded Beano's library of the week;
- would like to congratulate the Elections team for their work in the recent bi-election;
- would like to congratulate the Events team for all their work over this busy period with Armed Forces Day, Plymouth Pride and Ocean City Sounds;
- the unveiling of the Nancy Astor Blue Plaque at Elliott Terrace;
- LGA commented on the high engagement of the Scrutiny training held in August.

Cabinet Agreed -

1. to launch a campaign to give Local Authorities back the powers that have been removed for school improvement.
2. to show SEND internship video at the next Cabinet meeting and put the video on Plymouth City Council's website.

24. **Devon and Cornwall Police Merger**

Councillor Haydon (Cabinet member for Customer Focus and Community Safety) It highlighted to members that –

- the merger would make us the fourth biggest force in the country;
- expressed concerns for the lack of transparency for this decision;
- expressed concerns over not having sight of the business case;
- the impact on the council tax payer.

For the reasons set out in the report Cabinet agreed –

- I. to express its severe reservations to the Chief Constables and Police and Crime Commissioners of the Devon and Cornwall and Dorset police forces about the proposed merger of Devon and Cornwall Police with Dorset Police, specifically the proposal's failure to adequately address:
 - i. Essential practice of providing key stakeholders with full details of the proposed merger until the engagement period has concluded. This raises considerable alarm about the lack of transparency and failure to disclose key facts that would enable informed feedback from stakeholders;
 - ii. Opportunities to formally consult with key stakeholders such as Local Authorities on a process that directly impacts local areas and local communities;
 - iii. Financial modelling sufficient to justify the proposal, or to demonstrate value for money to citizens;
 - iv. Discrepancies in how additional income will be generated and allocated as a result of the merger, with specific reference to funding the proposed additional 430 police officers or staff;
 - v. Whether any increase in revenue to the proposed merged force will be reinvested back into the city's policing offer;
 - vi. Whether policing resources will be committed to meet the specific needs of urban areas such as Plymouth, given its status in the force area, and how Plymouth's policing model will be affected;
 - vii. Whether the merger will result in further reductions in neighbourhood policing, specifically Police Community Support Officers (PCSOs) and neighbourhood beat managers (NBM)s);
 - viii. Whether the city will remain a Basic Command Unit within the new force, and what commitments are made to the visibility of senior police staff and the Police and Crime Commissioner in the city within a greatly enlarged force area;

ix. The impact assessment of the merger, specifically with respect to equalities and diversity, and as a result of any potential rise in council tax payments on the city's most vulnerable residents;

x. The failure to reference any intention to improve the condition and use of the police estate in Plymouth in line with the ambitions of a modern police force.

2. Recommend to Council that both Police and Crime Commissioners and Chief Constables are requested to review their arrangements for consultation, endorsing the view set out in 1(i – x) above, to allow Plymouth City Council and other key stakeholders to review a business case that fully addresses all the above concerns prior to its submission to the Home Office.

3. Recommend to Council to, irrespective of the outcome of the police merger proposal, endorse the following Policing Asks for the city:

- Investment back into neighbourhood policing, specifically the provision of more PSCOs and Neighbourhood Beat Officers;
- Improvements are made to local 999 responses;
- Commitment to improve the condition and use of the police estate in Plymouth in line with the ambitions of a modern police force;
- A spend profile for Plymouth that reflects the complexity of needs and demands of policing a major urban centre;
- Retention of the city's Basic Command Unit.

Also agreed to include an additional recommendation -

4. Plymouth City Council will write to the Home Secretary expressing its severe reservations about the proposed merger between Devon and Cornwall Police with Dorset Police, while highlighting our request to both Police and Crime Commissioners and Chief Constables to review their arrangements for consultation to allow key stakeholders to review a business case that fully addresses our concerns prior to its submission to the Home Office.

25. **Public Health Annual Report**

Councillor Tuffin (Cabinet Member for Health and Social Care) and Ruth Harrell (Director for Public Health) introduced the report. It was highlighted that –

- the cuts Public Health are facing from Government;
- what the Plymouth ask is when lobbying Government;
- the Thrive Plymouth 10 year programme and the good work being undertaken.
- the health inequalities in Plymouth

Action - Ruth Harrell (Director for Public Health) to produce a report showing the potential impact of cuts from government and circulate to Cabinet members.

Action – the Public Health Annual Report to be uploaded to Plymouth City Council Website and to be show on screens in libraries.

For the reasons set out in the report Cabinet agreed –

1. to note the report and offer reflection on the approaches being taken to support health and wellbeing of adults in the City through the partner activity described;
2. to offer feedback and suggestions on dissemination of the report in council wards either as a whole or in aspects of its content;
3. to offer feedback on the challenges identified to support the reduction of health inequalities within Plymouth.

26. **Quarter 1 Finance Revenue and Capital Monitoring Report**

Councillor Lowry (Cabinet member for Finance) introduced the report. It was highlighted that –

- inherited a budget in which there was £2.4m overspend;
- £11m savings to be derived this year due to cuts by Government
- Cabinet members have been working hard with Service Directors to identify savings;

For the reasons set out in the report Cabinet agreed –

1. to note the current revenue monitoring position and action plans in place to reduce/mitigate shortfalls;
2. to approve the non-delegated virements which have occurred since 1st April 2018;
3. to recommend to Council that the Capital Budget 2018 -2023 is revised to £581.1m (as shown in Table 6).

27. **Response to the Cross Country Rail Consultation**

Councillor Coker (Cabinet member for Strategic Planning and Infrastructure) and Councillor Evans (Leader of Plymouth City Council) introduced the report. Paul Barnard (Service Director for Strategic Planning and Infrastructure), Phillip Heseltine (Head of Transport, Infrastructure and Investment) were also present for questioning. It was highlighted that –

- the Government was consulting on plans for the next cross country rail franchise in 2019;
- raised concerns for Plymouth becoming the end of the line;
- the need for improvement to services and facilities.

For the reasons set out in the report Cabinet agreed –

1. Supports the response to the Cross Country Rail Passenger franchise public consultation as set out in the report.
2. Instructs officers to respond to the consultation objecting to the ending of direct rail services at Plymouth.

Also agreed to include an additional recommendation -

3. Objects to the curtailing of train services beyond Plymouth into Cornwall and the lack of modernisation into the infrastructure including the identification of brand new rolling stock.

Reason: The planned reduction in train services beyond Plymouth into Cornwall in order to support East Coast Main Line capacity issues would further unacceptably erode the strategic connectivity of Plymouth and the wider peninsula, contrary to the specifications of the existing Cross Country Franchise network and the 20 Year PRTF Rail Plan. The existing rolling stock is not fit for purpose because they are not allowed to operated when sea conditions lead to overtopping.

28. **Cabinet Response to Universal Credit Select Committee Recommendations (to follow)**

Councillor Penberthy (Cabinet member for Housing and Co-operative Development) introduced the report. Emma Rose (Strategic Development Manager) was also present for questioning. It was highlighted that –

- the National Audit Office review on Universal Credit;
- help offered for people struggling with Council tax on Universal Credit;
- the difficulty obtaining data from DWP;
- a Select Committee to take place in the autumn to discuss Universal credit;
- Concerns were raised by Councillor Penberthy and Councillor Evans at the previous administrations' failure to maximise benefit of the Discretionary Housing Payment grant.

For the reasons set out in the report Cabinet agreed –

- I. Cabinet support the recommendations made by the Select Committee Review on Universal Credit and the Portfolio Holder monitors the progress of the associated actions.

In addition Cabinet agreed changes to recommendation 3 to include –

That the Group Leaders write to the Permanent Secretary seeking –

- implementation of default automatic direct payment for the housing element of Universal Credit to social and private landlords with an opt out;
- to improve communications between Department for Work and Pensions and private landlords;
- to improve lawful data sharing between Department for Work and Pensions and Plymouth City Council;
- to provide a mechanism for confirming entitlement to Universal Credit, at an earlier stage, in order to progress Discretionary Housing Payment applications when they are needed;

29. **Scrutiny Recommendations - 100% Business Rate Retention**

Paul Looby (Head of Financial Planning and Reporting) and Councillor Mark Lowry (Cabinet member for Finance) introduced the report. It was highlighted that –

- the Government have proposed a new pilot from the 1 April 2019 for 75% business rates;
- the potential impact of not being renewed into the business rates pilot scheme.

For the reasons set out in the report Cabinet agreed –

- I. to approve the recommendation from the Performance, Finance and Customer Focus Overview and Scrutiny Committee meeting, held on 27 June 2018.

PLYMOUTH CITY COUNCIL

Subject:	Award of Independence@Home contract
Committee:	Cabinet
Date:	11 September 2018
Cabinet Member:	Councillor Tuffin
CMT Member:	Carole Burgoyne (Strategic Director for People)
Author:	Helen Reid, Commissioning Officer
Contact details	Tel: 01752 307040 email: helen.reid@plymouth.gov.uk
Ref:	Independence@Home
Key Decision:	Yes
Part:	1

Purpose of the report:

Plymouth City Council in partnership with NHS NEW Devon Clinical Commissioning Group is seeking to jointly procure a service from December 2018 that will incorporate both the current Reablement service and the Rapid Discharge service.

The service will:

- Provide an enhanced 7 day service for all hospital discharges (the earliest discharge is anticipated to be at 10 am with the latest discharge time at 8 pm)
- Support with the continuation of the Discharge to Assess Model
- Provide short term care and support in the Community for a period of up to 6 weeks or shorter period if appropriate. Where ongoing care and support is required, the service provider will facilitate a smooth transition to the new provider. Where this is not immediately possible then the provider will continue to provide care and support at a reduced standard personal care rate until a suitable provider has been identified
- Support service users to remain living in their own home as independently as possible
- Deliver positive outcomes for the service users including maximising people's and/or promote independence, choice and control

The shared aim is to support service users with:

- Understanding the remit of the service
- Timely discharges from a hospital setting as soon as the service user is fit for discharge
- The assessment being undertaken in their own home environment following discharge from a hospital setting
- Engagement in following a professionally prescribed care and support plan to support recovery, maximise and/or promote their independence
- Maximisation and/or promotion of independence to reduce or delay the need for ongoing support through traditional services
- Staying healthy and recovering quickly from illness or injury
- Exercising maximum control over their own lives and, where appropriate, the lives of

- their family members
- Where appropriate, sustaining a family unit which avoids children being required to take on inappropriate caring roles
- Participation as active and equal citizens, both economically, and socially, where appropriate
- Enjoying the best quality of life, irrespective of illness or disability
- Retaining maximum dignity and respect
- Remaining living in their own homes, or usual place of residence and as independently as possible

The procurement of this service is to replace 2 contracts - the Rapid Discharge Service contract which expired on 30th June 2018 and was picked up by our Reablement service and the Reablement contract which is due to expire on 2 December 2018. This new Independence@Home service will support the Home First pathway.

This report sets out the result of the tender process and seeks approval from Cabinet for contract award.

For reasons of commercial confidentiality the name of the successful tenderer is included within a separate part 2 report.

Corporate Plan

The Independence@Home Service will support Plymouth being a Brilliant Co-operative Council through addressing three of the four key corporate objectives:

- **Growing Plymouth**

The service will support a strong economy creating job opportunities by recruiting a local workforce

- **Caring Plymouth**

The service will:

- Help people take control of their lives and communities through supporting them to live independently at home;
- Support adults to be safe and confident in their communities;
- Ensure people are treated with dignity and respect.

The Independence@Home Service is underpinned by the four key values described in the Corporate Plan and the Plymouth Plan:

- Service design was co-produced by stakeholders and so is democratic;
- reflects the City's commitment to provide high quality, safe support to some of the most vulnerable people and so reflects responsibility;
- address inequality by supporting all adults through promoting independence, where an assessed need is identified and so is fair;
- requires all stakeholders to work together and work in partnership.

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

Service in Year 2019/20 Comparison	Annual Hours	Hourly Rate	Estimated Cost
Reablement - If tender wasn't introduced	78,210	£30.29	£2,368,981

Independence- New tender	78,210	£20.00	£1,564,200
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As a result of reducing the hourly rate by £10.29, in 2018/19 we estimate to achieve a saving of (£262k). This assumes the same level of hours will continue. In 2019/20 we estimate to achieve a saving of (£805k) in this area, again this assumes the level of hours will continue.

These efficiencies are already built into the Medium Term Financial Strategy.

It is important to note that in the interests of protecting public funding the block contract terms and conditions allow for payment for only actual hours delivered.

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

These services will contribute towards the delivery of the Integrated Commissioning Strategies and the Ethical Care Charter.

Equality and Diversity

Has an Equality Impact Assessment been undertaken? Yes

Recommendations and Reasons for recommended action:

To award a five year contract, containing an option to extend the contract for a further two years in annual increments, to the successful tenderer for the delivery of an Independence@Home service, incorporating a Rapid Discharge service from the Plymouth hospitals and a Reablement service, identified in the Part 2 report. The tender evaluation process has determined that the provider has the critical knowledge and experience to provide this service and that considering all evaluation criteria has offered the 'most economically advantageous tender'.

Alternative options considered and rejected:

1. Do nothing

This is not the preferred option because this would leave the city without a Rapid Discharge Service or a Reablement service. It is also a statutory requirement for every Local Authority to provide a Reablement type service.

The cost of the current Reablement service remains considerably higher than the independent sector provision. Alternative strategies to improve value for money need to be pursued whilst ensuring continuity of a quality intermediate care support service delivering good outcomes for individuals.

Existing providers could pick up the 1,500 hours a week that is required to deliver these services but in the current climate the current providers do not have the capacity to deliver these hours.

This would leave approximately 170 vulnerable people without home care support in the community, which has been identified as a required need as part of their support plan

2. Extend Existing Contracts

Both the Rapid Discharge Service and the Reablement contract have expired or will expire this year without any further extensions available.

Published work / information:

Equality Impact Assessment

- [S:\Social Services\Community Care\Commissioning Team\PROCUREMENTS\Current tender exercises\Independence@Home - Take 2\04. Equality Impact Assessment\2018-8-06 EIA Independence@Home FINAL.doc](#)

Background papers:

Title	Part I	Part II	Exemption Paragraph Number							
			1	2	3	4	5	6	7	
Business case - review of personal services	x									
Equality Impact assessment	x									

Sign off: comment must be sought from those whose area of responsibility may be affected by the decision, as follows (insert references of Finance, Legal and Monitoring Officer reps, and of HR, Corporate Property, IT and Strat. Proc. as appropriate):

Fin	DJN 16.19. 67	Leg	MS/2 9741	Mon Off	It/2 97 41/ 16 07	HR	n/a	Assets	n/a	IT	n/a	Strat Proc	HG/ PSF/ 480/ CP/0 818
Originating SMT Member: Carol Burgoyne													
Has the Cabinet Member(s) agreed the contents of the report? Yes													

I. BACKGROUND

A review of personal care services in Plymouth has highlighted that the Reablement contract is due to come to an end and efficiencies could be achieved that will be delivered through a procurement process with a re-focussed ethos centred on a rapid response system flow model. This new service will incorporate an enhanced 7 day front facing home from hospital service in advance of implementation of the SAP model.

This phased approach will ensure we do not destabilise the market over the winter period. There has already been work ongoing with the current block providers to develop promoting independence champions across the sector. This is to embed an ethos of promoting people's independence to remain at home for longer and has the potential to avoid hospital admissions and increase some capacity.

In the longer term, the implementation of a Single Accountable Provider (SAP) model will be responsible for managing the supply chain to deliver all elements of the specification including Independence@Home timely hospital discharge, Community Domiciliary Care and Carers Emergency Response Service, thereby developing/sustaining a person's capacity to live independently at home in the community.

2. INVITATION TO TENDER

A competitive procurement was run as a one stage 'open procedure' with an Invitation to Tender (ITT). The ITT was published electronically via the electronic tendering site www.supplyingthesouthwest.org.uk on the 31st May 2018 in accordance with the following timeline:

Activity	Date/Target Date
Dispatch of ITT	31/05/18
Deadline for Clarification Questions	25/06/18
Return of ITT	06/07/18
Evaluation of Tenders completed	27/07/18
Notification of successful Tenderer	26/09/18
Standstill Period End	18/10/18
Contract Award	19/10/18
Estimated Service Commencement	03/12/18

One provider completed the ITT return document which was evaluated by a team of individuals / stakeholders with various skill sets from across the business, in order to ensure both transparency and robustness.

3. EVALUATION CRITERIA, METHODOLOGY AND SUMMARY

The high-level suitability assessment criteria were agreed prior to despatch of the tender documentation and were published in the ITT:

Suitability Assessment

Section	Heading	Maximum score	Tenderer's Score
6	Technical and Professional Ability	20	15
8:6	Disputes	10	10
8:7	Business Capability	30	30
8:8	Social Value	10	10
8:9	Safeguarding	30	27
TOTAL		100%	92%

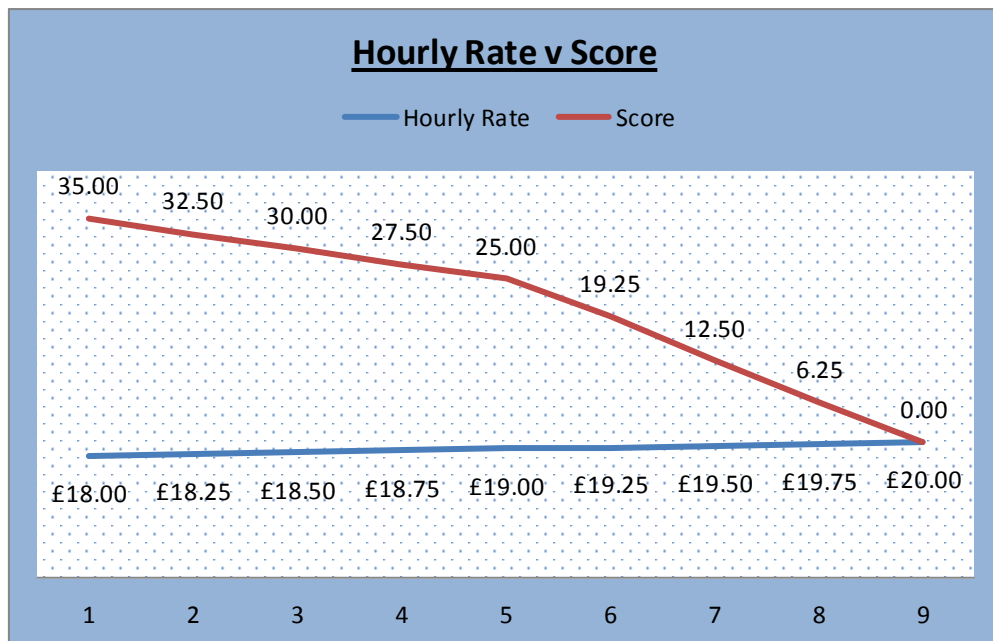
An overall threshold of 62% of the achievable marks for the suitability assessment above was required to determine whether the tenderer met the minimum requirements and the successful tenderer achieved 92% as shown.

Invitation to Tender (ITT)

The ITT return document was evaluated to identify the extent to which the tenderer had the ability, experience, and capacity to deliver the service. The technical response was evaluated to identify how well the tenderer would meet the service specification requirements.

2; Financial Response:

The financial response was evaluated to provide a score for price tendered.



Scores for the ITT as follows:

TENDERER ORGANISATION		Tenderer		
Section	Question Number	Score	Question weighting	Weighted Score
Collaboration, Partnerships and Sub-Contracting	MS3	10	5%	5.00%
Purpose	MS4	5	10%	5.00%
SERVICE DETAILS	MS5.1	5	10%	5.00%
	MS5.2	8	5%	4.00%
QUALITY REQUIREMENTS	MS6.1	5	6%	3.00%
	MS6.2	5	8%	4.00%
	MS6.3	5	8%	4.00%
PEFORMANCE	MS7	5	5%	2.50%
MANAGEMENT AND OPERATION	MS8.1	5	6%	3.00%
	MS8.2	5	2%	1.00%
METHOD STATEMENT TOTAL			65%	36.50%

PRICING

35%	0.00%
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TOTAL SCORE

100%	36.50%
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Please note that the pricing score of zero is due to the evaluation criteria being set at a minimum hourly rate of £18.00 and a maximum of £20.00.

5. SUMMARY OF EVALUATION

A Tender was submitted on the 6th July 2018 by one supplier and was evaluated, where it passed the minimum threshold value to be awarded a contract.

The name of the tenderer is contained in a Part 2 report.

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PLYMOUTH CITY COUNCIL

Subject:	The Lives we want to lead - LGA Green Paper for adult social care and wellbeing
Committee:	Cabinet
Date:	11 September 2018
Cabinet Member:	Councillor Ian Tuffin
CMT Member:	Carole Burgoyne (Strategic Director for People)
Author:	Sarah Gooding, Policy and Intelligence Advisor
Contact details:	01752 307191
Ref:	
Key Decision:	No
Part:	I

Purpose of the report:

The purpose of this report is to summarise the main points of the LGA Green Paper for Adult Social Care and Wellbeing and gain Cabinet's approval and agreement to Plymouth City Council submitting a full consultation response.

Corporate Plan:

Contributing to the LGA Green Paper aligns to the priorities of keeping adults protected and focusing on prevention and early intervention in the Plymouth City Council Corporate Plan by ensuring that Plymouth's voice is represented in the shaping of new social care legislation. The Council has committed to provide strong, democratic community leadership in decisions affecting the city, to care about the impact of the actions of others, to be open and champion fairness, and to work with partners to serve the best interests of the city and its communities.

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

The LGA Green Paper has no direct implications for the Council's financial planning, but will be used to inform the Government's forthcoming Green Paper on adult social care. Resulting legislation is likely to have significant financial implications for Plymouth City Council and its health and social care partners although this is not possible to quantify until government proposals are published.

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

No direct implications

Equality and Diversity:

OFFICIAL

Has an Equality Impact Assessment been undertaken? An equality impact assessment will be undertaken as and when new government legislation is published.

Recommendations and Reasons for recommended action:

Cabinet agrees that -

1. a response to the consultation LGA Green Paper for adult social care and wellbeing should be submitted by the closing date of 26th September 2018;
2. the sign off of the consultation response is delegated to Cllr Ian Tuffin, Cabinet Member for Health and Adult Social Care in consultation with Cllr. Mark Lowry, Cabinet Member for Finance.

Alternative options considered and rejected:

A ‘do nothing’ option has been considered however this has been rejected due to the importance of the upcoming legislation on health and social care and the potential impact on Plymouth and its citizens.

Published work / information:

[‘The lives we want to lead: The LGA green paper for adult social care and wellbeing’, Local Government Association, July 2018](#)

Background papers:

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

Sign off:

Fin	djn.l 8.19. 75	Leg	lt/31 128/ 3108	Mon Off	lt/31 128/ 3108	HR		Assets		IT		Strat Proc	
Originating SMT Member – Craig McArdle													
Has the Cabinet Member(s) agreed the content of the report? Yes													

‘THE LIVES WE WANT TO LEAD’ – THE LGA GREEN PAPER FOR ADULT SOCIAL CARE AND WELLBEING

September 2018



Overview

It is widely acknowledged that a reform of the social care system is needed. The last significant reform was the Care Act 2014 which created a single modern piece of legislation for adult care and support in England¹ and aimed to put wellbeing and prevention at the heart of service delivery.

In his March 2017 Budget statement, the Chancellor of the Exchequer announced there would be a Social Care Green Paper with an expected date of Summer 2017. A number of announcements have followed, including the former Health and Social Care Secretary Jeremy Hunt outlining seven key principles that would guide government thinking around the green paper².

In June this year, it was announced that the green paper would be delayed until the Autumn. Following this delay, the Local Government Association (LGA) has published its own green paper, posing a series of consultation questions on how to reform and fund the health and social care system.

The focus of the green paper is to consider options for securing both immediate and long-term funding for the health and social care system as well as making a case for a shift in approach from acute treatment to community prevention. It also looks beyond social care in isolation and considers the importance of housing, public health and the role of other council services, for example bus services and library service provision in supporting wellbeing and prevention. The paper also considers the role that local council partners, families and communities have to play.

Plymouth City Council is seeking to provide a full response to the LGA green paper which will form the basis of a report to government, and also to respond to the government social care green paper in the Autumn.

Summary of key issues

The continued absence of a sustainable, long-term solution has brought care and support services to breaking point and is impacting on local government’s ability to sustain universal local public services such as roads and waste collection due to a need to prioritise statutory duties around children and adults social care.

Continued lack of funding has meant that Councils struggle to even ‘meet the letter of the law’ of the Care Act let alone implement some of the wider principles. Also Part 2 of the Act relating to the implementation of the ‘Dilnot Cap’ (a cap on the amount an individual is expected to pay for social care services) was never taken forward.

The LGA have estimated that:

- Under the current system it is estimated that approximately 1.4 million people are not having their needs fully met and there is a heavy reliance on the work of unpaid carers, often family members.
- Councils spend over £15 billion on social care every year. Just to be able to continue delivering the current level of services to their residents, it is estimated that they need to spend an extra £3.5 billion on adult social care in their annual budgets by 2025.

¹ [Plymouth City Council Implementing the Care Act Cabinet Briefing February 2015](#)

² <https://www.gov.uk/government/speeches/we-need-to-do-better-on-social-care>

- Due to spending an increased proportion of their budgets on adult social care, Councils will have to make cuts to other services, like children's centres, libraries, parks and rubbish collection.

The green paper considers some of the changes needed to reform the wider health and social care system including:

- A shift in focus to prevention and early intervention and investment in public health to deliver the wider prevention agenda
- Innovation – better use of data and digital technology to drive innovative new solutions
- A sustainable model for funding health and social care
- Council services (and those provided by local partners) support people's wellbeing and the long-term funding of these services needs to be considered alongside the funding of social care.
- Whole-person integrated care should be a founding pillar of a future care and support system - local government leadership is highly effective in driving forward an inclusive, place-based approach to improving health and social care services and outcomes.

In Plymouth

Figures for Plymouth show³:

- A total of 12,600 people over the age of 65 are predicted to have a long-term limiting illness where their day-to-day activities are limited a lot. This is expected to rise to 14,900 in 2025. 16,000 people aged 18-64 in Plymouth are predicted to have a moderate or serious physical disability, expected to remain around this level by 2025.
- There are approximately 15,700 people over 65 unable to manage at least one self-care activity on their own, projected to rise to 18,500 by 2025.
- There are over 26,500 people in Plymouth aged 18-64 estimated to be suffering from common mental health problems including depression, anxiety, and obsessive compulsive disorder. This is forecast to reduce to 26,200 in 2025.
- 3,300 people over the age of 65 are estimated to be living with dementia in Plymouth. By 2030 it is expected that this number will have risen to 4,050.
- There are approximately 7,400 people over 65 in Plymouth providing unpaid care to another person, projected to rise to 8,300 in 2025.

Healthy life expectancy in Plymouth (the average number of years a person can expect to live in good health) is significantly lower than the England average for both males and females. Men in Plymouth can expect to live on average the last 19.5 years of their lives in poor health whilst for women it's their last 23.0 years⁴.

Like the rest of the country, Plymouth is experiencing an ageing population. A 33.7 per cent increase in the number of people aged 65 or over is forecast between 2016 and 2034 (an additional 15,900 individuals). Those aged 85-89 and 90 and over will have percentage increases of 91.0 per cent (an additional 3,600 individuals) and 104.6 per cent (an additional 2,400 individuals) respectively.

³ Projecting Older People Population Information System (POPPI) / Projecting Adult Needs and Service Information (PANSI)

⁴ Plymouth Report 2017

An ageing population suggests an increasing need for care and support services and also an increasing burden placed on the working age population. Plymouth currently has an estimated dependency ratio⁵ of 52.9, i.e. roughly half of the population is of working age and supporting the other half of the population. This is projected to increase to 62.8 by 2034⁶. As the ratio increases, there is an increased pressure on the economically active part of the population to maintain the welfare of the economically dependent. Care and support is often provided by spouses, partners, family members, friends, and neighbours.

Plymouth City Council currently has around 4,824 people accessing long term support during the year (2017/18), with 3,117 aged 65 and over. 3,512 receive community-based services whilst 1,312 receive residential or nursing care.

Future funding of Adult Social Care

The LGA paper outlines a number of options to change the current health and social care system including free personal care for anyone who needs it with no means test or a cap and floor policy setting out a cap on the maximum cost an individual could face. However, any changes to the current system will need to be funded.

LGA research predicts that local government overall faces a funding gap of £7.8 billion by 2025 just to sustain current, and much reduced, levels of service. This includes a gap of £3.56 billion for Adult Social Care, more than five times the amount spent annually on councils' park services and close to the total cost of councils' waste management for a year (3.6 billion). Some of the consequences resulting from a continued lack of funding according to the LGA are a reduction in quality, provider market stability and a rise in unmet need.

The use of the council tax precept is not seen as a sustainable solution as it shifts the burden of funding onto councils and their residents. Secondly, the value of the precept varies greatly based on the strength of a council's tax base. Plymouth City Council has exercised its powers to raise additional council tax from the precept and has applied the maximum 2% in 2016/17 and a revised 3% maximum for both 2017/18 and 2018/19. However, in an authority like Plymouth, with a low council tax base, the precept that the government allows brings in a small amount in comparison to the growing need in adult social care.

The paper summarises a series of key proposals for funding the social care system (see table below). They are not suggesting a preferred option but believe a mix of options is likely to be required. The main options are a new Social Care Premium for people over the age of 40, or a 1% increase on Income Tax, National Insurance or Council Tax. Whether or not these options will be considered in the government's green paper is yet to be seen.

Option	Further Detail	Amount raised 2024/25 (estimated)
Social Care Premium	An earmarked contribution to which individuals and employers contribute for over 40s.	Dependent on model used
1% on Income Tax	Basic	£4.4bn

⁵ A dependency ratio is a simple ratio of those of non-working age to those of working age (age 15-64). As the ratio increases there may be an increased burden on the economically active part of the population. Dependency ratios estimate the number of the non-working age population that are dependent on every 100 people of working age for support. They do not take account the proportion of people actually working within each age-group.

⁶ Plymouth Report 2017

	Higher	£1.5bn
	Top Rate	£450m
1% on National Insurance	All rates	£10.4bn
1% increase in Council Tax		£285 million
Means-Testing Universal Benefits	Means test or better target benefits such as winter fuel payments or free TV licences	£1.9bn
Charging for accommodation costs in Continuing Health Care	Means testing accommodation costs for people who receive continuing health care in a residential setting	£200m

Figure 1: Potential funding options (full details available in the LGA green paper page 58/59)

Our system response so far

In response to the unprecedented challenges facing the whole health and social care system nationally, from 1st April 2015 NEW Devon CCG and Plymouth City Council brought together their health and wellbeing commissioning resource for Plymouth creating “one system and one budget”. This resource is being used to jointly commission improved health and wellbeing outcomes and establish system-wide sustainability, without the distraction of organisational boundaries. This represents a hugely bold and innovative step.

Commissioners, informed and supported by clinicians and public health experts, have collectively developed an integrated commissioning approach through the development of four Integrated Commissioning Strategies, which direct all commissioning activity and deliver the Healthy City element of the Plymouth and South West Devon Joint Local Plan. This means that our commissioners work across the health and social care system and are now co-located to enable closer working and delivery.

The progress that the Plymouth System has made towards system integration was acknowledged in the recent Care Quality Commission (CQC) Local System Review with Professor Steve Field, Chief Inspector of Primary Care Services, noting:

“The review of Plymouth’s services - and how the system works together – has found some shining examples of shared approaches. The system leaders had a clearly articulated, long-established vision of integration which translated well into local commissioning strategies. Leaders were consistent in their commitment to the vision with whole system buy-in.”

Plymouth’s integration journey since 2015 gives an excellent platform from which to build on. Cabinet recently agreed the strategic commissioning intentions for the Plymouth health and wellbeing system for 2018-20. At the heart of these remains a focus on meeting the needs of the whole person, promoting independence, wellbeing and choice with ‘home first’ acting as the central philosophy and services integrated, local, accessible, seamless and responsive. In order to realise these aims, it is essential that the national health and care system is organised to support this and is adequately funded on a sustainable, long-term basis.

The lives we want to lead

The LGA green paper for
adult social care and wellbeing



Your views matter.

Our green paper is only a starting point and we want to build momentum for a debate across the country about how to fund the care we want to see in all our communities for adults of all ages and how our wider care and health system can be better geared towards supporting and improving people's wellbeing.

Throughout this green paper we pose a series of consultation questions and we would welcome your views on all those that are important to you. The consultation will run from 31 July to 26 September. Once the consultation closes we will analyse all responses and publish a response in the autumn.

To complete the consultation you can either visit

www.futureofadultsocialcare.co.uk or you can submit your answers to the questions below to: **socialcareconversation@local.gov.uk**

If you are responding as an individual there is also an option to answer the questions in the 'Summary Green Paper' section which are primarily focussed on gathering experience-based evidence and opinions. You will find these at

www.futureofadultsocialcare.co.uk/summary-green-paper

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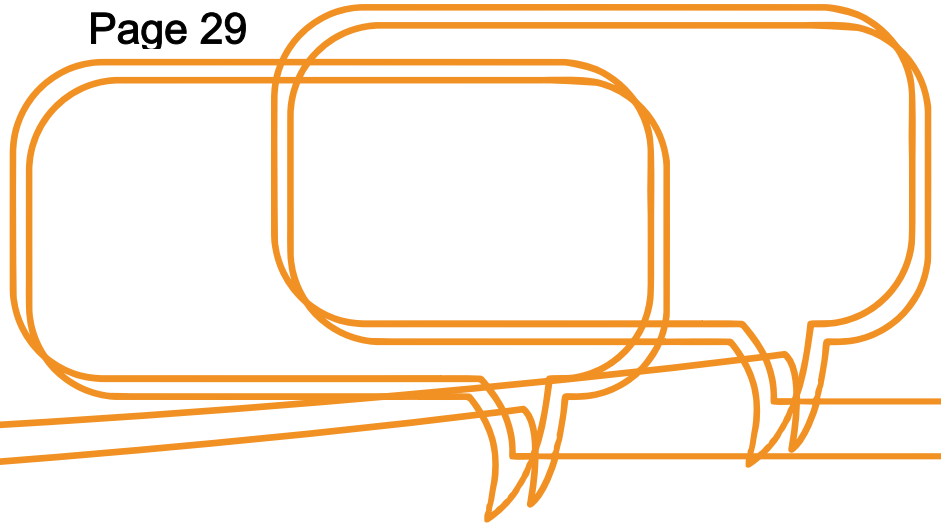
What our partners have said

“We support the LGA’s objective to show how local government can be at the forefront of developing pragmatic solutions, this should be the time for an informed debate with the public on the future of social care. The absence of adequate, long-term funding and reform for adult social care has already had a significant impact on increasing demand both in the NHS and across council services. As a sector we want to support people to live independent, fulfilled lives and we have shown to be effective in doing this when we have the right tools and funding. Ensuring that people and place are at heart of any reform is the right approach to take – we now need to pick up the pace of planning to address the urgency of need.”

Paul Najsarek,
Solace lead spokesperson
for wellbeing and Chief Executive
of the London Borough of Ealing

“Local government and the voluntary, community and social enterprise [VCSE] sector share a vision for social care which helps us all to live good lives in our own homes with the people we love. Immediate investment is needed to stabilise social care. Then councils and the VCSE sector must work with people who need support and their community organisations to co-design a social care system which intervenes early, sees the whole person and can stay with people and families for the long haul. Human, effective and sustainable approaches already exist: great councils have been pioneering their development. Now they must be scaled up and become the norm.”

Alex Fox OBE, Chief Executive
of Shared Lives Plus
and independent chair of the
Joint VCSE Review



“The LGA publication of their version of a ‘green paper’ for social care represents an important contribution to the debate about what we want society to look like from one of the key contributors to delivering that future. ADASS will work with the LGA alongside all stakeholders in this critical debate to ensure the voice of adult social care remains prominent throughout. This document maintains a much needed profile in the lead up to the Government's formal green paper due now in the autumn.”

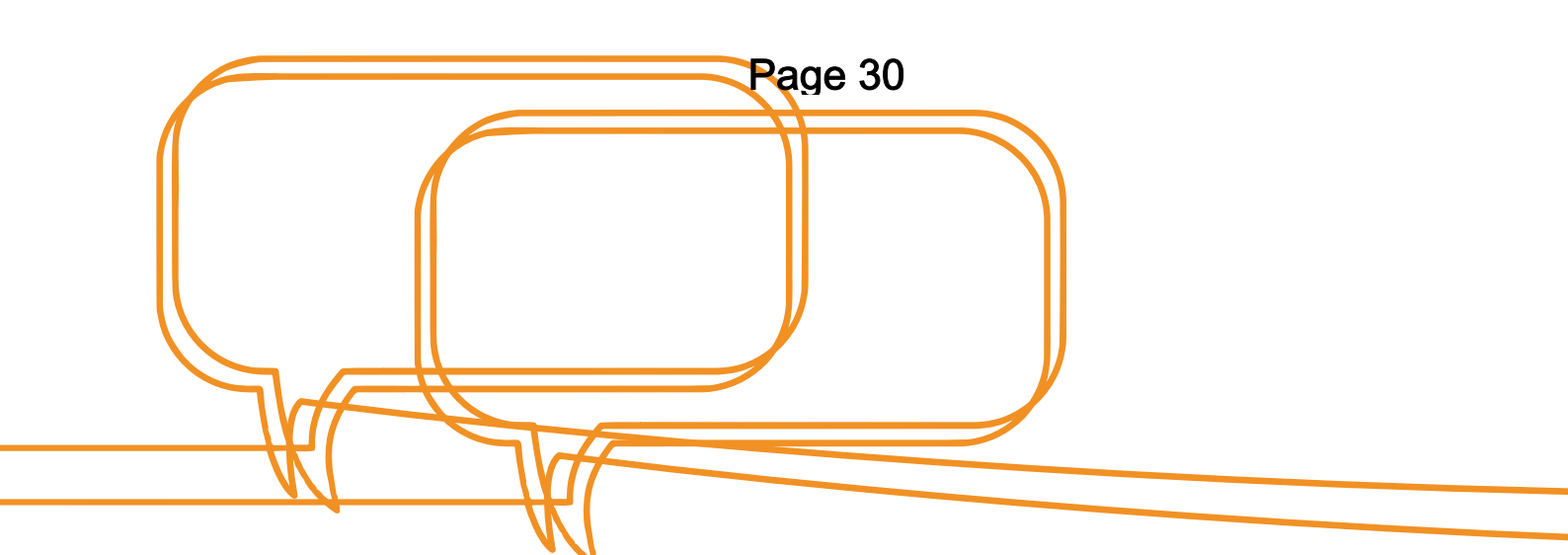
Glen Garrod, President of the Association of Directors of Adult Social Services

“It is vital that we keep the focus on the plight of social care, in spite of the succession of government postponements of their own green paper. The LGA is to be congratulated on keeping the debate going and we will respond to the issues it raises.”

Niall Dickson, Chief Executive, NHS Confederation

“The issue of how to fund social care cannot continue to be avoided. Decades of indecision has led to one in three people with MS (multiple sclerosis) being denied the care they need and this can't go on. The LGA's consultation raises many of the key challenges that must be tackled, including the need for proper government funding and a fair system that works for everyone who needs care. We hope that when it does arrive, the Government's own green paper will set out a bold and ambitious plan that addresses these challenges. People with MS shouldn't have to keep paying the price for a system in crisis.”

Genevieve Edwards, Director of External Affairs, MS Society



“Fixing social care has been stuck in the too difficult to-do box for far too long. This is not just about the money, it’s also how we do care differently, make it more predictive, proactive and personalised.

“The Care Act provides a 21st Century framing for social care but it needs funding to deliver. By setting out its own green paper the LGA is demonstrating the sort of cross party dialogue and collaboration necessary to deliver the sustainable settlement we desperately need. We are running out of road for the Government to kick the can down.”

**Professor Paul Burstow FRSA,
Chair, Social Care Institute for Excellence**

“I am glad the LGA is continuing the debate for a long-term sustainable solution for adult social care. Of course funding and resources are a critical part of the debate but to ensure we focus on quality too, the needs and aspirations of all those using services, their families and carers, must be at the heart of what that future should be.”

**Andrea Sutcliffe CBE, Chief Inspector
of Adult Social Care, Care Quality
Commission**

“We need to prioritise prevention to ensure a sustainable NHS, to ensure that people can enjoy the best possible quality of life using our hospitals less often and later in life. We can do this through helping people spend more years in good health, and when unwell, to stay in their own homes for longer. And as people retire later, we need to extend their healthy working life.

“40 per cent of all morbidity is preventable and 60 per cent of 60 year olds have at least one longer term condition. In 15 years we will have 1.3 million more people aged over 85, so prevention has to be at the heart of both the new NHS Ten Year Plan and the future work programme of its most critical partner, local government.”

**Duncan Selbie, Chief Executive,
Public Health England**

“We expect to see a fair and well-funded social care sector to enable older and disabled people to live the lives they choose. It is unfair that successive governments have continued to delay decisions about social care reforms.

“**The lives we want to lead** from the Local Government Association is a very welcome initiative. Where central government stalls, local government is helping to keep adult social care firmly on the agenda. We all need to engage with the questions in this report, raise the debate and fill the void left by central government’s lack of policy progress.”

Dr Rhidian Hughes, Chief Executive, Voluntary Organisations Disability Group and Chair, Care Provider Alliance

“It’s great to see health and wellbeing at the very heart of this paper. We support this consultation and it’s essential that the whole system comes together to agree a workable way forward. This must include a strong focus on prevention to deliver sustainable services.”

Nicola Close, Chief Executive, Association of Directors of Public Health

“Social care and health are two sides of the same coin. The LGA’s conversation about social care is vital to understand how we provide high quality, timely, cost effective support to everyone who needs it. Gathering views from the frontline about how we change has never been more important.”

Saffron Cordery, Deputy Chief Executive, NHS Providers

“This LGA green paper consultation provides a great opportunity for everyone to comment and hopefully help inform the future shape of adult social care.”

Lyn Romeo, Chief Social Worker for Adults, Department of Health and Social Care

“Big choices loom for social care policy: how much should the state help individuals with the costs of care? how should funding be raised to pay for that help? And what is the balance in responsibilities between local and national government? With such important and contentious issues, it is vital to consult widely and broadly with stakeholders and citizens to help build consensus on the way forward.”

David Phillips, Associate Director, Institute for Fiscal Studies

Foreword

Adult social care and support matters.

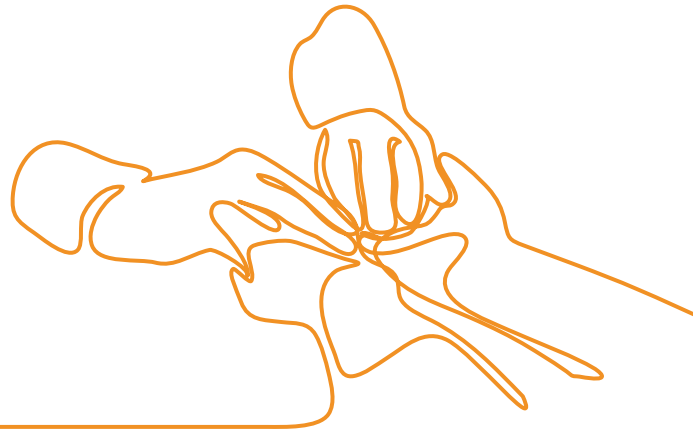
High quality social care and support helps people live the life they want to live. It helps bind our communities, it sustains our NHS and it provides essential economic value to our country.

The Local Government Association (LGA), like its many partners in the social care sector, has worked hard to ensure that the question of how to fund social care for the long-term has had the time in the national spotlight that it deserves. But we have still not secured the action we urgently need.

The continued absence of a sustainable, long-term solution has brought care and support to breaking point. It now also means that, across the country, local government is struggling to sustain universal local public services like roads and waste collection as it has to prioritise statutory duties like social care for children and adults, and support for the NHS. The failure to address this creates a deeply uncertain future outlook for people who use social care services now, and the growing number of people who will need the service in the years to come.

This is a collective failure that impacts most on the very people least able to help themselves.

National governments past and present have tended to put political prospects ahead of difficult but necessary decision-making. When they have put forward proposals, national opposition parties have sought to discredit them instead of trying to find common ground. The national media has latched on to this disharmony, further fuelling the politicisation of the question of social care funding. Faced with a frustrating political stalemate, the wider social care sector at times inevitably seeks to rebuild momentum by focusing on the 'crisis' in care, despite knowing better than most that a more balanced narrative that emphasises the inherent value of social care is more conducive to winning hearts and minds. The preoccupation of successive governments with the state of our hospitals has impacted on the use of new money for social care.



The result is at least two decades in which the question of how to fund social care for the long-term has never enjoyed more than a few brief periods in the national spotlight. All the while, the concerns and experiences of the people who matter most – those who need care and support and their families – have struggled to get the attention they deserve. More widely, the public has largely remained detached from the debate, finding it difficult to engage with a set of questions and issues that have so many conflicting viewpoints. Most people still do not have a good sense of why social care matters, how it works and how it is funded.

Against this backdrop, the approach of governments past and present in dealing with mounting pressures in social care has been to limp along with piecemeal measures from one year to the next. Local government is widely acknowledged as the most efficient part of the public sector and councils, along with providers and third sector organisations, have responded admirably to help maximise every pound and drive innovation in the interests of people and the public purse. But with demand growing, costs rising, people's expectations rightly increasing and funding declining, this approach of short-term sticking plasters must be abandoned. The need to resolve the long-term future of care and support is now urgent.

We cannot duck the issue any longer.

It is time to confront the hard choices, be honest about the options and make some clear decisions.

We need to come together as a society and be positive and inspiring, making the case that investment in social care and support for people who need it helps them to reach their full potential and, in turn, our nation's.

Across the country there are many examples that show how our sector has innovated and transformed itself through world-leading initiatives such as direct payments. Positive futures for care and support, which draw on all the assets of councils, communities and civil society, can already be glimpsed and built upon.

The Government's recent decision to delay its own green paper is disappointing and frustrating. In the context outlined above, it is also hardly surprising. More importantly, it provides an opportunity for local government – so often the pragmatic front-runner on difficult agendas and at the forefront of developing solutions to difficult issues on a cross-party basis – to seize the initiative and take the lead in forging a way ahead. That process begins here with the LGA's green paper for adult social care and wellbeing, *The lives we want to lead*. It is supported by all political parties within the LGA, demonstrating the required level of cross-party support amongst local politicians that we need to see matched by our national politicians.

Much of our green paper is about the future of care and support for all adults and how we pay for it. But if our starting point is the individual person and what is important to them, then one service alone can never support them to live the life they want to lead, no matter how good it is. Our green paper therefore looks beyond social care and considers the importance of housing, public health, other council services, including those delivered by district councils, in supporting wellbeing and prevention, and the vital work with councils' local partners, families and communities. And of course, we consider the NHS. This year we rightly celebrate the 70th birthday of our health service, but if we are to look ahead with confidence to its centenary then it too must change for the benefit of those it serves.

This is therefore a green paper for wellbeing. It seeks to lay the ground to secure both immediate and long-term funding for social care as well as make the case for a shift in approach from acute treatment to community prevention. It is about people, population and place, not structures, systems and silos. It is also just a starting point. Too often policy is developed in isolation. With this green paper we are seeking as wide a selection of viewpoints as possible, recognising that this is complex territory. There are no single or easy solutions and even within the sector there are different views on how we should move forward. Throughout this publication, we therefore pose a series of consultation questions to understand those views and identify where there is consensus or overlap. We encourage you to respond. We have also produced a separate set of tools to help gather the views of the public which you can find on our website www.futureofadultsocialcare.co.uk. Your support in promoting these would be valued as we seek to reach as wide an audience as possible on the questions at the heart of the debate.

We want to build momentum and help stimulate a truly nationwide debate about how best to fund the care we want to see in all our communities up and down the country for adults of all ages, and how our wider care and health system can be better geared towards supporting and improving people's wellbeing. We will reflect on our consultation findings in a further publication later in the autumn, in time to influence the Government's plans; not just their green paper, but also the Budget, the NHS Plan and the Spending Review. This is our chance to put social care and wellbeing right at the very heart of the Government's thinking.

We have a vision for people's wellbeing that is rooted in local areas and backed by clear and strong local democratic accountability. It is about helping to build a society where everyone receives the care they need for a good life: well, independent, at home for as long as possible and contributing to family and community life.

It is our time to drive this agenda forward.

Lord Porter of Spalding CBE

LGA Chairman

Cllr Nick Forbes

Labour Group Leader
and LGA Senior Vice Chair

Cllr James Jamieson

Conservative Group Leader
and LGA Vice Chairman

Cllr Howard Sykes MBE

Liberal Democrat Group Leader
and LGA Vice Chairman

Cllr Marianne Overton MBE

Independent Group Leader
and LGA Vice Chairman

Executive summary

We all strive for a happy and fulfilling life. We should all have the support we need to live one. Many of us can live the life we want without much, if any, help. Others may need a great deal, receiving it from a range of sources including family, friends, neighbours, community and voluntary groups, and statutory services. What matters most is that everyone can exercise their right to opportunity, independence and control.

Too often adult social care is seen as an adjunct of the NHS, existing simply to relieve pressure on hard pressed acute services. While it is true that social care and the NHS are inextricably linked, it should be seen as an essential service in its own right and the people who work hard to deliver the service should be seen as just as valuable as staff in the NHS. It helps people with life-long disabilities, those who acquire disabilities during adulthood, older people with care and support needs and unpaid carers of all ages to live their lives with dignity and in the way they see fit. But it is more than that. It creates services and partnerships – particularly with the voluntary sector – that help strengthen our communities, it allows the NHS to focus on what it does best and it is important for the future of our economy and national productivity; as the Government’s own Industrial Strategy acknowledges, helping people to live independent lives and continue to contribute to society will create “an economy which works for everyone, regardless of age”¹.

People working in local government care passionately about adult social care and take pride in the role it plays in supporting people’s lives and improving their outcomes. With the right level of funding, councils can continue to make a positive difference to people’s wellbeing. With the right level of freedoms and flexibilities, they

can work with health and community partners to drive local action across the public, private and voluntary sectors to reshape care and support around the needs of individuals and in the communities they cherish. With the right training and career opportunities, good quality staff can be attracted to the sector and, as importantly, stay in it. Adult social care has a central role to play in this. But it is also embedded in a wider network of local government services and functions which promote health, independence and wellbeing: all council services contribute to health and wellbeing.

Whilst councils and their partners have a strong story to tell on improving people’s wellbeing, progress to date is now unquestionably at risk. Local government has kept the worst consequences of austerity at bay in recent years but its impact is now catching up with councils, threatening services that improve our lives and our communities. This is certainly the case with adult social care and the service now faces a funding gap of £3.56 billion by 2025. This must be closed as a matter of urgency. If it is not, we will see a worsening of the consequences of funding pressures we have seen to date. These include fewer people being able to get the high quality care they need, providers under increasing threat of financial failure,

¹ <https://www.gov.uk/government/publications/industrial-strategy-the-grand-challenges/industrial-strategy-the-grand-challenges>

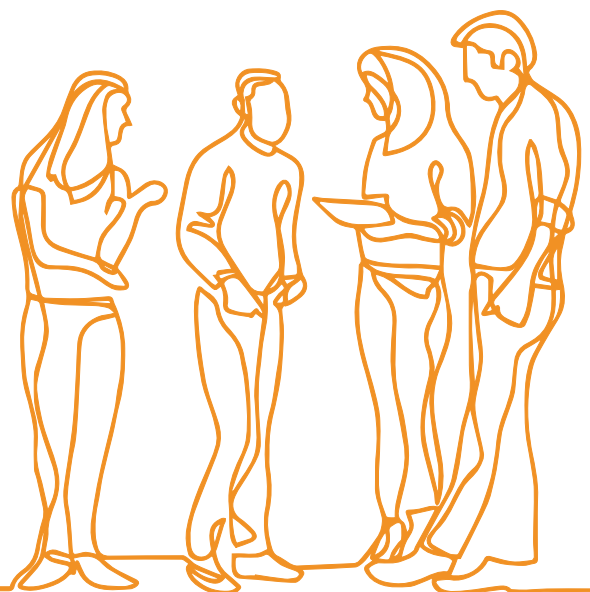
and a disinvestment in prevention driven by the requirement to meet people's higher level needs. In particular, funding pressures on social care have severe consequences for the NHS, increasing demand on hospitals and more costly acute care. Of course, this is a two-way street and what the NHS does or does not do can impact equally on social care. Reductions in services such as incontinence treatment, stroke rehabilitation and NHS continuing care increase pressures on social care. We know these problems are only going to get worse as demand grows with the needs of our ageing population. The question of how we pay for adult social care for the long-term is therefore getting even more urgent. The fact the question has remained unanswered for at least the last two decades shows the scale of the challenge.

In part, that difficulty stems from a lack of awareness amongst the public of what adult social care is, why it matters and how it is funded. Not so in the NHS, which people intuitively understand, both morally and

operationally. By paying our taxes we pool the risk and cost of treatment we may need if we become sick. We pay in, the NHS pays out, free at the point of delivery, free at the point of need. It is a simple equation and a powerful contract between citizen and state.

It is a far less clear cut picture in adult social care. Not all care needs count as 'eligible' for support under the legislation, and the amount you have to pay depends on the level of your own financial resource, which itself is treated differently depending on whether you receive care at home or in a care or nursing home. If you have more than what many would say is only a modest degree of savings, you pay for everything yourself becoming one of a growing population of 'self-funders' who are largely left to navigate the system themselves and make their own arrangements. Without the right information and support, wrong decisions can be made, personal savings can reduce rapidly and people fall back on publicly-funded care, compounding the pressure on local services².

² See, for instance, <https://www.lgiu.org.uk/wp-content/uploads/2012/04/Independent-Ageing.pdf>



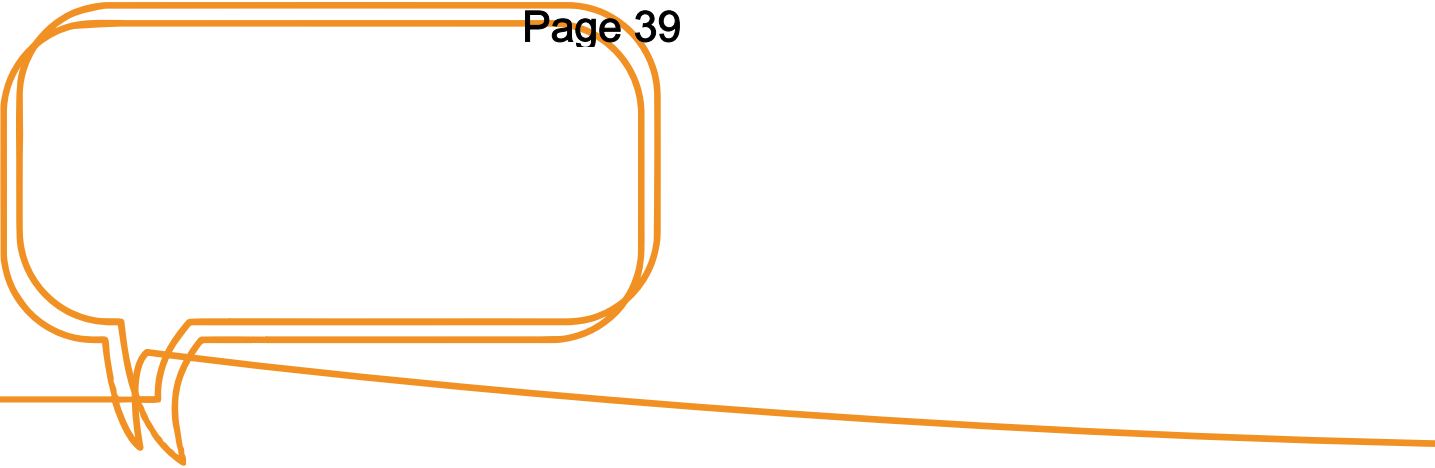
The situation is often summed up by the simple example of cancer and dementia. Develop the former and the NHS will, in general, take care of you for free. Develop the latter and you risk losing the majority of your savings because you will have to pay for your care. This inevitably raises a host of questions which tend to gravitate towards a broad idea of 'fairness'. Over the years this has been articulated in different ways, whether it be about people who have paid taxes all their lives, those who have saved and made provision for the future, the importance of protecting people's housing assets, the opportunities different generations have (or have not) enjoyed, and how we should approach a person's ability to pay. Fairness means different things to different people, but the level of concern clearly points to a pressing problem that needs to be resolved. The question here is therefore twofold: how can we change the system for the better, and how do we pay for the changes involved?

Even answers to these questions will not bring about the change we need. Securing the long-term financial sustainability of adult social care is of course important. But the benefits of sustainable social care will be even greater if our wider care and health system can be made to work better as a whole. This requires a fundamental rebalancing of priorities – moving away from treating long-term conditions and illness caused by ageing and lifestyle factors and moving towards community-based models of both early intervention and support. There are many potential benefits of health and social care working more closely together and the role councils can play in commissioning, particularly in terms of NHS community-based services integrating with adult social care. It could also help to manage pressures on public spending more effectively. This would help maximise people's health, wellbeing and independence for as long as possible, and continue to take

a whole-person and whole-family approach to those who develop support needs.

We have many of the key ingredients that are needed to help bring about this shift and focus investment in low cost prevention and support to help bend the demand curve for high cost health care. Under councils' stewardship we have a better performing and more cost effective system of public health. We have significant new funding for the NHS. In health and wellbeing boards we have a means of joining up clinical, professional and service user voices. We have led the way in re-designing services with – not for – citizens, and we work imaginatively with provider organisations and the third sector. Most importantly, we have democratic accountability through local councils. It is clear we are not starting from scratch. The question here is what level of change is needed to realise the full potential of each of these components?

Through this green paper we want to open up the debate on the core questions outlined above. Our focus in this work is people, and councils across the country want to rise to the challenge and do our bit to make sure people get the care and support they need to live the lives they want. We know that driving continuous improvement amongst councils is just as important as bringing about changes required in other parts of the sector. Whether that is improving our performance, working better with our health and community partners or taking greater responsibility for leading change locally; councils can do more and are committed to doing so. We will need to take risks, scaling up the most successful of the many innovations we have developed and supported. And we know there are no easy answers and that any additional investment must deliver real benefits for local people and communities. This is particularly true for people from black, Asian and



minority ethnic (BAME) backgrounds and other excluded groups who do not yet enjoy equal access to social care consistently: delivering on equalities will be a key test of any new system. The stakes are high. A failure to be bold today will impact on people, our communities, our hospitals and our economy tomorrow and for decades to come.

Our green paper deliberately steers clear of pushing particular solutions at this stage. Instead, it articulates why this debate is so important, the scale of the challenge and the sorts of questions we need to tackle to drive the conversation forward. We will work with our many partners to engage professionals, politicians, people who need care and support and the public alike in the weeks ahead, before producing a further report in the autumn that reflects on our consultation findings. We hope this will help shape the Government's own green paper, moving it more towards actual solutions, rather than consulting on territory that has been covered before.

Chapter one of our green paper sets the tone for the remainder, starting with the most important voice in the debate: the people who use services to help them live the life they want to lead. In chapter two we recognise that we are all unique and therefore require different support to fulfil our ambitions. Wellbeing is defined and the role of local government and the wider public, private and independent sectors in supporting this is briefly explored. Chapter three sets out the case for change – why social care matters, how the sector has delivered in challenging times and how it remains committed to doing so, and the scale and consequences of underfunding. In chapter four we explore some of the attitudes and beliefs of the public and other key groups in the debate about the future of long-term funding for social care. We set out a series of options for changing the system for the better before setting out a second set of options for how we might pay for those changes. Chapter five moves the debate along to consider the wider changes we need to see across care and health to help bring out a greater focus on community-based and person-centred prevention. It looks at the role of public health, other council services and those of councils' partners in supporting and improving wellbeing. Chapter six continues this wider exploration of issues by looking at the nature of the relationship between social care and health, integration, accountability and how the new NHS funding could be used for maximum impact.

Who is this green paper aimed at?

“All too often, the funding of adult social care is seen as an economic and a technical issue: what’s the best mechanism for raising the funding we need? While this is important, the more fundamental questions are personal, political and philosophical: what kind of life do we want to have together as a society? How much do we value disabled and older people with care needs? What sort of support would we want available to any of us if we needed care? How much do we really value this and how much might we therefore be prepared to pay for whatever quality of life we decide we want?”

Professor Jon Glasby,
University of Birmingham
LGA think piece series, 2018

Questions about the future of adult social care and support, and the wider changes we need to make to our care and health system to improve wellbeing, should be everyone’s business. They are questions that impact on us all – in our personal and professional capacities, as members of local communities, and as citizens of wider society.

For this reason, our green paper and accompanying consultation aims deliberately high. It seeks the views of people who use care and health services and their carers, people who are experts on various elements of these services, and people who have no knowledge of the system at all. We are ambitious precisely because the views of all these people matter.

We want to hear from:

People who use services and their carers:

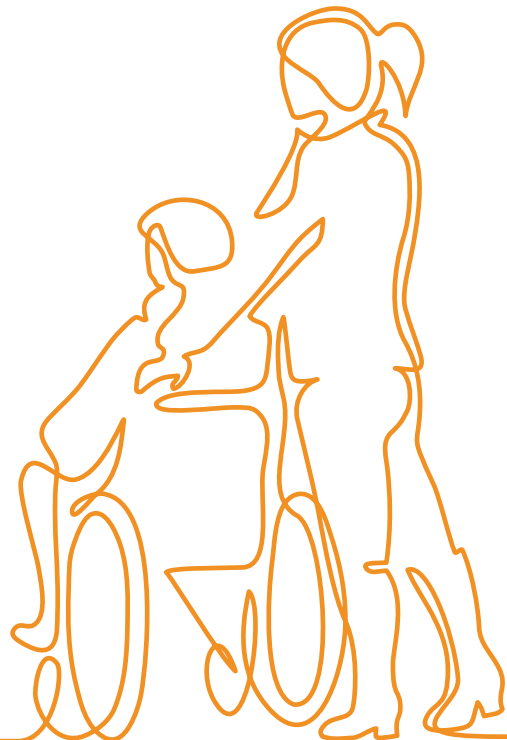
your wellbeing is what matters most and your experiences and expertise should be the single most important force in understanding and shaping the change we need to bring about.

Local and national politicians: as representatives of us all it is in your gift to help bring about the change that is sought – promoting it, putting it on the map and helping to deliver it.

Professionals involved in the commissioning and delivery of care and health: your knowledge of the operational aspects of care and health can help identify all the barriers to progress that need to be overcome and how we might do so.

Public: the chances are that you, or someone you know, will at some point have contact with social care, be that needing services, working in the sector, or being an unpaid carer for someone you love. What you would want for yourself, or someone you care about, must shape the future.

All of us: we cannot move forward without knowing our level of ambition and what we are willing to pay to achieve it.



Adult social care at a glance

Councils spend over
£15 billion
on social care
every year.



Demography, inflation and National Living Wage pressures means that the gap in adult social care funding will be

£3.56 billion
by 2025
(just to stand still)

This is more than five times the amount spent annually on councils park services and close to the cost of councils waste management for a year (£3.6 billion)



By 2019/20 councils could be spending as much as **38 pence out of every £1 of council tax** on adult social care

This is up from just over 28 pence in 2010/11. As councils spend more on social care, less money is available to keep valued local services running

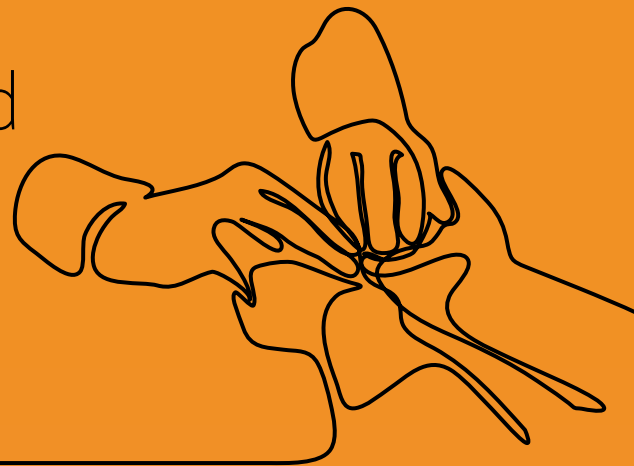


The provider funding gap is putting providers under impossible pressure

In more than **100 council areas** residential care home and home care providers have ceased trading, affecting **more than 5,300 people** in the last six months. This is a direct result of funding pressures.

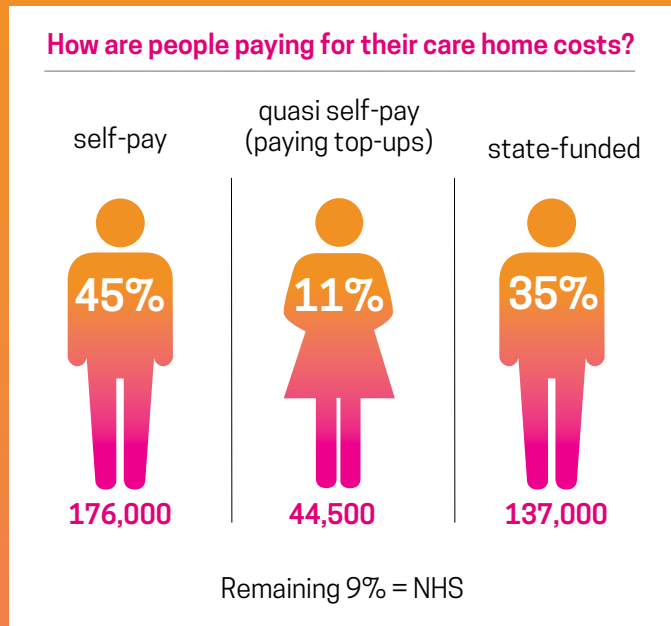
The lives we want to lead

The LGA green paper for adult social care and wellbeing



Carers UK shows that **72 per cent of carers in England have suffered mental ill-health** as a result of caring and **61 per cent** had suffered physical ill health

Our care system could not survive without the vital help from unpaid family carers.



Source: Care Homes for Older People, 29th Edition, Laing Buisson



Age UK estimates that there are **1.4 million older** people who do not receive the help they need.

That includes **164,217** people who need help with three or more essential daily activities like washing, dressing and going to the toilet but **receive no help at all from either paid services or family and friends.**

1. The voice of people who use services

People must come first. Organisations' structures, governance, strategy, policy and partnerships all matter. But they must only ever be secondary, serving to help a primary aim of understanding people's aspirations, needs and the support required to live a life.

There is no such thing as a 'typical' person who uses health and social care services. Every individual who needs help and support has their own unique set of circumstances, needs and assets. And there are no neat and clear-cut categories of people who require adult social care and support. Instead, there is a complex interplay between mental and physical conditions that has to be taken into account when deciding the best care and support package. For example, people with learning disabilities have a higher prevalence of mental health problems compared to those without³. More than 15 million people – 30 per cent of the UK population – live with one or more long-term condition(s) and more than four million of these will also have a mental health problem⁴.

Our first full chapter therefore starts with the voice of people with experience of our care and health system, illustrating the diversity of people supported by the social care and support sector. These are powerful stories, which at times are hard to read. They expose – in the most human terms – the consequences of a system that lacks all the tools required to be the best that it can be for people that need it. They are also a challenge to us all to keep this subject firmly on the public and political radar.

As you read through our green paper and consider the questions it raises, we encourage you to return to these stories as essential grounding in why this debate is so fundamentally important to the future of people across our country, and our country itself.



- ³ Cooper, S.A., Smiley, E., Morrison, J., Williamson, A., & Allan, L. (2007). Mental ill-health in adults with intellectual disabilities: Prevalence and associated factors. *The British Journal of Psychiatry*, 190, 27–35.
- ⁴ Naylor, C., Parsonage, M., McDaid, D., Knapp, M., Fossy, M., & Galea, A. (2012). Long-term conditions and mental health – The cost of co-morbidities. London: The King's Fund, & Centre for Mental Health.

Josie's story

At the moment, I get three short visits a day from a care worker to cook my meals, help me shower, and keep the house clean.

I get two hours every two weeks 'social' time which at best on a good day gets me over to the park and back. It's not long enough to join in any activities but I value this time hugely as it's uninterrupted time with actual real conversation, not just "what do you need to eat?" or similar.

My basic needs are met – I'm clean and I'm fed. But I haven't got enough support to actually get me out of the house. It means that some days I barely get to speak to anyone, let alone have a social life. If I get an infection and have to ask my carer to pick up a prescription, I don't get to have a shower that day. There just isn't enough time. A little more support – for example, a support worker to go with me to new places – would give me so much more opportunity to take part in life, but at the moment that feels like an impossible utopia!

People like me, who were professionals and could make a contribution with the right support, are being cut out of the workforce. Working in an office or a hospital isn't really possible for me, but I still have skills and experience that I would like to use, if I had the means of doing so. In the end, it is a question of equality. I don't feel like I'm living, just existing.

Vicki and Keegan's story

I was diagnosed with Muscular Dystrophy when I was young. As a degenerative condition every day is an increasing challenge.

I am now 36 years old and I need assistance to get out of bed, to eat, to use the bathroom and to leave the house. I need someone with me day and night.

My partner Keegan cares for me around the clock. If he didn't, I would need a full-time carer or I would have to live in a residential home. Yet, Keegan is only paid for four hours a day and we have no funding for respite. I worry every day about what would happen to me if he couldn't look after me anymore. He is my independence and my dignity.

In the past I have been offered some support to help me at home but as my condition worsens and my needs grow, I am being offered less and less because there is no money available to help me. Something as simple as getting a hoist to help me in and out of bed has become a battle. At times, this has meant that my more preventable symptoms have got so bad I have had to call an ambulance. I am only too aware that every minute I spend with paramedics is taking this costly service away from someone else who needs it, but I am left with no choice. Sadly, I am not the only person I know who has to do this and while I want to feel positive about the future, if I keep being told there is no money for the help me and Keegan need, we feel totally helpless.

It's hard enough living with this condition without feeling like I have to face a challenge every time I ask for help. The sad thing is none of us know when or if we will need people to care for us one day so it is vital that everyone is aware of the issues before it is too late to do anything about it.

Glyn and Kristin's story

My wife Kristin is just 47 years old but has had Multiple Sclerosis for 17 years. Each year, as it inevitably progresses, it becomes a bigger aspect of our life together.

I was caring for Kristin at home but just two years ago this became too much and I collapsed under the strain. We had carers coming in morning and night to get Kristin in and out of bed, but all other hours of the day I was left to care for Kristin on my own.

At the same time, I was trying to run my own business to supplement the modest carer's allowance I received. I got no respite and was exhausted.

Kristin fell ill with a simple respiratory issue and got stuck in hospital for three months because she wasn't allowed to leave until a package of full-time care was in place. When she finally left hospital she came home for four months until I collapsed from looking after her with no respite.

She was then placed in an NHS funded nursing home under the continuing healthcare scheme. I think she could have come home full time with the right care in place or if the money being spent on her care home was invested in making the right adaptations to our home. Devastatingly, the council couldn't pay for all of the changes we needed and I couldn't fund it on a reduced income so we had no choice.

It's so hard for people who are not in our situation to understand the enormous impact this has had on our family. Kristin is the most important person in the world to me and I still find it hard that instead of spending our lives together she is left feeling isolated in a home where she is the youngest person by many years. I see her every day, but I miss her terribly and feel so guilty every time I leave her there.

Before Kristin became ill we had never considered that we might one day rely on carers, which terrifyingly made us realise this could happen to anyone – young or old. What is important is that we have a system that makes sure people get looked after in the way they want because that's the very least we all deserve.



Sandy's story

Mum was diagnosed with dementia in her early 70s. Dad cared for her at home for many years until the stress became too much and he had a heart attack. We then tried to access home assistance from the local council, but this proved impossible.

The only real option was to move Mum into a care home. Dad sold the family home and bought a small bungalow nearby. We all contributed to the top up fees for over seven years, amounting to hundreds of thousands of pounds. We then tried to access NHS funding for Mum, who was by now in an advanced stage of dementia. [She was] doubly incontinent, no longer able to communicate verbally and unable to feed or dress herself. The funding was refused. We couldn't understand why.

Eventually we negotiated social care funding for Mum. However, the amount the council pay is significantly less than the fees charged. This subsidisation by private payers is another example of a system riddled with inequalities.

Our Mum is elderly, vulnerable and unable to vote. She no longer has a voice and has become effectively disenfranchised. So we must speak for her and others like her. Society is judged by its treatment of the elderly and this state of affairs is nothing less than shameful. Dementia is an illness. We cannot throw our hands up and say it's all too difficult.

Governments can no longer turn a blind eye and say we can't afford it. We have to act now to ensure that people affected by dementia are treated fairly and properly. We must fund a social care programme which will allow the most vulnerable in our society to be cared for in an environment which allows them to live with dignity. Government must step up to the plate and be honest with the electorate.

This situation is not going to go away. Everyone affected by dementia, either those living with the disease or their carers and relatives, deserves so much better.

What adult social care and support desperately needs: sustainable funding for the long-term

Steve's story

I was living with my partner, running a B&B when I had a serious stroke and later two minor heart attacks. After four months in hospital, I was depressed, frail and my memory and cognition had deteriorated.

We knew I needed more support with daily living than my partner could provide. I was unable to return home and it made me frightened about my future, with clinicians uncertain about my further recovery.

I wanted to live locally, so I could continue seeing my partner and I missed my dogs. The Shared Lives scheme matched me, with two trained and approved Shared Lives carers who shared my sarcastic sense of humour, had dogs, and lived close by. They helped me through it all. When I arrived at their home, I never dreamt of being so independent again. I couldn't walk down the drive. Now I can nip up to town.

My Shared Lives carers helped me gain strength and confidence, walking a little bit further each time, until I could walk independently again. They helped me adapt to my memory loss with strategies for managing money and banking, and supported me to make meals and manage my diet.

Since then I have booked a holiday and travelled on my own. I am very optimistic about life and planning a move into my own flat.

Without the Shared Lives scheme I would have undoubtedly spent longer in hospital, had less choice about where I lived, and had a slower recovery. It is so important that money is available to ensure that schemes like this exist.

Lucy's story

My daughter Lucy has a learning disability and spent 12 years in hospital after being sectioned under the Mental Health Act.

Lucy went through a very stressful time in her life which was when things started to go wrong for her. This caused her to suffer from severe anxiety. She began having more epileptic seizures. When she was hospitalised, we struggled to get her out. As a family, we didn't know what to do or where to get help. After 12 long years Lucy came out of hospital, supported by the local commissioner and a care and support provider who worked with Lucy and us to plan what she needed and wanted from her life.

They worked with us and Lucy while she was in hospital and supported her transition back into the community. They really helped us to know what was possible. They really listened to us.

Lucy now lives in her own bungalow, close by to us. She is supported by a staff team that she chose and who are trained to support her in a way that works for her.

When she first came home she was very shy and didn't go out much. Now her confidence has really grown and Lucy has joined the empowerment steering group for the Transforming Care programme, to help improve services and support for people with a learning disability, autism or both. She is learning to travel independently and loves to do the things that we all take for granted – like going out and about,

visiting us but most importantly her niece, and looking after her cat, Smudge.

Good support is about saying that people have a right to a good life in the community with the right support. Lucy is doing really well, but there are always worries in the back of your mind that something will change and the support might stop or get less. We need to recognise that good support now will prevent more expensive hospital stays down the line.

2. Delivering and improving wellbeing

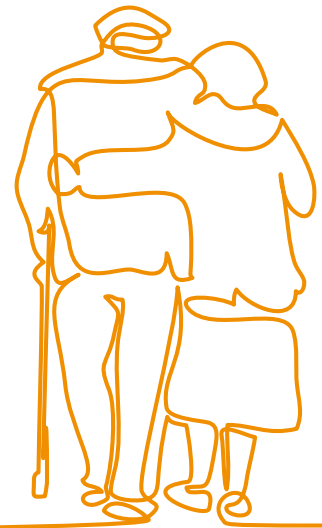
“Local government has many responsibilities but none more core than creating places that are inspiring of good health, leading improvements for local people, encouraging businesses to grow and creating jobs that local people can get. By being ambitious for the health of local people they can create years full of life as well as life full of years.”

**Duncan Selbie, Chief Executive,
Public Health England**
LGA think piece series, 2018

Key points:

- We are best able to live the life we want to live if we are independent, well and live in communities that support and encourage the many aspects that make us unique
- This is true for everyone but the support we may need is unique to us as individuals and must therefore be personalised
- Local government exists for this very purpose, affecting multiple dimensions of our communities and lives, throughout our lives
- Supporting and improving people’s mental and physical wellbeing is at the heart of local government’s work and that of many other local public, private and voluntary sector organisations. It can only be delivered with communities

“I am very optimistic about life and planning a move into my own flat” Steve’s story



Our lives are precious and unique and we want to live them as we each see fit.

For the benefit of those who need support to live the life they want to lead, we must start by asking the individual person, **‘What matters to you?’** rather than **‘What is the matter with you?’** However, starting the conversation this way, with the right question and full emphasis on personalisation, means little if we do not have what is required to act on the answer.

Acting most effectively means changing our model of care and support from one which tries to treat the ever-growing burden of long-term conditions and illness caused by demographic and lifestyle factors – doing to the person – to one which helps people maximise their health, wellbeing and independence for as long as possible – doing with the person at all stages of their life. Changing the model in this way requires an equal partnership between local political, clinical, professional and community leaders in which each area develops its own vision and range of services to suit their own unique local circumstances.

Many services support the process of wellbeing. The police service deters, detects and deals with crime. The NHS treats us when we are ill. Our education system helps us learn and be curious. But as essential as these services are, they ultimately only really focus on one element of our lives. And while we alone tend to shape our own aspirations, it is the places in which we live, grow, work and relax that give us opportunities for fulfilling lives and the confidence that the choices we make will result in safe, quality and rewarding experiences.

Local government helps shape the fullness of the places in which we live. From the mix of shops on our high street to the removal and recycling of waste, councils lead and engage with their communities to deliver more than 800 services. This helps keep every aspect of our communities running and improving for the benefit of all people.

Because our lives do not start and stop, neither do councils. Local government services operate both in the background of all our lives and more at the forefront of others’. Councils support people at some of the happiest moments of their lives and some of the hardest.

At the heart of every council's relationship with its local population is a commitment to improving people's physical and mental wellbeing. This is a tradition that can be traced back through the decades as local efforts have pieced together to improve our nation's wellbeing. In more recent times it found expression in the 2014 Care Act, which cemented the idea that a council's general responsibility in respect of the legislation is to promote an individual's wellbeing. Helpfully, this was defined in broad terms, recognising that a person's wellbeing is shaped as much by their participation in work and their personal relationships, to name but two examples, as it is by the practical support they may need with daily tasks such as washing, eating and dressing.

In this way, wellbeing cannot and should not be the preserve of adult social care and support alone. If we are serious about preventing ill health we need a strong public health offer. If we are to help people remain independent at home we need the right kind of housing and neighbourhoods. If we are to encourage physical activity we need vibrant leisure and recreation amenities. If we are to combat loneliness we need reliable transport links, a diverse and resilient community and voluntary sector, and comprehensive employment services. If we are to support people's mental wellbeing we need to build safe and inclusive communities. The list could easily continue.

Wellbeing goes well beyond local government. The essential input from the local voluntary sector, the care provider market and its workforce and the local NHS all have a clear and fundamental role to play in creating local places where wellbeing can thrive. It is precisely because this is a local endeavour that councils, as democratically accountable local leaders of place, are perfectly positioned to marshal all local aspiration and resources around a common vision for a population's wellbeing and independence.

CONSULTATION QUESTION:

1. What role, if any, do you think local government should have in helping to improve health and wellbeing in local areas?

3. Setting the scene – the case for change

“Adult social care...matters because it’s fundamentally about the business of protecting people’s rights as individuals.”

Lyn Romeo, Chief Social Worker for Adults

LGA think piece series, 2018

“What is clear to me is that local government in general and social care in particular have the advantage of being close to communities, being of those communities and able to take decisions where consequences are clear to us because of our perspective and our roots.”

Glen Garrod, President, ADASS

LGA think piece series, 2018

Key points:

- Social care and support matters to individuals, our communities, our NHS and our economy
- The local dimension of social care matters because it ensures the service is accountable to local people
- Despite a challenging financial environment, social care has delivered – it has improved and innovated
- While diversity of local care and support is the positive result of a health and care system that is responsive to the diversity of the community it serves, unwarranted variation in quality, access and outcome is not acceptable. Local government is committed to addressing this and is best equipped to lead improvement.
- Significant reductions to councils’ funding from national government is now jeopardising the impact local government can have in communities across the country
- In particular, the scale of funding pressures within adult social care threatens progress made to date and now risks people’s wellbeing and outcomes and the stability of the wider system
- There are continuing recruitment and retention challenges in the adult social care workforce
- The Care Act remains the right legal basis for social care but funding pressures are threatening the spirit and letter of the law

“Good support is about saying that people have a right to a good life in the community with the right support” Lucy’s story

Why does adult social care matter?

Living the life we want to lead

The first publication in the LGA’s recent think piece series⁵ on the future of adult social care and support posed the question: why does social care matter? A clear picture emerged from across our expert contributors that the core value of social care lies in supporting people of all ages, with a range of mental and physical health conditions and needs, to live with maximum opportunity, independence, connection to others and control. This is the core value of adult social care and support: it helps people to live the lives they want to lead, building on their own aspirations.

A service that we are all connected to

One in five people have some contact with the social care and support system. That might be as part of its workforce, as a user of services, or as one of the millions of invaluable unpaid carers⁶. Therefore, while you might not need care now or in the future, you are almost certainly going to be connected to it because of those around you.

Connecting communities

Social care is also a vital piece of the puzzle that is needed to hold our communities together, making connections to other council services and those provided by local partners. This can help create a network of local support that enables people to be themselves and to fully participate in and contribute to their communities. In the process, this makes those communities more resilient and sustainable; more human.

Links to voluntary, community and social enterprise (VCSE) organisations are particularly important. For instance, the Joint VCSE Review initiated by the Department of Health and Social Care, Public Health England and NHS England notes that:

“There is wide agreement that community organisations, charities and social enterprises are key to establishing a more community-based health, care and public health system which will help people live well, longer and at home, rather than spending long periods within health and care services. They are particularly vital to groups and communities which experience health inequalities and are currently less well reached and supported.⁷”

⁵ <https://www.local.gov.uk/about/campaigns/towards-sustainable-adult-social-care-and-support-system>

⁶ <https://www.adass.org.uk/media/4475/distinctive-valued-personal-adass-march-2015-1.pdf>

⁷ <https://voluntarycommunitysocialenterprisereview.files.wordpress.com/2018/05/vcse-review-action-plan-may-2018.pdf>

“People like me, who were professionals and could make a contribution with the right support, are being cut out of the workforce” Josie’s story

The Review pointed to two key system shifts. First, towards greater personalised care and the building of wellbeing and resilience through co-designing health and care systems with citizens and communities. And second, a bigger and more strategically resourced role for VCSE organisations “which thinks and acts whole-person, whole-family and whole-community”⁸.

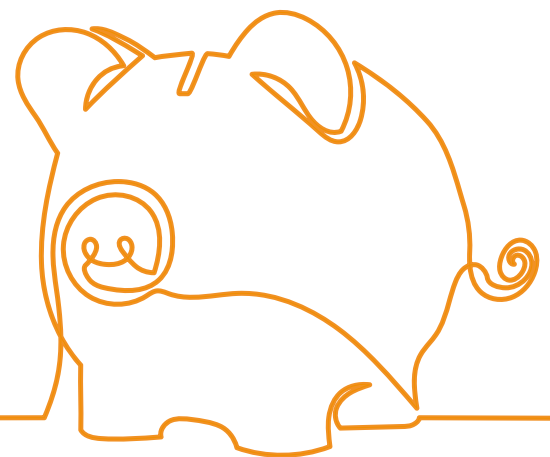
Sustaining our NHS

Social care is also central to the fortunes of our NHS and managing pressures on our hospitals in particular. Care and support, and its links with primary care and public and community health, helps keep numbers at the front door of hospitals down. For those who require time in hospital, that same support in the community helps keep the back door open so people can return home in a safe and timely fashion. Latest statistics for May 2018 show that delays leaving hospital due to social care are down by 39 per cent since July 2017⁹. To put that into perspective, delays due to the NHS are down 13 per cent over the same period.

Supporting our economy and productivity

Finally, the scale of social care is huge. It comprises more than 20,000 organisations and a workforce of more than 1.5 million. Skills for Care estimates that the sector contributes £46 billion annually to the UK economy (£38.5 billion to the English economy)¹⁰ and independent care providers are an integral part of many local economies and a driver of employment and local economic growth. Carers UK estimate that the economic value of the contribution made by unpaid family carers in the United Kingdom is a staggering £132 billion a year, more than annual spending by the NHS¹¹.

Supporting people’s wellbeing has wider benefits for our economy. As the Government’s Industrial Strategy notes, “Innovation in age-related products and services can make a significant difference to UK productivity and individuals’ wellbeing”¹².



⁸ <https://voluntarycommunitysocialenterprisereview.files.wordpress.com/2018/05/vcse-review-action-plan-may-2018.pdf>

⁹ <https://www.local.gov.uk/about/news/lga-responds-latest-delayed-transfers-care-figures-9>

¹⁰ <https://www.skillsforcare.org.uk/About/News/News-Archive/Adult-social-care-employers-contribute-46-billion-to-the-UK-economy.aspx>

¹¹ <https://www.carersuk.org/for-professionals/policy/policy-library/valuing-carers-2015>

¹² https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/664563/industrial-strategy-white-paper-web-ready-version.pdf

The Strategy’s ambition to create “an economy that works for everyone, regardless of age” must recognise the link between good health and greater economic participation – both as workers and consumers. The percentage of people aged 65+ who work has risen to 10.4 per cent from 6.6 per cent since 1992¹³ and people aged 65+ contributed or spent £37 billion to the UK hospitality sector in 2015 (27 per cent more than people aged 35-54)¹⁴. If everyone worked for a year longer, GDP would rise by 1 per cent¹⁵. More broadly, it is estimated that grandparents now provide up to 40 per cent of childcare, enabling their children to pursue their careers without restriction from prohibitive childcare costs¹⁶.

The focus must not be confined to older people. Demographic trends do not just forecast a growing elderly population but a growing number of working age adults with learning disabilities, mental health problems or long-term conditions who will need adult social care and support for them to lead independent productive and fulfilling lives. Putting the right support in place

to help tackle the disability employment gap – the difference between employment rates of disabled (49 per cent) and non-disabled people (80 per cent)¹⁷ – would support working age disabled people into meaningful employment and contribute to local economies. Just as important is supporting people with a mental health condition to remain in, and thrive at, work. The 2016 Stevenson and Farmer review noted that, “300,000 people with a long-term mental health problem lose their jobs each year”. The review found that, “The cost of poor mental to government is between £24 billion and £27 billion” (costs associated with providing benefits, loss of tax revenue and costs to the NHS) and that, “the cost of poor mental health to the economy as whole is...between £74 billion and £99 billion a year”¹⁸. Neither should we just consider the national picture. Locally, and particularly in areas with lower employment rates and lower economic output, the care sector is a major and vital employer of local people who, in turn, support the local economy.

¹³ https://www.local.gov.uk/sites/default/files/documents/22.11%20Healthy%20Ageing_web_0.pdf

¹⁴ <https://www.barclayscorporate.com/content/dam/corppublic/corporate/Documents/AgeingPopulation/Ageing-Population-North-West.pdf>

¹⁵ https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/32172/10-1047-default-retirement-age-consultation.pdf

¹⁶ https://www.local.gov.uk/sites/default/files/documents/22.11%20Healthy%20Ageing_web_0.pdf

¹⁷ <https://www.citizensadvice.org.uk/Global/CitizensAdvice/Families%20Publications/Halvingthedisabilityemploymentgap.pdf>

¹⁸ https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/658145/thriving-at-work-stevenson-farmer-review.pdf

A locally led service

When it comes to the importance of social care being a local service, expert contributors to our think piece series were equally clear that ‘local’ matters. At the heart of this principle lies the greatest strength of local government: its democratic accountability to the people it serves. As all communities are different and require a unique arrangement of services, the importance of local accountability cannot be overstated.

Recent LGA polling on resident satisfaction shows that councils are the most trusted form of government to make local decisions about services in a local area, selected by 72 per cent of respondents. Just 17 per cent of respondents selected national government. Similarly, local councillors were selected by 68 per cent of respondents as the individuals most trusted to make decisions about local services. By comparison, 13 per cent of respondents selected MPs and just 7 per cent selected government ministers¹⁹.

CONSULTATION QUESTIONS:

2. In what ways, if any, is adult social care and support important?

3. How important or not do you think it is that decisions about adult social care and support are made at a local level?

Social care innovation and improvement

Despite a challenging financial environment, adult social care and linked services have worked hard to continue to deliver, improving people’s lives in a number of ways.

Prioritising care and support: Between 2010 and 2017, adult social care has had to make savings and reductions worth £6 billion as part of wider council efforts to balance the books. But the service continues to be protected relative to other services. The latest ADASS budget survey shows that adult social care accounts for a growing total of councils’ overall budgets, up from 36.9 per cent in 2017/18 to 37.8 per cent in 2018/19²⁰. As a result, by 2019/20, 38p of every £1 of council tax will go towards funding adult social care.

Innovating: Councils are committed to innovation to help reduce costs while maintaining or improving services to the public. This has included changing the way that demand is managed, more effectively using the capacity in communities to help find new care solutions, and working more closely with partners in the NHS to reduce pressures in the care and health system. Innovative approaches can be found in all parts of the country.

¹⁹ <https://local.gov.uk/sites/default/files/documents/research%20-%20Resident%20Satisfaction%20Polling%20Round%2020%20-%2025%20july%202018.pdf>

²⁰ <https://www.adass.org.uk/media/6434/adass-budget-survey-report-2018.pdf>

Intervening early and preventing needs:

Investing in prevention has clear benefits for people and reduces costs to the wider care and health system. There is a great deal of work across the country to help people avoid unnecessary hospital admission and support to increase people's independence.

Performing: Even in the deeply challenging financial environment in which the wider social care sector has operated over the last few years, there are many instances of performance having been maintained or improved. This includes performance on satisfaction levels, adults with a learning disability living in their own home or with family and the proportion of people using services who say they feel safe and secure.

A range of case studies demonstrating the work of councils and their partners on the above areas can be found at Annex A. These illustrate the significant improvements and innovations which the social care sector has delivered, despite the most challenging circumstances. It is a sector worth investing in.

The role of digital and technology

We increasingly live in a connected and digital society. Of course, digital and care-related technology is not on its own the solution to addressing our adult social care or public health related challenges and it is not a replacement for person-centred care and support.

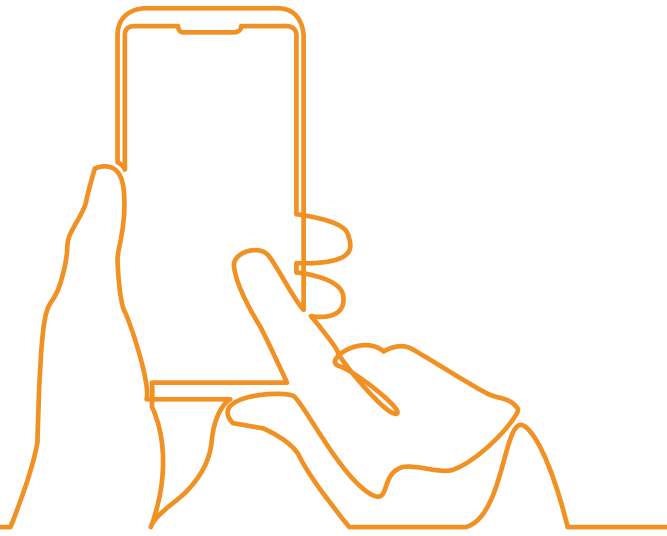
However, better use of data in adult social care offers the potential for more preventative and personalised approaches to care to be established, and emerging technologies offer the potential for new business models to flourish amongst providers of care whether they be large or micro care providers²¹. Councils have an important role to play in shaping their care market and areas such as Liverpool and Luton are collaborating with care providers to support innovation.

Digital approaches are enabling valuable time of our workforce to be freed up, allowing them to spend more time with those they are supporting whilst at the same time improving the quality of care.

It has the potential not only to enable staff to more effectively communicate with one another (helping to address the quarter of care providers who say the quality of information they receive on discharge is not sufficient²²) but also reduce the chances that people have to tell their story multiple times by joining up information from organisations. Progress has been made but still

²¹ See Industrial Strategy White Paper – Healthy Ageing Grand Challenge

²² Care Quality Commission, Beyond Barriers 2018



only three in 10 councils say that they have the information they need from health partners²³.

Technology has the potential to help people live more independently for longer, supporting the focus on prevention. Many of us are increasingly adopting smart technologies around the home and increasingly homes are being designed in a way that can both meet but also adapt to our everyday needs.

Understandably, people's expectations are increasing. People want to be able to make quicker and more informed decisions about their care choices which means providing the right information at the time they need it.

At the same time people want to be more in control. This might include giving people more opportunities to easily request the support they need and manage their personal budgets (such as in Harrow) or allow some of the worry to be taken out of caring by giving much more useful and timely information to those in a caring role.

Of course, digital is not right in every situation and where it is introduced it needs to remain person-focused, building trust with individuals. This means starting by understanding the aspirations and needs of individuals and co-designing approaches with them. Councils such as Salford are working with local organisations to support the city's most vulnerable.

The 2016 LGA publication 'Transforming social care through the use of information and technology' provides evidence from across the country of how both social care and public health are designing approaches that incorporate aspects of digital and data – not only saving money but importantly delivering better outcomes for individuals, carers and the workforce.

But as our green paper demonstrates there is still a significant way to go and only with much needed sustainable investment alongside local leadership can existing good practice be extended. Our LGA innovation programme in social care²⁴, funded by NHS Digital, demonstrates examples of where councils are co-designing approaches that use digital and data. However, these small-scale funding initiatives whilst helpful are not sufficient. The national priority being given to data and technology needs to be re-balanced and show a greater commitment to support local but scalable innovation in adult social care helping to address the systemic challenges that the sector is currently experiencing.

²³ LGA Digital Self-Assessment with councils 2017

²⁴ www.local.gov.uk/scdip

“What is important is that we have a system that makes sure people get looked after in the way they want because that’s the very least we all deserve”

Glyn and Kristin’s story

The need for continuous improvement

Whilst there is a huge amount of impressive work going on across the country, there is much more we can do to improve, even within existing funding arrangements. Polling suggests that the public remain concerned about achieving a consistent standard of care both in social care and the NHS, and preventing a ‘postcode lottery’. Variation in itself is not a bad thing; diversity of care and support is needed to address the diversity of different communities, and it would be wholly wrong to suggest that every area should have exactly the same set of priorities or range of services for their local population. But nobody wants to see radically different experiences of, or access to, services based solely on where you live rather than on what you need and want. This is one of the reasons that the Care Act introduced a national eligibility framework, to ensure that people across the country are entitled to care on broadly consistent criteria.

There is little evidence that running services nationally makes them more uniform than services planned and delivered locally. The idea that more national systems and approaches would necessarily help eradicate unwanted local variation is flawed: it could exacerbate inequalities which only a highly localised response can address. As is any notion that local government is more variable than other public services. Within the NHS for instance, there is still very significant variation in access, quality and outcomes, including delayed transfers of care attributable to the NHS, Continuing Healthcare eligibility, the rate of patient safety incidents and

the availability of IVF treatments. More broadly, variability is not unique to the public sector and is instead an inevitable feature of life. The accessibility and availability of banks, shops, transport connections and restaurants is part and parcel of what makes every area different.

We need a system in which variation reflects positive choices in local areas to reflect local needs and wishes, and to build communities that are inclusive, cohesive and promote the life chances of everyone within them. Councils’ bespoke solutions to local challenges also allow greater space for innovation and improvement to flourish, which is harder to achieve with national-level services. Local investment decisions help change the way things are done on the ground, creating services and partnerships – particularly with the voluntary sector – that benefit our communities. It is no coincidence that many national programmes start from best practice from within local government.

The Prime Minister rightly wants best practice to be shared²⁵. And councils are keen to embrace learning through sector-led improvement, and have welcomed the findings of the CQC reviews of health and care systems. However it would be wrong to presume that a mandatory national inspection programme of council commissioning would necessarily improve matters. Local government has worked with Government to develop its own sector-led improvement approach and it has been shown to be more cost effective than national inspection. The National Audit Office estimates that the cost of the previous top down inspection regime was in excess of £2 billion annually²⁶ whilst the LGA receives just 1 per cent of that to facilitate its wider improvement support in councils. Large

²⁵ <https://www.parliament.uk/documents/commons-committees/liaison/Prime-Minister-oral-evidence-session-transcript-20-12-2017.pdf>

²⁶ <https://www.webarchive.org.uk/wayback/archive/20070428120000/http://www.lyonsinquiry.org.uk/submissions/20060308%20National%20Audit%20Office%20Response%20to%20Interim%20Report.pdf>



parts of the previous inspection regime were abolished by Government in 2010 due to the expense. Sector-led support also delivers good results, with 95 per cent of chief executives and 96 per cent of leaders saying that it has had a positive impact on their authority²⁷.

We recognise that the public expect, and have a right to, a consistent level of access, quality and effectiveness of care and support. Councils, working alongside national and local partners, are identifying where unacceptable variation exists and taking steps to tackle it. Local government is committed to working with national government to build on this work, and the sector-led improvement approach that underpins it, to ensure that any new funding for social care is used effectively. Examples of this work are set out below.

Working together for a system-wide focus

- Local government political and professional leadership increasingly recognises that significant improvements to people's wellbeing cannot be made by just focusing on their part of the health and care system. The recent focus on delayed transfers of care (DTC) attributable to adult social care is a case in point. Research undertaken for the LGA by Newton Europe²⁸ into DTCs attributable to social care in 17 health economies found that focusing on just one part of the system risks either ignoring underlying causes of the blockage or simply shifting pressure elsewhere. The work found that the best way to help patients through discharge is to ensure the focus on their longer term recovery. DTC is a symptom of system malfunction, not of itself a root cause. Put the patient first and the rest will follow.
- The CQC local system reviews made a similar finding in relation to managing the flow of older people from community settings into hospital and back again. It found that the key driver to overcoming barriers to effective joined up working was local leaders sharing a clear vision to provide a shared purpose for people and organisations across the local health and social care system. Fragmented and separated systems for local government and social care get in the way of person-centred and place-based working. In particular, separate financial frameworks, performance management regimes, workforce planning and regulatory frameworks for the NHS and local government make it difficult to work together. We would welcome the continuation of these cross-sector reviews alongside a sector-led improvement approach to adult social care.

²⁷ <http://lga.moderngov.co.uk/documents/s17081/LGA%20Perceptions%20Survey%202017-18.pdf>

²⁸ <https://www.local.gov.uk/our-support/our-improvement-offer/care-and-health-improvement/systems-resilience/resources/emerging-practice>

CONSULTATION QUESTION:

4. What evidence or examples can you provide, if any, that demonstrate improvement and innovation in adult social care and support in recent years in local areas?

System leadership

- Some health and wellbeing boards (HWBs) are the driving force for transforming care and support in local communities. They bring together political, health and community leaders to agree a vision and a shared approach to health and wellbeing which addresses the challenges facing their care and health systems. But others are not providing clear leadership and direction. We recognise that if they are to maintain their status as leaders of place, all health and wellbeing boards need to be effective. A key strand of our improvement work focuses on strengthening HWBs in this respect, equipping council leaders with the tools they need to work alongside clinical and community counterparts.

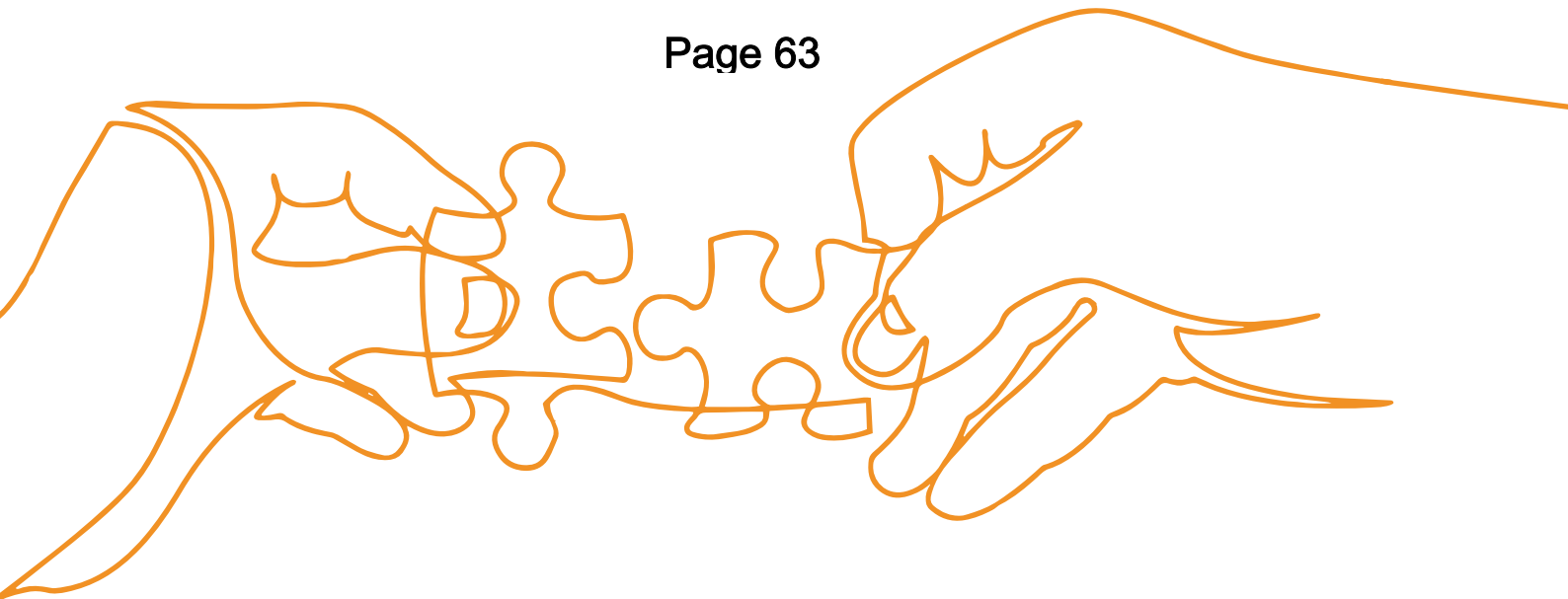
Integrated commissioning

- Councils recognise the importance of strong commissioning and are taking steps to ensure this drives improvement. Building on our framework for commissioning for better outcomes in social care, we are working with councils to focus on Integrated Commissioning for Better Outcomes²⁹. A future model of social care will need to continue to develop and strengthen integrated commissioning.

Shaping the local care market

- Market Position Statements (MPS) are a requirement of the Care Act and encourage commissioners, people who use services, unpaid carers and providers to come together to consider what care and support services are needed in an area, why, and how they might be delivered. Councils recognise the value of MPSs and the need to ensure their robustness and quality.
- The LGA is working with councils and providers to develop the next generation of MPSs that focus much more on: the services needed in a local area; how they can support people to stay out of hospital and live independently at home; support to providers to recruit, retain and develop the care workforce.

²⁹ <https://www.local.gov.uk/icbo>



Improving system-wide performance and effectiveness

- All of our work on systems has the primary objective of supporting councils to work with all relevant local partners to help keep people out of hospital and, if they do need inpatient care, return them to their communities and full independence as far as possible.
- An example is the Transforming Care Partnership, which helps ensure that more people with complex learning disabilities are moving from secure Assessment and Treatment Units to better placements in their own community near family and friends.

Data sharing

- Councils increasingly recognise the need for sound data sharing across health, social care and providers to deliver person-centred care and the role of technology to improve integration, efficiency and commissioning.

Support to challenged areas

- Some areas face a particularly challenging financial environment and require expert support to steer their way through to steadier and more stable times. We have worked with 20 such areas to address real and present financial problems. This is our fastest growing area of support.
- Other areas need support to deliver efficiencies, particularly in learning disability and mental health services, and a range of work is being taken forward to help councils to manage demand.
- As financial circumstances become ever strained, more areas are identifying the need to be better prepared on contingency planning in the event of large scale provider failure. Most councils are experiencing contract hand backs, but the risk of large scale failure is increasing as evidenced by the changing numbers in CQC’s market oversight regime.

Managing risk

- More generally, councils recognise the need to be smarter and more nimble at managing risk. All councils have used our risk tool in some form to aid their understanding of risk in key areas including leadership and governance, performance, quality, resources, workforce and delivering national priorities.

The funding challenge and its consequences

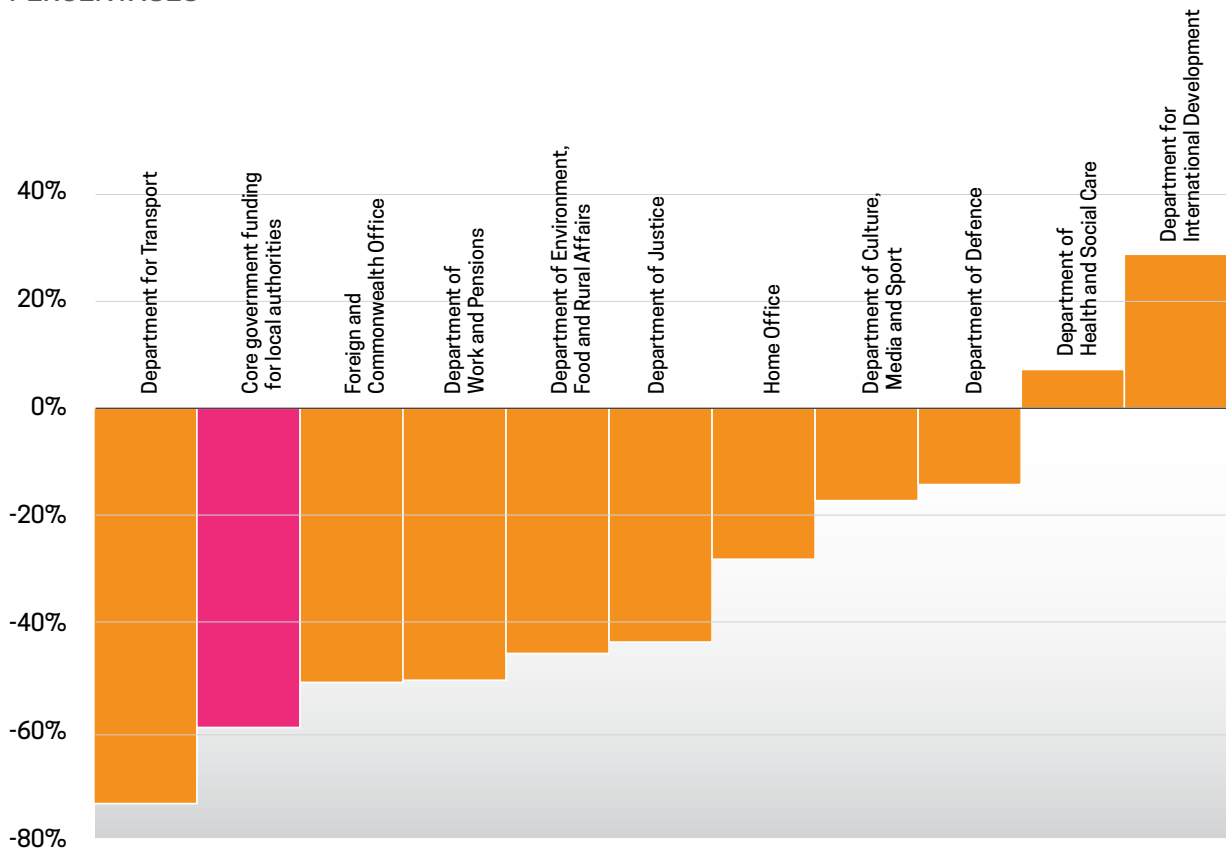
Local government and the NHS: systems under pressure

The full potential of local government's contribution to wellbeing is struggling to be realised following years of austerity. Councils are not unique in having had to respond to the impact of austerity and, like many organisations, have met the challenge head on. But the scale of the challenge they have faced, and the savings and efficiencies they have made, is significant and cannot be overplayed.

Since 2010, successive governments have cut 60p out of every £1 of national funding for local council services, saving nearly £16 billion a year by 2020. Local government has been cut considerably deeper than many other areas of the public sector and others have seen increases in their budgets, as the chart below shows.

Councils have responded on multiple fronts. They have pursued an efficiency agenda rigorously. They are sharing staff, buildings and delivering services together. Some have merged, some have had to use money that was set aside for major investments to support day-to-day services. Wherever they can, councils have looked at different ways of delivering services and support to citizens, or taken action to reduce

REAL TERMS CHANGE TO REVENUE FUNDING 2010-20 PERCENTAGES



“I am only too aware that every minute I spend with paramedics is taking this costly service away from someone else who needs it, but I am left with no choice” Vicki and Keegan’s story

demand rather than making cuts. But against the scale of the reduction outlined, these efforts can only go so far. As the Public Accounts Committee has noted, “The harsh reality is that more and more local authorities are now showing signs of financial stress”³⁰. Today, more councils are struggling to balance their books and some are considering whether they have the funding to even deliver their statutory requirements. Put simply, councils no longer have the resources to support people in their communities³¹.

The local government funding position has serious consequences for wellbeing. It constrains adult social care which, in turn, constrains the voluntary sector and care providers. This is happening now and impacting on people’s quality of life today. The response has been to protect social care relative to other council services. But those other services are crucial to support people’s wellbeing, such as bus services, libraries and road maintenance. In this way, sorting out the long-term funding of adult social care therefore goes hand-in-hand with helping to sort out the long-term funding of local government. And that can only help improve people’s wellbeing.

The NHS is also struggling. A report by NHS Providers shows that community health services are also under pressure. More than half of community trusts surveyed (52 per cent) for the report believed funding had fallen this financial year and 82 per cent were worried that community health services would not receive the investment needed to realise the ambitions of the Five Year Forward View³².

It is a similar picture with GPs with the King’s Fund noting that:

“General practice is in crisis. Workload has increased substantially in recent years and has not been matched by growth in either funding or in workforce...Funding for primary care as share of the NHS overall budget fell every year in our five year study period.”³³

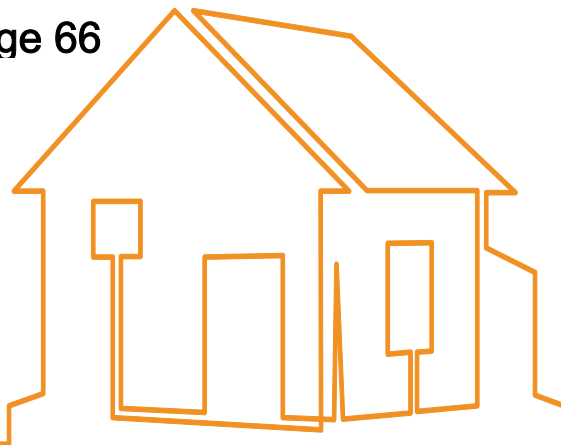
As social, community health and primary care face growing pressure, wellbeing deteriorates. As a result, people increasingly seek to have their needs met by turning to the part of our public sector which has arguably been protected from the full force of austerity: hospitals. But targeting investment primarily at the acute sector represents poor investment of public money. And more importantly, it is a poor outcome for most people needing care and support. The argument is bigger than simply saying we spend too much on hospitals. It is about arguing for investment for prevention across the wider system – social care, public health, the third sector and parts of the NHS – as part of a truly system-wide approach to embedding prevention and early intervention within our communities and in everything we do. Good investment and good outcomes for people requires a focus on these communities, ensuring people have the care and support (in the broadest sense) they need to live a good life – to be well, independent, living at home for as long as possible and contributing to family and community life.

³⁰ <https://publications.parliament.uk/pa/cm201719/cmselect/cmpublicacc/970/970.pdf>

³¹ For further information visit: <https://www.local.gov.uk/sites/default/files/documents/Moving%20the%20conversation%20on.pdf>

³² <http://nhsproviders.org/state-of-the-provider-sector-05-18>

³³ https://www.kingsfund.org.uk/sites/default/files/field/field_publication_file/Understanding-GP-pressures-Kings-Fund-May-2016.pdf



Adult social care funding

As with local government overall, adult social care funding is at its absolute limit, threatening the great progress that has been made in challenging circumstances. Innovation, prevention and performance may be some of the hallmarks of the last few years as social care has sought to insulate itself from the full impact of austerity. But looking ahead, the scope to continue in this way is greatly reduced.

New research by the LGA shows that local government overall faces a funding gap of £7.8 billion by 2025, just to sustain current – and much reduced – levels of service. This includes, within adult social care, an immediate and annually recurring market provider gap of £1.44 billion; the difference between the estimated costs of delivering care and what councils pay. As demography, inflation and National Living Wage pressures build in subsequent years, the adult social care gap rises to £3.56 billion by 2025³⁴. And again, this is purely to stand still. To put this in perspective, this is more than five times the amount spent annually on councils' park services, and close to the total cost of councils' waste management for a year (£3.6 billion). The short-term funding gap must be closed as an urgent priority and as an initial step in securing the sustainability of care and support.

Governments' response to the challenge of adult social care funding in recent years has been short-term and incremental in nature. One-off grants, the council tax precept for social care and increases in improved Better Care Fund funding have been helpful. But each mechanism has its limitations and they have not been sufficient to deal with all short-term pressures, let alone address the issue of longer-term sustainability. They also cease in 2019/20 with no clarity from 2020 onwards, which makes even short- and medium-term planning extremely difficult.

Furthermore, the major Government narrative and focus of attention has been on services to support older people, largely overlooking the fact that much of the growth in cost pressures comes from the increasing needs of working age adults. As the ADASS budget survey³⁵ shows, services for working age adults now account for 58 per cent of the demographic pressure on social care budgets, including 39 per cent relating to services for people with a learning disability. The demographic pressure relating to older people accounts for 42 per cent of total pressure. This might explain why the proportion of directors most worried about the financial pressures relating to services for working age adults has doubled since last year to 32 per cent and compares to only 12 per cent who are most worried about services for older people.

³⁴ <https://www.local.gov.uk/sites/default/files/documents/Technical%20Annex%20%281%29.pdf>

³⁵ <https://www.adass.org.uk/media/6434/adass-budget-survey-report-2018.pdf>

The council tax precept is not a sustainable solution. First, it shifts the burden of tackling a clear national crisis on to councils and their residents – and this after years of councils being encouraged to keep council tax as low as possible, or frozen. Second, the value of the precept varies greatly based on the strength of a council's tax base. Areas facing the greatest demand for services are those that are able to raise the least amount of money through the precept.

Already in 2017/18, the adult social care precept was worth 3.8p of every £1 of council tax raised in England. If all councils with social care responsibility used the precept flexibility and the 2.99 per cent core increase in 2018/19 and 2019/20, this would rise to 6.5p of every £1 of council tax. By the same point, councils could be spending as much as 38p of every £1 of council tax on adult social care, up from just over 28p of every pound in 2010/11.

Improved Better Care Fund resources are also problematic. As explored further below, this funding has become subject to an increasing and concerning degree of oversight and influence from both government and the NHS nationally. The funding also stops at the end of 2019/20.

The consequences of underfunding in adult social care

The consequences of this immediate and medium-term funding gap will likely include a deepening of the consequences seen to date in a range of areas.

Quality: Latest information from the Care Quality Commission shows a broadly encouraging picture on quality, with more than four fifths of adult social care services in England rated as 'good' (79 per cent) or 'outstanding' (2 per cent) following inspection. However, a more worrying trend is emerging amongst services that have been re-inspected. For those services previously rated 'good', 76 per cent saw no change to their rating, but 18 per cent dropped to 'requires improvement' and 3 per cent dropped to 'inadequate'. Amongst those services previously rated 'outstanding', 64 per cent saw no change to their rating, 19 per cent dropped to 'good', 14 per cent dropped to 'requires improvement' and 3 per cent dropped to 'inadequate'. Improving quality is one thing, sustaining it is clearly another and it is becoming harder to achieve³⁶.

Provider market stability: providers of social care are an absolutely vital part of the social care landscape, delivering practical care services with an essential human touch both to self-funders who pay for their own care and those who are funded by their council. But the provider funding gap outlined above, coupled

³⁶ https://www.local.gov.uk/sites/default/files/documents/Securing%20the%20long-term%20sustainability%20of%20adult%20social%20care%20%E2%80%93%20Quality%20-%20Andrea%20Sutcliffe%20CBE.pptx_.pdf

“I don’t feel like I’m living, just existing”

Josie’s story

with new pressures (such as the potential future uncertainty on liabilities for ‘sleep in’ care) is putting providers under impossible pressure. In the last six months, this has resulted in providers ceasing trading across home and residential care in more than 100 council areas, impacting more than 5,300 people. It has also resulted in providers handing back contracts to more than 60 councils, impacting just under 3,000 people³⁷. Providers make these decisions reluctantly, especially having worked with local communities and individuals over many years. These are difficult decisions that are made when the full costs of care cannot be covered. Some providers are having to reduce the amount of their capacity used by local authorities because it is not profitable. They may seek to increase their income from self funders or others, such as NHS commissioners. The impact is a loss of capacity for local authorities and a knock-on impact on their customers and the NHS.

Unmet and under-met need: under the Care Act, councils are required to follow a national minimum threshold for eligibility. This means that there is a single and consistent framework for determining whether a person’s needs are eligible for public support. The level at which this is currently set, combined with the pressures on social care described above, has arguably been

partly responsible for an increase in unmet and under-met need.

Age UK estimates³⁸ that there are 1.4 million older people who do not receive the help they need. This includes 164,217 people who need help with three or more essential daily activities (such as washing, dressing and going to the toilet) and who receive no help at all from either paid services or family and friends³⁹. As a purely indicative figure, the LGA estimates that if councils were to support this group of 164,217 older people, £2.4 billion additional funding would be needed⁴⁰. Looking to working age adults, and again purely as an indicative figure using estimates based on broad assumptions set out below, the LGA estimates that addressing unmet need amongst the 18-64 population would require an additional £1.2 billion⁴¹. Unpaid carers also experience unmet need. New research by Carers UK shows that one in seven carers (or those they support) received less care or support in the previous year⁴².

Unmet (and under-met) need is bad for people and can lead to the worsening of their conditions, and the costs involved in meeting them. But more broadly, it is bad for our economy and can lead to a huge loss of economic input. As we set out above, supporting people’s wellbeing plays an important role in helping

³⁷ <https://www.adass.org.uk/media/6434/adass-budget-survey-report-2018.pdf>

³⁸ <https://www.ageuk.org.uk/latest-press/articles/july-2018/new-analysis-shows-number-of-older-people-with-unmet-care-needs-soars-to-record-high/>

³⁹ <https://www.ageuk.org.uk/latest-news/articles/2018/july/1.4-million-older-people-arent-getting-the-care-and-support-they-need--a-staggering-increase-of-almost-20-in-just-two-years/>

⁴⁰ Our estimate of the cost uses Age UK figures as a starting point. We take their figure of 164,217 – the number of older people who receive no support with three or more essential daily activities – and assume support for those people based on the profile of existing support for older people in terms of home care and residential care. We then apply unit costs: for home care we cost 1 hour per day; for residential we cost a year of residential care.

⁴¹ We apply the same method used for estimating the cost of meeting unmet need amongst older people. However, as we do not have a starting number (equivalent to the Age UK figure of 164,217) we link to the number of working age adults currently receiving services. The number of working age adults supported is roughly 40 per cent of the number of older people supported so we apply that percentage to the Age UK figure and apply working age adult unit costs for home and residential care.

⁴² <https://www.carersuk.org/images/Downloads/SoC2018/State-of-Caring-report-2018.pdf>

people to be employed, to be active consumers and to be a support for relatives juggling work and family commitments.

Carers: our care system could not survive without the invaluable input provided by unpaid family carers. But as pressures mount on social care, carers shoulder an increasing strain and this impacts on their own physical and mental wellbeing. New research by Carers UK shows that 72 per cent of carers in England have suffered mental ill health (such as stress and depression) as a result of caring and 61 per cent had suffered physical ill health. A clear majority of carers believe their mental (57 per cent) and physical (58 per cent) health will get worse in the next two years⁴³. When an unpaid caring role breaks down, everyone suffers and costs rise. The research by Carers UK also shows that one fifth of carers had not received a carer's

assessment in the last year⁴⁴. The LGA estimates that it would cost an additional £150 million to provide those assessments.

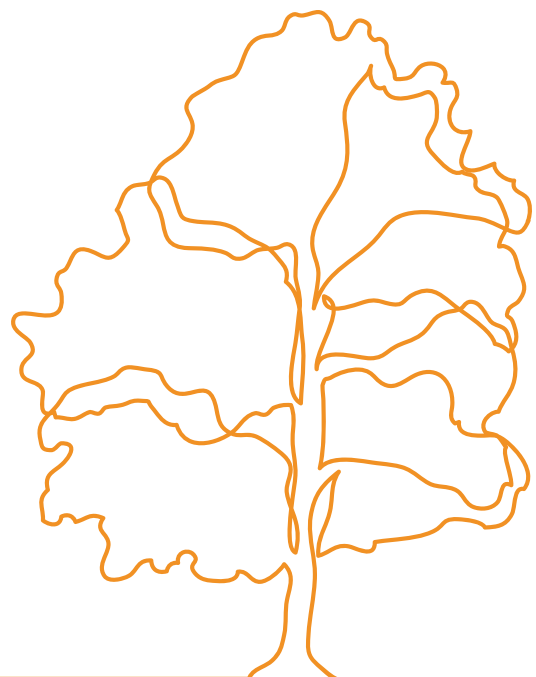
Workforce: like unpaid carers, the social care workforce is at the core of our care and support system. Its scale is significant.

“Adult social care is a growing sector that, in 2016, had around 20,300 organisations, 40,400 care providing locations and a workforce of around 1.58 million jobs. The number of full-time equivalent jobs was estimated at 1.11 million and the number of people working in adult social care was estimated at 1.45 million⁴⁵.”

⁴³ https://www.carersweek.org/images/Resources/CW18_Research_Report.pdf

⁴⁴ <https://www.carersuk.org/images/Downloads/SoC2018/State-of-Caring-report-2018.pdf>

⁴⁵ <https://www.skillsforcare.org.uk/NMDS-SC-intelligence/Workforce-intelligence/documents/State-of-the-adult-social-care-sector/2State-of-the-adult-social-care-sector-and-workforce-2017.pdf>



But it too is under significant pressure. Skills for Care estimates that the staff turnover rate of directly employed staff working in social care was 27.8 per cent in 2016/17, approximately 350,000 leavers during the year⁴⁶. This compares to average labour turnover across the economy of 15 per cent, and 13.4 per cent across local government direct employment.

The National Audit Office has shown that the “growth in the number of jobs has fallen behind growth in demand for care” and that, as we set out above, “The failure of formal care to meet this increased demand may have contributed to the growth in individuals’ care needs not being met”⁴⁷. This trend looks set to continue. Skills for Care forecasts show that if the social care workforce grows proportionally to the increase in the number of older people aged 75 and over, an increase of 44 per cent (700,000 jobs) will be needed⁴⁸.

This will be challenging. Directors of adult services believe increasing salaries for care workers is the most important factor in recruitment and retention, which will only increase pressures on budgets. Furthermore, pay rises of 29 per cent over the next three years for the lowest paid NHS staff across England will make the challenge even greater. Directors believe a similar pay rise for social care staff would cost an additional £3 billion a year⁴⁹. But it is not simply a matter of money. As the National Audit Office has pointed out, care work – particularly lower level roles – suffers from negative perceptions and “is viewed by the public as low skilled and offering limited opportunities for career progression⁵⁰”

In terms of the workforce directly employed by councils, social workers and occupational therapists are key regulated social care professionals in local authority social care departments responsible for ensuring the protection of people’s human rights and promoting safety, inclusion and citizenship outcomes. Social work has one of the highest vacancy rates at 10.8 per cent and a staff turnover rate of 15.6 per cent, and only a third of social work graduates enter adult social care.

Escalating problems: more generally, the underfunding of social care and support results in people’s wellbeing and outcomes deteriorating as their needs rise and go unmet. This can lead to increased loneliness or the worsening of long-term conditions and results in further demand pressures on the NHS.

CONSULTATION QUESTIONS:

5. What evidence or examples can you provide, if any, that demonstrate the funding challenges in adult social care and support in recent years in local areas?

6. What, if anything, has been the impact of funding challenges on local government’s efforts to improve adult social care?

7. What, if anything, are you most concerned about if adult social care and support continues to be underfunded?

⁴⁶ <https://www.skillsforcare.org.uk/NMDS-SC-intelligence/Workforce-intelligence/documents/State-of-the-adult-social-care-sector/2State-of-the-adult-social-care-sector-and-workforce-2017.pdf>

⁴⁷ <https://www.nao.org.uk/wp-content/uploads/2018/02/The-adult-social-care-workforce-in-England.pdf>

⁴⁸ <https://www.skillsforcare.org.uk/NMDS-SC-intelligence/Workforce-intelligence/documents/State-of-the-adult-social-care-sector/2State-of-the-adult-social-care-sector-and-workforce-2017.pdf>

⁴⁹ <https://www.adass.org.uk/media/6434/adass-budget-survey-report-2018.pdf>

⁵⁰ <https://www.nao.org.uk/wp-content/uploads/2018/02/The-adult-social-care-workforce-in-England.pdf>

“Government has already done two of the three jobs we need it to do on social care. It has put in place an excellent piece of legislation – the Care Act – that could provide the right enabling framework for a generation. It has also put in place a trusted inspection system with public confidence. Its third task is to properly fund the system and that should be the primary focus of the green paper”

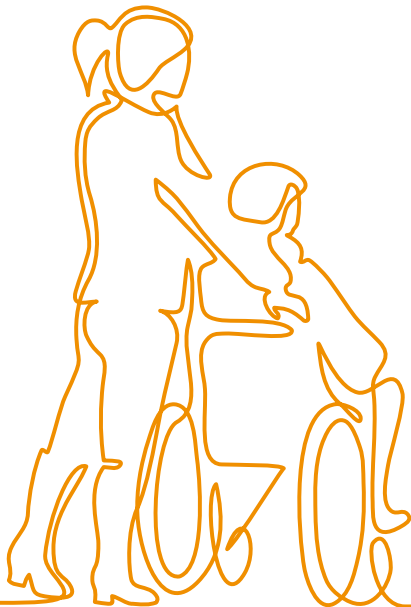
**Jon Rouse, Chief Officer,
Greater Manchester Health
and Social Care Partnership**

LGA think piece series, 2018

The Care Act: a legal foundation for care and support

Social care has already been reformed. Between July 2012 and April 2015, the wider social care sector – people with experience of using services, local government, the NHS, providers, the community, voluntary and social enterprise sector, think tanks, academics and the public – came together with Government to help shape a landmark piece of legislation and prepare for its implementation: the 2014 Care Act. This was a model for how laws should be made; collaboratively, with the voices of those who use services front and centre, and with our national politicians and government in genuine listening mode. It is not perfect, no legislation is. But it is close.

It puts people’s wellbeing – broadly defined – at the heart of the Act and stresses the importance of preventing or delaying the development of care needs. It makes a clear link to integration with health in achieving both wellbeing and prevention. It promotes the development of a local provider market offering diverse and quality services for both self-funders and publicly-funded care. It puts unpaid carers on a par with those they care for and embeds person-centred care and personalised approaches to care through the care planning process. It promotes personal budgets and direct payments in order to give people choice and control over their care.



However, in spite of a deep commitment to the legislation, councils are increasingly struggling to even meet the 'letter' of the law. In a 2018 survey of adult services directors, just 34 per cent stated that they were 'fully confident' in meeting all of their statutory duties in 2018/19. The figure dropped to one in ten in 2019/20, with no director 'fully confident' of meeting all statutory duties in 2020/21⁵¹. We can and must do better.

Implementing Part II of the Care Act

Despite widespread support for the legislation, the Care Act has not yet been fully implemented, with the Part II reforms to introduce a cap on the amount people might have to pay and an extension to the financial means test limits still waiting to be enacted, partly due to the lack of funding for the system as a whole. The LGA supported the decision, arguing that the funding earmarked for a cap should be used to support the existing social care system before adding new duties and reforms on top of it. Full implementation of the 'Dilnot Cap' as set out in the Care Act is one of the reform options considered in the next section.

CONSULTATION QUESTIONS:

8. Do you agree or disagree that the Care Act 2014 remains fit for purpose?

9. What, if any, do you believe are the main barriers to fully implementing the Care Act 2014?

⁵¹ <https://www.adass.org.uk/media/6434/adass-budget-survey-report-2018.pdf>

4. The options for change

“There’s a great deal for us to be worried about. The good news is that there’s widespread agreement about an urgent need for action. There’s political consensus that something must be done, but the question is what?”

**Ben Page, Chief Executive
and Anna Quigley,
Director of Health Research,
Ipsos MORI**
LGA think piece series, 2018

Key points:

- Social care is becoming a greater public priority
- The public and politicians (local and national) support greater funding for social care
- People find the social care system complex and confusing, it is hard to understand, particularly for those facing the immediate pressures of requiring care and having to engage with a system they have never encountered before
- People worry about the costs of social care but are not making preparation for them and the rules are not clear
- Although it is hard to define, people want a greater sense of fairness within social care
- There are a number of options for making social care better
- Making these changes will require more funding. There are different ways of raising this
- Cross-party consensus or cooperation must be sought to secure a workable long-term solution

“The last 20 years have seen at least five independent reviews of social care funding and 12 white papers, green papers and consultations of one kind or another under five governments. It has been a story of delay, dashed hopes and disappointment.”

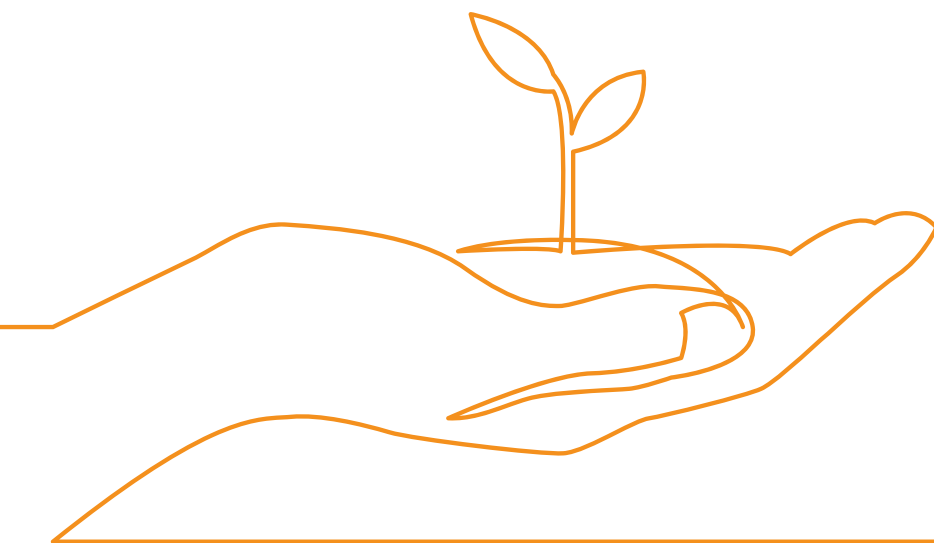
Richard Humphries,
Senior Fellow, The King’s Fund
LGA think piece series, 2018

Why is it so hard to change?

Public support

Many of the most significant problems facing social care are primarily driven by a lack of funding, as set out in the previous chapter. Whilst the Care Act remains a widely supported broad legislative framework, more funding is needed to implement it fully. So why has it proved so hard for successive governments to deliver sustainable long-term funding for this crucial service?

The answer lies partly in how the public view social care, which is linked to the fact it is complex and hard to understand. Adult social care and support is not free for everyone. An individual who thinks they need support through adult social services is assessed by their council to identify their care needs and determine whether or not those needs are eligible. If they are, a separate assessment is made of the individual’s financial circumstances to determine whether they must contribute to the cost of their care.



“The sad thing is none of us know when or if we will need people to care for us one day so it is vital that everyone is aware of the issues before it is too late to do anything about it” Vicki and Keegan’s story

Two recent reports are extremely helpful in understanding the public’s concerns: a recent Ipsos MORI report on attitudes to social care funding reform, prepared for the King’s Fund and Health Foundation⁵²; and a report by public participation charity, Involve, summarising the findings of a ‘Citizens’ Assembly’ they held on behalf of the Health and Social Care Select Committee and the Communities, Housing and Local Government Select Committee⁵³.

- **A complex and confusing system:** People do not have a detailed understanding of social care services and are unsure about how to access them. Participants with experience of social care said the system was complex, bureaucratic and difficult to navigate. Forty-five per cent of Citizens’ Assembly members selected an ‘easily accessible’ system in their top five principles for a reformed system. Thirty-eight per cent of assembly members put a ‘simple clear’ system in their top five.
- **Complex and unclear funding arrangements:** Unless they have experience of it, people have limited understanding of how social care funding works. Most people think social care is funded similarly to the NHS, through tax, or that an entitlement based on National Insurance contributions will be available. People with no or limited experience of social care are largely unaware that the system is means tested. Upon learning this, many are “shocked”, as they had assumed there is a more generous offer for more people.
- **Transparency and fairness:** People want more transparency – both in terms of the costs of social care (individually and nationally), and in terms of being able to see where funding for social care is being raised and where it is being spent. On fairness, there are a range of views reflecting the different interpretations of what fairness is. These include fairness to older people who have paid taxes all their lives, fairness in protecting people’s housing assets, fairness between different generations and fairness based on a person’s ability to pay. In respect of private funding, people want an ‘asset floor’ below which an individual would not have to contribute to their care costs, as well as a ‘cap’ on the costs of care beyond which an individual would not have to pay. In terms of public funding, there is broad support for increases to Income Tax, a social insurance scheme (a stand-alone compulsory payment as a percentage of income paid by everyone aged 40 and over), and an extension of National Insurance to people working beyond state pension age.

⁵² <https://www.ipsos.com/sites/default/files/ct/publication/documents/2018-06/public-attitudes-social-care-funding-reform-ipsos-mori-2018.pdf>

⁵³ <https://publications.parliament.uk/pa/cm201719/cmselect/cmcomloc/citizens-assembly-report.pdf>

“Governments can no longer turn a blind eye and say we can’t afford it... Government must step up to the plate and be honest with the electorate”

Sandy’s story

This detailed work helps to explain the many examples of public polls which show that few people understand social care or how the system is meant to work. For instance, a 2017 Ipsos MORI poll suggested 63 per cent of people believed the NHS provides social care for older people, and 47 per cent believed social care is free at the point of need⁵⁴.

It is no surprise, given the difficulty of explaining how the existing system works, that governments have struggled to build the political momentum to make proper and long-term improvements to social care funding, when such changes would require tax increases or cuts to other services to pay for it. But that is no excuse. Public and political opinion is changing, and people who need care and support should not be asked to wait any longer.

That is why we are, as part of this consultation, undertaking further work with the public, building on the excellent studies above, to try and get a clearer sense of which changes are most important and acceptable to them. Read more on our website: www.futureofadultsocialcare.co.uk

CONSULTATION QUESTION:

10. Beyond the issue of funding what, if any, are the other key issues which must be resolved to improve the adult social care and support system?

Changing the system for the better

‘Standing still’ is not an option and never has been. This was certainly the message from the public in the Ipsos MORI and Citizens’ Assembly work. And doing so would impact on people’s wellbeing and destabilise the care and support system as we have set out above. Building on what we know the public thinks, and thinking about some of the consequences of repeated under-funding of social care that we would like to tackle, the following table summarises a range of key options set out in recent papers for how we might change social care for the better.

This draws on the excellent recent work by Age UK, the Health Foundation and King’s Fund⁵⁵ and the joint select committee report, ‘Long term funding of adult social care’⁵⁶. The Health Foundation/Kings Fund and joint select committee reports compare a range of proposals, along with costings and the table below provides only a summary. For further details please see the links provided.

We have not included the option, set out in the Health Foundation and King’s Fund report, of restoring levels of funding to 2009/10 levels. But it is worth noting that they estimate the costs of that at an additional £8 billion in 2021. All of the options below are compared to current funding and, consequently, current levels of access and quality.

⁵⁴ <https://www.slideshare.net/IpsosMORI/the-state-of-the-state-20172018>

⁵⁵ <https://www.health.org.uk/sites/health/files/A-fork-in-the-road-Next-steps-for-social-care-funding-reform-0.pdf>

⁵⁶ <https://publications.parliament.uk/pa/cm201719/cmselect/cmcomloc/768/768.pdf>



The options set out in the table do not, in general, overlap, except that free personal care would mean there was no need for a cap on care costs. They would each help different groups, and are not limited to older people; people with life-long disabilities, or working age adults who acquire a disability, require sustainable funding for care and support in their own right.

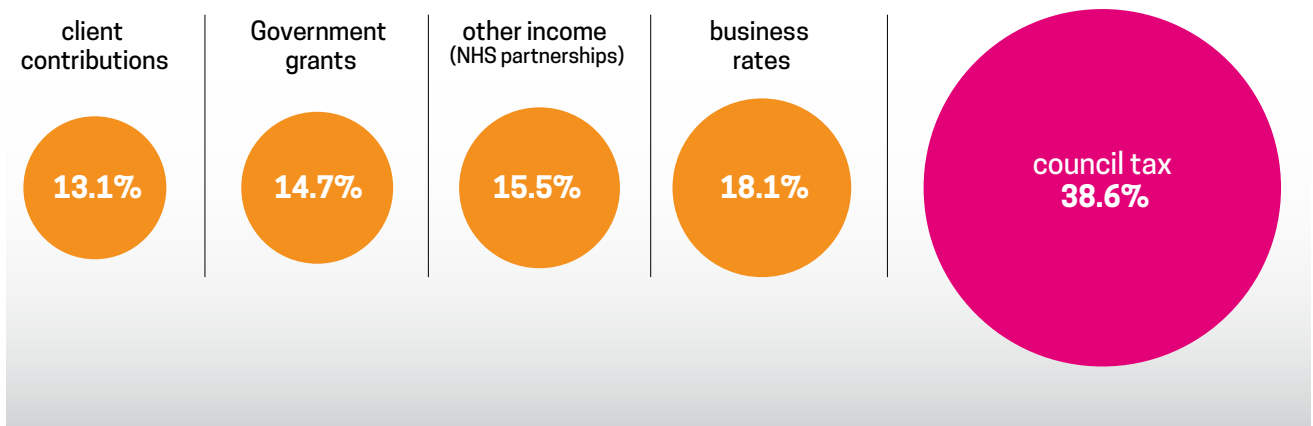
In thinking about how we can make the system better there are two broad categories of changes to consider. The first, shaded in the table below, are primarily about making the current system work as intended and relate to implementing statutory duties fully. These would help stabilise the 'here and now', help address the consequences of underfunding as described above, and create a more solid foundation from which to deliver the second, unshaded, options in the table. These are additional proposals for change, which would help address the separate set of concerns identified above that are more to do with notions of fairness, complexity and transparency. They would signal a change to current requirements (although the 'cap and floor' would only require implementation of current legislation, not a new Bill).

The table projects estimated costs in 2024/25 but in considering the long-term future of adult social care we take a longer horizon; the system we build now must be fit for at least the next decade and beyond. In considering the changes we want to make, the question is therefore not simply about preferences for the short- to medium-term, but for the longer-term as well.

	CHANGE	RATIONALE	COST 2017/18	COST 2024/25
Funding existing requirements	1. Pay providers a fair price for care (LGA and many others) ¹	The stability of the provider market is central to the provision of high quality care and support that meets people's needs and helps keep people independent at home. Enabling councils to pay a fair price for care (based on cautious industry estimates of what is needed) would help prevent providers ceasing trading and/or handing back contracts, and help to prevent a 'two tier' system between publicly funded care and privately funded care.	£1.44 billion	£1.44 billion
	2. Make sure there is enough money to pay for inflation and the extra people who will need care (LGA and many others) ²	Without funding for core pressures, unmet need is likely to continue to grow, pressures will build on the provider market and its workforce, and the impact on unpaid carers will continue to increase.		£2.12 billion
	3. Provide care for all older people who need it (based on estimates of unmet need amongst older people by Age UK) ³	Tackling unmet need amongst people with care needs, would help maintain people's independence and prevent the deterioration of people's conditions and would help allow informal carers to continue their caring role.	£2.4 billion in addition to 1 and 2 above	£3.6 billion, in addition to 1 and 2 above
	4. Provide care for all people of working age who need it (estimates based on broad assumptions set out below) ⁴	As above	£1.2 billion, in addition to 1 and 2 above	£1.4 billion, in addition to 1 and 2 above
Reforms to extend entitlements	5. 'Cap and floor'	<p>A cap on the maximum costs an individual could face, along with a more generous lower threshold in the financial means test, would protect people from 'catastrophic costs' and more of their asset base.</p> <p>The cost depends entirely on where the cap and floor are set. The Health Foundation and King's Fund modelled costs based on a cap at £75,000 and a floor at £100,000 (as per Conservative proposals at the 2017 General Election)⁵</p>		£4.7 billion ⁶ , in addition to 1 and 2 above
	6. Free personal care (Health Foundation/ King's Fund and Health and Social Care/ Housing, Communities and Local Government select committees) ⁷	Free personal care would improve access to social care by removing the current means test and help people to remain independent at home. It would apply to everyone who needed care. Decisions would be required on the level at which the offer applied and what would count as 'personal care'. Accommodation costs – including in residential care – would continue to be the individual's responsibility.		£ 6.4 billion ⁸ , in addition to 1 and 2 above

Please see page 86 for table footnote references

ESTIMATED BREAKDOWN OF 2016/17 GROSS ADULT SOCIAL CARE SPENDING



None of these options removes the need for continued innovation, improvements in efficiency and practice, and joint working with other local services. Indeed, part of the solution may be an innovation and scaling fund to help drive best practice to a wider audience.

Nor should we forget that people exercise responsibility and control over maintaining their own health and wellbeing. They have a right to expect accessible and effective advice, information and support provided by councils, health services and community and voluntary organisations to enable them to make healthy choices and maintain their health and independence. Ultimately, it is the individual’s choice to take the steps towards health and wellbeing, though this will become increasingly important over time to help manage the growing pressures of an ageing population living with more long-term conditions. As set out further in Chapter 5 below, councils – with their civil society partners – are ideally placed to support people in this process because of their central role in public health and wider wellbeing services.

CONSULTATION QUESTIONS:

11. Of the above options for changing the system for the better, which, if any, do you think are the most urgent to implement now?

12. Of the above options for changing the system for the better, which, if any, do you think are the most important to implement for 2024/25?

13. Thinking longer-term, and about the type of changes to the system that the above options would help deliver, which options do you think are most important for the future?

14. Aside from the options given for improving the adult social care and support system in local areas, do you have any other suggestions to add?

15. What is the role of individuals, families and communities in supporting people’s wellbeing, in your opinion?

How to pay for these changes

All of the options set out above cost a great deal of money. Despite the fact many people already pay for their own care, even maintaining the current system as it is now will cost more over time due to rising demand and inflation. Current arrangements which pay for publicly-funded adult social care are already complex: mainly resourced through a mix of national government funding (general and specific grants), local government funding (business rates and council tax) and individuals’ own contributions (through charges). The chart below sets this out and excludes self-funders, covering just publicly-funded care. The majority of adult social care funding is not ring-fenced.

Increasing public investment in social care will require difficult political choices, especially when they are in addition to the promise of £20 billion a year additional funding for the NHS. But there

is public support for this. Recent public polling consistently demonstrates that the British public are proud of the NHS and want to see funding for it increase, even if that means paying more tax. We are starting to see similar consensus on the need for more funding for adult social care. This reflects a shift in public opinion over time about the reality and priority of social care funding.

- In the latest King's Fund quarterly monitoring report of changes and challenges facing health and social care, 'social care' was selected by NHS trust finance directors as the highest priority for investment of the new NHS funding.⁵⁷
- 82 per cent of respondents to a 2018 NHS Confederation survey said that they support increasing public spending on social care by 3.9 per cent a year – compared to 77 per cent who support increasing healthcare spending by a similar amount (4 per cent).⁵⁸
- In a 2017 Ipsos MORI poll, 71 per cent of respondents said that they would support an increase in income tax to pay for adult social care.⁵⁹
- In a 2018 Ipsos MORI poll, four out of 10 named community and social care services as one of their top three priorities for any new funding – more support even than for routine surgery and primary care, and outstripped only by support for mental health services and urgent and emergency care.⁶⁰
- A recent ComRes poll commissioned by the LGA found that 84 per cent of MPs and 81 per cent of Peers agree that additional funding should go to councils' social care budgets to tackle the funding crisis.
- Recent LGA public polling⁶¹ suggests that 87 per cent of the public agree that councils should be given additional central government funding to deal with the funding gap in adult social care.
- A 2018 LGA poll of council leaders and social care cabinet members suggests that 96 per cent believe there is a major national funding problem in this area. 89 per cent said taxation must be part of the solution to securing the long-term sustainability of care and support.⁶²

There has been considerable helpful recent debate about the different ways additional funding could be raised. They have included taxes on income, on property wealth, and cuts to other public spending. The table below summarises the key proposals which have been set out in public, drawing largely on previous reports, and the amount of money they are estimated to raise. We have conducted work to provide a broad estimate of the amount raised by the different options in 2024/25 (where others' work uses a different timescale) to ensure consistency between the figures used in the tables on page 54 and 58-59.

⁵⁷ <https://www.kingsfund.org.uk/publications/how-nhs-performing-june-2018>

⁵⁸ <http://www.nhsconfed.org/news/2018/06/british-public-backs-increase-in-social-care-spending>

⁵⁹ <https://www.ipsos.com/ipsos-mori/en-uk/majority-support-income-tax-rises-increase-funding-available-adult-social-care>

⁶⁰ <http://nhsproviders.org/public-attitudes-to-health-and-care-new-nhs-providers-polling>

⁶¹ ComRes surveyed 155 MPs (56 Conservative, 75 Labour, 12 SNP and 12 Other) and 103 Peers (30 Conservative, 40 Labour, 15 Liberal Democrat and 18 Crossbench/other) using a combination of paper and online surveys between 23 October 2017 and 11 December 2017. The key aims of this research were to track advocacy and efficacy against a comparator set of organisations; and measure attitudes towards local government funding and powers.

⁶² <https://www.local.gov.uk/about/news/nine-ten-councils-say-national-taxation-key-solving-adult-social-care-funding-crisis>

There are, of course, other broad options. For instance, during the 2017 General Election, the Conservative Party proposed aligning the means-test for domiciliary care with that for residential care⁶³ so that the value of a person's home would be taken account of along with other assets and income. Linked, they proposed extending deferred payments⁶⁴ to domiciliary care.

Some organisations have suggested that Attendance Allowance⁶⁵ and other benefits that support the same group of people could be reformed. For instance, the Barker Commission proposed repurposing Attendance Allowance as part of a new 'care and support allowance' to help meet lower levels of need. It could also be means tested. Roughly £5.5 billion a year is spent on Attendance Allowance, although some people spend their allocation on their care needs and others are charged against it so the full amount would not be in scope. More broadly, some people may argue that reprioritising Government expenditure is called for and it is of course in the national interest that we root out tax avoidance to ensure the Exchequer has the full extent of revenue it is owed by individuals and organisations. HMRC estimate that more than £30 billion of tax goes uncollected each year⁶⁶. The default position, if additional funding is not raised by the above options or others, would be continued cuts to other local council services to protect adult social care, as we have described above.

CONSULTATION QUESTIONS:

16. Which, if any, of the options given for raising additional funding would you favour to pay for the proposed changes to the adult social care and support system?

17. Aside from the options given for raising additional funding for the adult social care and support system in local areas, do you have any other suggestions to add?

18. What, if any, are your views on bringing wider welfare benefits (such as Attendance Allowance) together with other funding to help meet lower levels of need for adult social care and support?

The LGA is not suggesting a preferred option. However, we are clear that a mix of solutions is likely to be required, both to reflect the scale of the funding challenge we face, which will continue to grow over time, and to reflect different individuals' and different generations' particular circumstances.

⁶³ <https://s3.eu-west-2.amazonaws.com/conservative-party-manifestos/Forward+Together+-+Our+Plan+for+a+Stronger+Britain+and+a+More+Prosperous....pdf>

⁶⁴ A deferred payment is an arrangement in which a council will (subject to eligibility criteria) pay for an individual's care home costs and recover those costs at a later point once the person's home is sold.

⁶⁵ Attendance Allowance helps with personal support costs if you have a physical or mental disability and are aged 65 and over. It is paid at two rates, depending on the level of care you need (£57.30 or £85.60 a week). Unlike social care, it is not currently means-tested.

⁶⁶ https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/715742/HMRC-measuring-tax-gaps-2018.pdf

OPTION	FURTHER DETAIL	AMOUNT RAISED (based on other organisations' reports	AMOUNT RAISED 2024/25 (estimate)
Means-testing universal benefits (2017 Conservative Manifesto)	Means testing and/or better targeting of winter fuel payments and free TV licenses (ie limiting these benefits to people on pension credit)	Means testing winter fuel payments would raise £1.8 billion (2020/21) ⁹	£1.9 billion ¹⁰
Social Care Premium (Health and Social Care and Housing, Communities and Local Government joint select committee report) ¹¹	<p>An earmarked contribution to which individuals and employers should contribute (such as an addition to National Insurance or another mechanism). Under 40s to be exempt and those beyond the age of 65 should contribute. Consideration to be given to a minimum earnings threshold to protect those on lowest incomes.</p> <p>This could be similar to a social insurance model. This could be voluntary or compulsory with different options for paying in – ie weekly, monthly, on retirement, deferred and paid from a person's estate. It could be private or state backed.</p>		<p>If it was assumed everyone over 40 was able to pay the same amount (not the case under National Insurance), raising £1 billion would mean a cost of £33.40 for each person aged 40+ in 2024/25</p> <p>This is a purely illustrative figure and would not be the cost to individuals if the premium was attached to National Insurance given that a person's employment status and/or how much they earn determines the amount they contribute to National Insurance. in 2024/25¹²</p>
1 per cent on Income Tax (Health Foundation and King's Fund and reproduced in joint select committee report) ¹³	Basic	£3.8 billion (2020/21) £5.1 billion (2030/31)	£4.4 billion ¹⁴

OPTION	FURTHER DETAIL	AMOUNT RAISED (based on other organisations' reports)	AMOUNT RAISED 2024/25 (estimate)
	Higher	£1.3 billion (2020/21) £1.8 billion (2030/31)	£1.5 billion
	Top rate	£400 million (2020/21) £900 million (2030/31)	£450 million
1 per cent on National Insurance (Health Foundation and King's Fund and reproduced in joint select committee report) ¹⁵	All rates	£9.1 billion (2020/21) £12 billion (2030/31)	£10.4 billion ¹⁶
	Extend beyond retirement age given the increase in the number of people working beyond retirement age	£1 billion (2020/21) £1 billion (2030/31)	£1.1 billion
	Extend to some elements of pension income (Resolution Foundation – note this was presented as an option for funding an NHS spending increase) ¹⁷	£2.5 billion (2022/23)	£2.6 billion ¹⁸
1 per cent increase in council tax			£285 million ¹⁹
Charging for accommodation costs in Continuing Health Care (Barker Commission) ²⁰	Means testing accommodation costs for people who receive continuing health care in a residential setting.	£200m estimate at the time the Barker review was published	£200 million

Please see page 86 for table footnote references

Beyond this, there are other tests we may wish to apply to judge the relative merits of any solution/s the Government puts forward in its green paper. These might include, for instance:

- **Wellbeing:** do the solution/s help advance the core aims of improving and supporting people's wellbeing, putting the individual at the centre of their care and support, and investing in the social and economic outcomes of our communities?
- **Fairness:** to what extent, and in what ways, do the solution/s help achieve a greater level of fairness for people? Do we understand the overall impact of the whole package of changes on different groups?
- **Sufficiency:** how much does the proposed solution/s raise in the short, medium and long-term? How does this compare to the costs of the type of options for change set out above?
- **Sustainability:** can we be confident that the funding is sufficient over time? If it is sufficient on day 1, will it be sufficient on day 2, day 100, day 1,000, and so on?
- **Clarity and transparency:** are the solution/s easy enough to understand and will they allow for clear lines of accountability on spending decisions?
- **Subsidiarity:** can national-level reforms be led as close as possible to the individual they are designed for?

CONSULTATION QUESTIONS:

19. What are your views on the suggested tests for judging the merits of any solution/s the Government puts forward in its green paper?

20. In your opinion, to achieve a long-term funding solution for adult social care and support, to what extent is cross-party co-operation and/or cross-party consensus needed?

Cross-party political co-operation

“Whatever colour your rosette, I urge all politicians to come together and unite around the common aim that got us into politics in the first place: to improve our communities and the lives of the people who live within them.”

Baroness Margaret Eaton DBE DL
LGA think piece series, 2018

Potentially difficult reforms to deliver a sustainable and fully funded care system in the future stand a greater chance of success if they are built on a degree of political consensus which can deliver cross-party co-operation, particularly in a parliament with a narrow majority.

Creating a constructive space in which the real issues and the full range of possible solutions can be debated could pave the way for a shared and concerted effort to raise awareness of social care with the public. This might include, for instance, an agreed cross-party narrative on why adult social care matters, how the system works, the challenges it faces, the level of funding required in the short, medium- and long-term, and the types of options that are most likely and realistic to raise that level of funding.

This is not an impossible task. The recent joint report on long-term funding for adult social care by the Health and Social Care and Housing, Communities and Local Government select committees was a coming together of 22 MPs across four political parties. They reached consensus – not just in terms of articulating the problem but also in identifying, and crucially backing, a set of solutions for a way forward. Through this process, the LGA is seeking to develop a similar position, with similar cross-party support.

5. Adult social care and wider wellbeing

“Doctors and nurses can treat illness, but they cannot deliver health. Only healthy local communities can do that – and that is the role of local government.”

Rt Hon Stephen Dorrell,
Chairman, NHS Confederation
LGA think piece series, 2018

Key points:

- Tackling the full extent of future demand requires a shift in focus and a far greater emphasis on prevention and early intervention
- Public health has a fundamental role to play in this – investing in public health helps to deliver the wider prevention agenda that is critical to our health and care system overall
- Council services – including those provided by district councils – support people’s wellbeing, as do those of councils’ many local partners

As we have set out, adequately funding social care is a key part of the solution for a more secure long-term future for health and wellbeing. But if we are to really tackle the full extent of future demand with quality services we need to refocus our efforts on intervening earlier and preventing needs developing in the first place (or slowing their escalation). This is better for people and better for the public purse. Promoting healthy choices, protecting health, preventing sickness, intervening early to minimise the need for costly hospital treatment, supporting people to manage their own conditions or ‘self-care’, or providing support to unpaid carers requires the input of many council services and many of councils’ local partners.

“We need to recognise that good support now will prevent more expensive hospital stays down the line” Lucy’s story

The role of public health

The public health challenge in numbers...

Two thirds of adults and a quarter of two to 10 year olds are overweight or obese. Treating the consequences of obesity costs £5.5 billion to the health and social care system and has significant impacts on the quality of lives of people.

The proportion of adults who are overweight or obese is predicted to reach 70 per cent by 2034.

Alcohol-related crime accounts for about 920,000 violent incidents each year – accounting for 47 per cent of violent offences committed. The total annual cost to society of alcohol-related harm is estimated to be £21 billion. The NHS incurs £3.5 billion a year in costs related to alcohol.

Trips and falls cost the NHS more than £2 billion each year, with a 35 per cent increase in acute care costs in the year following a fall.

Loneliness and social isolation are as damaging to our health as smoking 15 cigarettes a day.

Local government is unanimous in its support for taking leadership of public health and working with local partners to achieve shared priorities. Councils are committed to making a difference to the lives of people in local communities by helping them live longer, healthier and more fulfilling lives. But this can only be achieved if we do things differently and resource public health services appropriately as part of wider investment across the system to help embed community-based prevention at all key points, including social care, the NHS and the voluntary sector.

In the 21st century, a huge part of the burden of ill health is avoidable. About a third of all deaths are classed as premature – that is they could have been prevented by lifestyle changes undertaken at an earlier time of life. The World Health Organization (WHO) estimates that almost one third of the disease burden in industrialised countries can be attributed to four main behaviours: smoking, alcohol intake, poor diet, and lack of physical activity.

Without investment in prevention and early intervention, we will only ever see a continuation of the current vicious circle in which inadequate investment in these areas puts increasing pressure on hospitals, which then attract scarce resources. To put it another way, we need to tackle the cause of the pressures on hospitals and their budgets, not just keep treating the symptoms. Adequately resourcing public health is a sound investment precisely because it helps deliver the wider prevention agenda that is critical to the stability of our care and health services.

But when considering the cost of that illness it is not just the bill for treatment and care that should be taken into account. The economic consequences of premature death and

preventable illness are considerable, too. These can include loss of productivity in the workplace and the cost of crime and antisocial behaviour.

This is not a new argument. In 2002, the Wanless Report⁶⁷ put forward a strong case for investing more in public health, estimating that effective public health policy could save the NHS £30 billion a year by 2022/23. The report warned that, without investment in preventing ill health and changing our model of care services, the NHS would be financially unsustainable by 2014. This has come to pass. Spending on NHS care has more than doubled from £61 billion in 1994/95 to over £140 billion in 2016/17 (at 2016/17 prices)⁶⁸. And even this has not been enough. Latest performance information from NHS Improvement shows that, for the year ending 31 March 2018, providers reported an aggregate deficit of £985 million. This was worse than both the forecast deficit at 2018/18 quarter three (£931 million) and the deficit in the previous financial year (£791 million)⁶⁹.

“If the nation fails to get serious about prevention then recent progress in healthy life expectancies will stall, health inequalities will widen, and our ability to fund beneficial new treatments will be crowded-out by the need to spend billions of pounds on wholly avoidable illness”

NHS Five Year Forward View, 2014

Councils are thinking creatively about their public health responsibilities and asking the central question: how do we use all of our resources for council-commissioned or provided services (and not just the modest ring fenced budget) to improve the health of our residents? This discussion is leading councils to think differently about how they affect the wider determinants of health and challenge established ways of working. Where services are not delivering value or significant outcomes they are being decommissioned and replaced by services that can deliver on local government’s huge ambitions for local people.

The LGA has consistently highlighted that the potential contribution of public health is being undermined by funding constraints. Services and interventions that are vital for improving population health are not being implemented, or are being cut back, risking the future sustainability of the NHS. Council leaders have expressed particular concern that recent budget reductions will result in public health services that are inadequate for meeting the needs of the local populations they serve. And they have long warned that planned cuts by Government of £600 million between 2015 and 2020 are counterproductive and will only exacerbate the problems facing the NHS and social care.

CONSULTATION QUESTION:

21. What role, if any, do you think public health services should have in helping to improve health and wellbeing in local areas?

⁶⁷ http://webarchive.nationalarchives.gov.uk/+/http://www.dh.gov.uk/en/Publichealth/Healthinequalities/Healthinequalitiesguidancepublications/DH_066213

⁶⁸ HM Treasury Public Expenditure Statistical Analyses 2017

⁶⁹ https://improvement.nhs.uk/documents/2852/Quarter_4_2017-18_performance_report.pdf

The role of other council services and those of local partners

As we have outlined already, council services make an important contribution to supporting people's wellbeing in the broadest sense. Within councils' highways and transport services for instance, close on £2.2 billion is spent on road maintenance, street lighting, traffic management and road safety, parking and concessionary fares, which all help create environments that are accessible and safe. Further spending totally nearly £2.1 billion is spent on councils' culture and related services, such as culture and heritage, recreation and sport, open spaces and library services. Such services help provide opportunities that get people out and about in their local communities. £332 million is spent on regulatory services that ensure high standards in trading, water safety, food safety and noise and nuisance protection. £266 million is spent on community safety measures and nearly £4.3 billion is spent on street cleaning, recycling and waste collection and disposal, creating communities that are safe, clean and accessible.



As the Association for Public Service Excellence has said:

“The provision of high quality local neighbourhood services has a positive impact on the perception of an area, encourages physical activity in a community setting and fosters a sense of wellbeing with citizens. High quality neighbourhood services are complementary to social care, health services, police and fire services, education and housing. All other services thrive better in neighbourhoods that are deemed to be well managed, clean and safe.⁷⁰”

It is precisely these sort of universal services that have been cut deeper to protect adult social care. To reiterate an earlier point, sorting out the long-term funding of social care therefore goes hand-in-hand with sorting out the long-term funding of services that play an essential role in creating communities we want to live in and which support our wider wellbeing. This includes the many vital frontline services commissioned and delivered by district councils that significantly impact the wider determinants of health and mitigate pressure on primary and social care. Of particular note are housing adaptations which help keep people out of hospital and allow them to return home safely in cases where time in hospital is required.

⁷⁰ [http://www.apse.org.uk/apse/assets/File/Neighbourhood%20Services%20\(web\).pdf](http://www.apse.org.uk/apse/assets/File/Neighbourhood%20Services%20(web).pdf)

CONSULTATION QUESTIONS:

22. What evidence or examples, if any, can you provide that demonstrate the impact of other local services (both council services outside of adult social care and support, and those provided by other organisations) on improving health and wellbeing?

23. To what extent, if any, are you seeing a reduction in these other local services?

District councils are an equally important part of the equation when it comes to designing a system-wide focus on community-based prevention.

Housing more generally is a key component of health and care and the foundation upon which people, including those in vulnerable circumstances, can achieve a positive quality of life. The impact of poor housing on health is similar to that of smoking or alcohol and costs the NHS at least £1.4 billion a year, as well as creating housing worries that can end in homelessness for too many families⁷¹.

The lack of available and appropriate general needs, social and private housing is putting pressure on supported housing provision, which provides a vital bridge between housing, support, care and health. Supported housing reduces cost pressures on public services by keeping people out of more costly health and care settings and providing the necessary support to address issues that might otherwise prevent independent living. Around £2.05 billion is spent on support and care services for people living in supported housing⁷².

This comes from a variety of sources, including council adult social care and housing and homelessness funding.

It is not just councils that help support people's wellbeing. There are an estimated 36,000 voluntary, community and social enterprise (VCSE) organisations that support and provide health and social care services. The vast majority (nearly 90 per cent) are small, community-based organisations supported by an estimated three million volunteers⁷³. This is an essential sector but one which faces its own pressures as demand for its services rises but state funding is constrained. This pressure is felt all the more by organisations that have relied, in part, on grants and contracts for their local councils, further reducing the impact of the local voluntary sector⁷⁴. A sustainable voluntary sector is therefore a key component of wellbeing. As the Richmond Group of charities notes:

“Funding for interventions and services that provide vital support for people with long-term conditions or that tackle our serious public health challenges needs to be more sustainable – moving away from the current situation in which as soon as public finances get tight, effective voluntary and community sector approaches get cut⁷⁵”

⁷¹ https://www.housinglin.org.uk/_assets/Resources/Housing/Support_materials/87741-Cost-of-Poor-Housing-Briefing-Paper-v3.pdf

⁷² https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/655990/Funding_supported_housing_-_policy_statement_and_consultation.pdf

⁷³ https://www.kingsfund.org.uk/sites/default/files/2018-02/Commissioner_perspectives_on_working_with_the_voluntary_community_and_social_enterprise_sector_1.pdf

⁷⁴ <https://www.thinknpc.org/publications/boldness-in-times-of-change/>

⁷⁵ https://richmondgroupofcharities.org.uk/sites/default/files/final_aw_5902_the_richmond_group_a4_10pp_report.pdf

6. Adult social care and the NHS

Key points:

- Our care model must change so that people experience it as a seamless package of care and support to address their specific needs and aspirations, helping them to live independent and fulfilling lives.
- Integration is not an end in itself but a means of improving health and wellbeing outcomes for individuals and communities, improving the planning and delivery of services and making the best possible use of resources
- The Better Care Fund has been a driver for joined-up planning but it should be locally-led by health and wellbeing boards
- Local government provides vital local leadership and democratic accountability. This must be harnessed, particularly through strengthened health and wellbeing boards, to address the democratic deficit in the NHS
- Council and health leaders are also best placed to drive improvement at the local level. The LGA, working with national partners, is committed to supporting local areas to improve and spread good practice.
- Extracting maximum value from the new NHS funding requires priorities to be set at the local level, with minimum top-down influence from government and the NHS nationally

Adult social care and health working together

'Integration' is not an end in itself but a means of achieving the triple aims of: improving health and wellbeing outcomes for individuals and communities; improving the planning and delivery of services; and making the best possible use of health and council resources. Neither is integration a panacea for the financial challenges of the health service and local government. Joining up care and support and intervening and offering early support to keep people well is a more efficient use of resources but efficiency alone is not enough to ensure the long-term sustainability of the health and care system.

The primary role of central government and national bodies in integration is to support and enable local leaders by removing the financial, cultural and structural barriers which prevent them acting for the good of their population, rather than the good of their own organisations. However, there has been increasing pressure from central government and the NHS at national level to direct integration and narrow its focus to reducing pressure on acute hospitals. In particular, the Better Care Fund (BCF)⁷⁶, originally intended as a spur to local leaders to create their own shared plans for joined up community based services, has been used as a tool of performance management.

The introduction of a new requirement in October 2017 for local BCF plans to comply with national targets for delayed transfers of care, or risk national direction or a review of their allocations, was a step too far in central influence. Developments such as these have,

76 The Better Care Fund was announced by the Government in the June 2013 Spending Round. It creates a local single pooled budget to incentivise the NHS and local government to work more closely together around people, placing their wellbeing as the focus of health and care services, and shifting resources into social care and community services for the benefit of the people. For further information, visit: <https://www.local.gov.uk/our-support/our-improvement-offer/care-and-health-improvement/integration-and-better-care-fund/better-care-fund>

in many areas, undermined local partnerships rather than supported them.

The LGA continues to support the original intentions of the BCF⁷⁷. Local leaders should have freedom to develop their own plans to promote integrated services, with national government playing a supportive and enabling role. But a number of factors, including financial challenges facing health and social care and the increase in national direction of local BCF plans, are identified as major barriers to greater joined up working. A recent LGA survey of council leaders and cabinet members for adult social care asked them to select the single biggest barrier to integration out of a list of ten possible choices. The top four barriers were identified as:

- Financial challenges (33 per cent)
- National direction and pressure to meet national targets (15 per cent)
- Workforce challenges (11 per cent)
- Lack of agreement between health and care leadership (10 per cent)

While local leaders can do their best to use the resources they have to support local joined-up working, there is a clear demand for national government to provide sufficient funding to support integration and give local leaders the space to develop and deliver their own plans.

If this cannot be achieved, the BCF should be reformed with resources going directly to councils and deployed according to locally agreed plans overseen and assured by health and wellbeing boards.

CONSULTATION QUESTION:

24. What principles, if any, do you believe should underpin the way the adult social care and support service and the NHS work together?

Joining up support around the person

The primary purpose of integration is to provide better and more effective care and support to people, enabling them to live more fulfilling and independent lives. Professionals across health and care working together to join up or coordinate services undoubtedly improves people's experience of services. But on its own it is not sufficient to deliver personalised care. To make real progress on this ambition, we need to put the person at the centre of our planning and for professionals to work with them to identify what they most value in their lives and how we can enable them to achieve it.

Personalisation is not a new concept in social care. For well over a decade, adult social care has worked with people who use services to design and recommission services to ensure that they have more choice and control. Through the Think Local Act Personal (TLAP) partnership initiative, local government and partners have committed to transforming health and social care through personalisation and community-based support.

⁷⁷ The Better Care Fund was announced by the Government in the June 2013 Spending Round. It creates a local single pooled budget to incentivise the NHS and local government to work more closely together around people, placing their wellbeing as the focus of health and care services, and shifting resources into social care and community services for the benefit of the people. For further information, visit: <https://www.local.gov.uk/our-support/our-improvement-offer/care-and-health-improvement/integration-and-better-care-fund/better-care-fund>

The 'Making it Real' (MiR)⁷⁸, framework developed by TLAP in partnership with people who use services and carers, describes the outcomes that genuinely personalised care and support should achieve in delivering more choice and control.

The MiR approach uses first person 'I' statements or 'progress markers' to express what service users and carers would expect to find, if personalisation is working and supporting them to be active, healthy citizens. A review by TLAP of the MiR approach demonstrated that those councils who have signed up and completed their MiR action plans:

- have a greater increase in the numbers of people who use direct payments
- have higher satisfaction levels of people who feel they have control over their life
- have provided more support to carers.

Local government has shown that personalised care at scale is possible. For example, over 500,000 people have a personal budget of whom 154,000 people have a direct payment or part-direct payment⁷⁹ in order to purchase the support they need.

Though it originated in adult social care, personalisation is now a central principle of health care as demonstrated by The Five Year Forward View⁸⁰ which recognised that many people have the knowledge, skills and confidence to manage their mental and physical health and wellbeing and want to make choices and have control of the care and support they receive. The LGA has worked with NHS England to develop the Integrated Personal Commissioning programme to spread joined-up and personalised care across health and social care, focusing on shared decision making; personalised care and support planning; enabling choice, including legal rights to choice; social prescribing and community-based support; supported self-management and greater access to personal health budgets and integrated personal budgets.

We support the commitment to ensuring that whole-person integrated care is a founding pillar of a future care and support system⁸¹. A sustainable approach to health and social care must have personalisation at its heart. Not just because this is what people want, but also because it has the power to transform the way professionals work with people and the way the system works, and this can help to transform lives.

⁷⁸ Making it Real website (which includes support materials, case studies, films and examples of Making it Real action plans): www.thinklocalactpersonal.org.uk/Browse/mir

⁷⁹ NHS Digital (2016), Adult social care activity and finance report, England 2016-17 – table T27 Available online: <https://digital.nhs.uk/data-and-information/publications/statistical/adult-social-care-activity-and-finance-report/adult-social-care-activity-and-finance-report-england-2016-17> (accessed 7 June 2018)

⁸⁰ NHS England (2014), Five Year Forward View. Available online: <https://www.england.nhs.uk/wp-content/uploads/2014/10/5yfv-web.pdf> (accessed 3 June 2018)

⁸¹ <https://www.gov.uk/government/speeches/we-need-to-do-better-on-social-care>

All of this will necessitate identifying the new roles and skills which will be needed in the system and funding for sustainable skills development. For instance, it may be worth exploring ways in which the new apprenticeship levy can be used more flexibly to help here but other funding will be needed given the anticipated demand for carers.

Local government, local leadership

Local government leadership is highly effective in driving forward an inclusive, place-based approach to improving health and care services and outcomes. Though only two integrated care systems⁸² are led by local council senior officers, they have demonstrated how local government can firmly embed plans to transform health and wellbeing into the wider local landscape. Local government is able to use its direct connections with communities through its democratic mandate to have honest and inclusive conversations about the rights and responsibilities of citizens with regard to their health and wellbeing. And it can also link community-based health and wellbeing services to existing community-based services, which are easily accessible to and trusted by people.

A good example of this is the Nottingham and Nottinghamshire Integrated Care System, which is led by David Pearson, Director of Adult Social Care, Health and Public Protection at Nottinghamshire County Council. It has worked closely and inclusively with its communities, workforce and partners to develop a plan that is very much grounded in the promotion of health and wellbeing, prevention, independence and self-care, through supporting community

resilience and capacity building. It also recognises the vital need to strengthen primary, community, social care and carer services and the role of housing in supporting wellbeing. The fact that Nottinghamshire was selected as one of the first 10 integrated care systems is evidence that local government leadership is effective in developing a strongly inclusive place-based approach.

Accountability in the NHS

Public polling shows that people trust local councillors more than national politicians to make the right decision for their area. However, the NHS is accountable upwards to the Government, through NHS England, rather than outwards to its communities, through local councillors. The 2012 Health and Social Care Act went some way to addressing the democratic deficit in the NHS by creating health and wellbeing boards (HWBs). The boards are an equal partnership of political, clinical, professional and community leaders, with powers and duties to develop their own place-based strategy for improving the health and wellbeing outcomes of the population. HWBs are variable in their impact and influence. The front runners have undoubtedly driven local plans to develop a new approach to health and wellbeing, which invests in promoting wellbeing, early help and support delivered through joined-up community-based services and advice and information to help people manage their own health. However, not all HWBs have been effective in leading the transformation of health and care services. The LGA continues to support HWBs to ensure that they have an impact on the health and wellbeing of their communities and lead the transformation agenda.

⁸² Integrated care systems are a new type of even closer collaboration in which NHS organisations, local councils and others, take collective responsibility for managing resources, delivering NHS standards, and improving the health of the population they serve.

Yet the democratic deficit in the NHS continues, in part due to the disconnect between HWBs and Sustainability and Transformation Partnerships (STPs), set up in 2015 to deliver the NHS Five Year Forward View. Though the LGA supports the intentions of STPs, the way in which they have been implemented in many areas has largely excluded existing democratic processes and has failed to engage councillors or communities in developing plans to transform services. In a recent LGA survey of council leaders and cabinet members for health and social care were asked about the extent to which they were making progress with various partners on integration in their local area. The responses are summarised below:

TO WHAT EXTENT ARE YOU MAKING GOOD OR MODERATE PROGRESS ON INTEGRATION WITH YOUR PARTNERS?

- Council – 87 per cent
- Health and wellbeing board – 84 per cent
- Clinical commissioning group – 81 per cent
- NHS providers – 72 per cent
- Integrated care system – 54 per cent
- Sustainability and transformation partnership – 48 per cent
- NHS England – 26 per cent

It is clear that council leaders and lead members feel strongly that local councillors working with their health commissioning and provider partners are best placed to lead integration, with only 48 per cent reporting good or moderate progress in working with STPs. This is a serious cause for concern as STPs have been given the leadership of place-based integration within the NHS. Unless HWBs are given additional powers they will continue to be bypassed by STPs and people will remain unclear about how decisions are taken within the NHS at the local level. Strengthening the role of HWBs could take various forms:

- STPs could be required to engage with HWBs in the development of STP plans
- HWBs could be given a statutory duty and powers to lead the integration agenda at the local level
- HWBs could assume responsibility for commissioning primary and community care

CONSULTATION QUESTIONS:

25. In your opinion, how important or unimportant is it that decisions made by local health services are understood by local people, and the decision-makers are answerable to them?

26. Do you think the role of health and wellbeing boards should be strengthened or not?

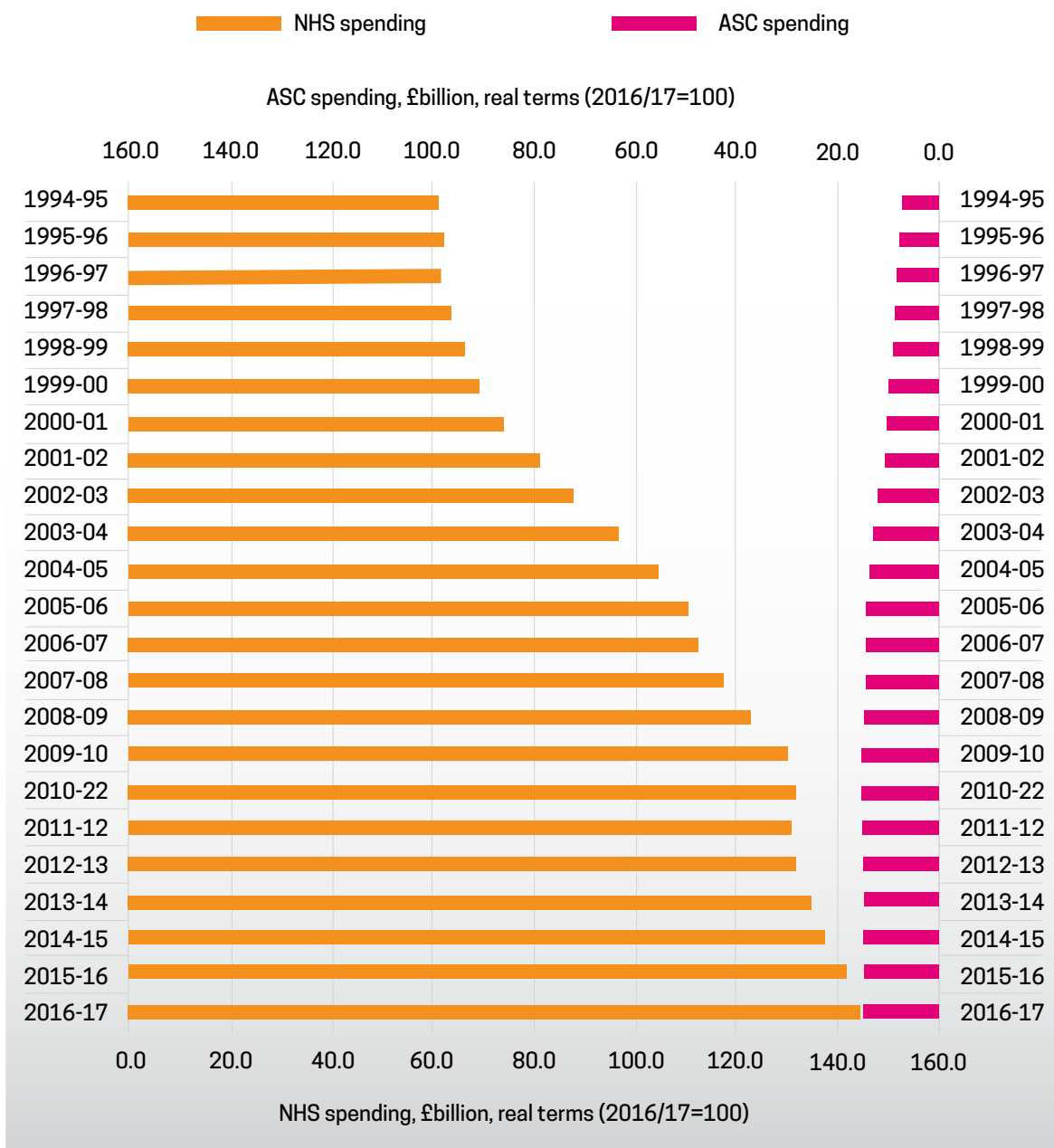
27. Which, if any, of the options for strengthening the role of health and wellbeing boards do you support?

28. Do you have any suggestions as to how the accountability of the health service locally could be strengthened?

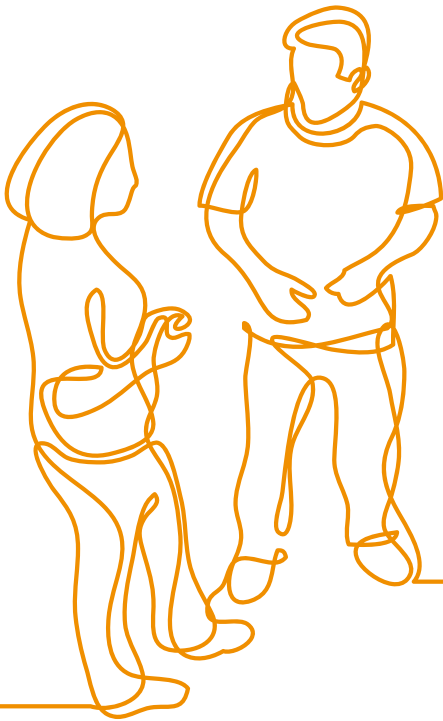
New NHS funding – how it can benefit the system

Historically as a nation we have spent far more on the NHS than on adult social care, as the following chart shows.

NHS AND ADULT SOCIAL CARE SPENDING 1993-2017



Source: HM Treasury Public Expenditure Statistical Analyses 2017 and NHS digital data on adult social care spending, multiple years



Bringing about the shift from treating conditions to maximising wellbeing requires rethinking how additional resources are used to best effect. The NHS has been promised significant additional new funding, rising to £20.5 billion by 2023/24, an average of 3.4 per cent growth over the next five years. The linked NHS ten year plan is an opportunity to set out how our health service will develop over the next decade as part of efforts to ensure a world-class NHS. That aspiration can only be achieved if the NHS plan, and the new NHS funding, is used to best effect. But that assumes that the new NHS funding is sufficient and many commentators have already questioned this. For example, the Institute of Fiscal Studies and Health Foundation suggest that “spending on healthcare will have to rise by an average 3.3 per cent a year over the next 15 years just to maintain NHS provision at current levels, and by at least 4 per cent a year if services are to be improved”⁸³.

Similarly, NHS Providers have warned that “filling the gaps that have opened up in the health service after almost a decade of austerity will account for much if not most of the new money”⁸⁴. If such commentators are right, we run the risk of yet again using scarce new resources to manage demand pressures on our hospitals. This would be a missed opportunity to bring about more fundamental change and ensure maximum value is extracted from the £20 billion. Maximum value of the new funding should be defined at the local level, with minimal top-down initiatives from government and NHS England and maximum input from communities, workforce, service users and patients.

⁸³ <https://www.ifs.org.uk/uploads/R143.pdf#page=6>

⁸⁴ <http://nhsproviders.org/news-blogs/news/recovering-nhs-performance-risks-swallowing-up-new-funding>

With sufficient local flexibility, the funding could be used to:

- Invest in prevention, primary care and community health services, with multiagency teams working closely alongside the voluntary sector to put in place early help and support
- Reinvigorate investment in intermediate care
- Reverse the cuts to district nursing, particularly so that district nurses can support care homes and extra care facilities
- Fund GP support in nursing homes and care homes to keep people out of hospital
- Fund care navigators in GP surgeries
- Invest in joined-up infrastructure, such as joint commissioning, joint assessment and shared information to track people through the health and care system and joint workforce planning
- Invest in skills development with councils taking more responsibility
- Take personalisation further with a single assessment and care planning process, which is centred on the individual and what matters to them
- Ensure that what digital activity gets delivered through the NHS Plan recognises – and funds – the critical interface with councils and the care sector, with support being given to the sharing of information through local shared records

CONSULTATION QUESTIONS:

29. Which, if any, of the options for spending new NHS funding on the adult social care and support system would you favour?

30. Do you have any other comments or stories from your own experience to add?

7. Summary of key points

Delivering and improving wellbeing

- We are best able to live the life we want to live if we are independent, well and live in communities that support and encourage the many aspects that make us unique.
- This is true for everyone but the support we may need is unique to us as individuals and must therefore be personalised.
- Local government exists for this very purpose, affecting multiple dimensions of our communities and lives, throughout our lives.
- Supporting and improving people's mental and physical wellbeing is at the heart of local government's work and that of many other local public, private and voluntary sector organisations, it can only be delivered with communities.

Setting the scene – the case for change

- Social care and support matters to individuals, our communities, our NHS and our economy.
- The local dimension of social care matters because it ensures the service is accountable to local people.
- Despite a challenging financial environment, social care has delivered – it has improved and innovated.
- While diversity of local care and support is the positive result of a health and care system that is responsive to the diversity of the community it serves, unwarranted variation in quality, access and outcome is not acceptable. Local government is committed to addressing this and is best equipped to lead improvement.

- Significant reductions to councils' funding from national government is now jeopardising the impact local government can have in communities across the country.
- In particular, the scale of funding pressures within adult social care threatens progress made to date and now risks people's wellbeing and outcomes and the stability of the wider system.
- There are continuing recruitment and retention challenges in the adult social care workforce.
- The Care Act remains the right legal basis for social care but funding pressures are threatening the spirit and letter of the law.

The options for change

- Social care is becoming a greater public priority.
- The public and politicians (local and national) support greater funding for social care.
- People find the social care system complex and confusing, it is hard to understand, particularly for those facing the immediate pressures of requiring care and having to engage with a system they have never encountered before.
- People worry about the costs of social care but are not making preparation for them and the rules are not clear.
- Although it is hard to define, people want a greater sense of fairness within social care.
- There are a number of options for making social care better.

- Making these changes will require more funding. There are different ways of raising this.
- Cross-party consensus or co-operation must be sought to secure a workable long-term solution.

Adult social care and wider wellbeing

- Tackling the full extent of future demand requires a shift in focus and a far greater emphasis on prevention and early intervention.
- Public health has a fundamental role to play in this – investing in public health helps to deliver the wider prevention agenda that is critical to our health and care system overall.
- Council services – including those provided by district councils – support people’s wellbeing, as do those of councils’ many local partners.
- Local government provides vital local leadership and democratic accountability. This must be harnessed, particularly through strengthened health and wellbeing boards, to address the democratic deficit in the NHS.
- Council and health leaders are also best placed to drive improvement at the local level. The LGA, working with national partners, is committed to supporting local areas to improve and spread good practice.
- Extracting maximum value from the new NHS funding requires priorities to be set at the local level, with minimum top-down influence from government and the NHS nationally.

Adult social care and the NHS

- Our care model must change so that people experience it as a seamless package of care and support to address their specific needs and aspirations, helping them to live independent and fulfilling lives.
- Integration is not an end in itself but a means of improving health and wellbeing outcomes for individuals and communities, improving the planning and delivery of services and making the best possible use of resources.
- The Better Care Fund has been a driver for joined-up planning but it should be locally-led by health and wellbeing boards.

8. Have your say

Your views matter. Our green paper is only a starting point and we want to build momentum for a debate across the country about how to fund the care we want to see in all our communities for adults of all ages and how our wider care and health system can be better geared towards supporting and improving people's wellbeing.

Throughout our green paper we have posed a series of consultation questions (set out below) and we would welcome your views on all those that are important to you. The consultation will run from 31 July to 26 September. Once the consultation closes we will analyse all responses and publish a response in the autumn.

To complete the consultation you can either visit www.futureofadultsocialcare.co.uk and complete the online survey under the section titled 'The Green Paper', alternatively you can submit your answers to the questions below to: socialcareconversation@local.gov.uk.

If you are responding as an individual there is also an option to answer the questions in the 'Summary Green Paper' section which are primarily focussed on gathering experience-based evidence and opinions. Again, this can be done online or via the socialcareconversation@local.gov.uk inbox.

1. **What role, if any, do you think local government should have in helping to improve health and wellbeing in local areas?**

2. **In what ways, if any, is adult social care and support important?**

3. **How important or not do you think it is that decisions about adult social care and support are made at a local level?**

4. **What evidence or examples can you provide, if any, that demonstrate improvement and innovation in adult social care and support in recent years in local areas?**

5. What evidence or examples can you provide, if any, that demonstrate the funding challenges in adult social care and support in recent years in local areas?

6. What, if anything, has been the impact of funding challenges on local government's efforts to improve adult social care?

7. What, if anything, are you most concerned about if adult social care and support continues to be underfunded?

8. Do you agree or disagree that the Care Act 2014 remains fit for purpose?

9. What, if any, do you believe are the main barriers to fully implementing the Care Act 2014?

10. Beyond the issue of funding what, if any, are the other key issues which must be resolved to improve the adult social care and support system?

11. Of the above options for changing the system for the better, which, if any, do you think are the most urgent to implement now?

12. Of the above options for changing the system for the better, which, if any, do you think are the most important to implement for 2024/25?

13. Thinking longer-term, and about the type of changes to the system that the above options would help deliver, which options do you think are most important for the future?

14. Aside from the options given for improving the adult social care and support system in local areas, do you have any other suggestions to add?

15. What is the role of individuals, families and communities in supporting people's wellbeing, in your opinion?

16. Which, if any, of the options given for raising additional funding would you favour to pay for the proposed changes to the adult social care and support system?

17. Aside from the options given for raising additional funding for the adult social care and support system in local areas, do you have any other suggestions to add?

18. What, if any, are your views on bringing wider welfare benefits (such as Attendance Allowance) together with other funding to help meet lower levels of need for adult social care and support?

19. What are your views on the suggested tests for judging the merits of any solution/s the Government puts forward in its green paper?

20. In your opinion, to achieve a long-term funding solution for adult social care and support, to what extent is cross-party co-operation and/or cross-party consensus needed?

21. What role, if any, do you think public health services should have in helping to improve health and wellbeing in local areas?

22. What evidence or examples, if any, can you provide that demonstrate the impact of other local services (both council services outside of adult social care and support, and those provided by other organisations) on improving health and wellbeing?

23. To what extent, if any, are you seeing a reduction in these other local services?

24. What principles, if any, do you believe should underpin the way the adult social care and support service and the NHS work together?

25. In your opinion, how important or unimportant is it that decisions made by local health services are understood by local people, and the decision-makers are answerable to them?

26. Do you think the role of health and wellbeing boards should be strengthened or not?

27. Which, if any, of the options for strengthening the role of health and wellbeing boards do you support?

28. Do you have any suggestions as to how the accountability of the health service locally could be strengthened?

29. Which, if any, of the options for spending new NHS funding on the adult social care and support system would you favour?

30. Do you have any other comments or stories from your own experience to add?

Annex A:

Case studies of innovation, delivery and performance

Prioritising care and support: Between 2010 and 2017, adult social care has had to make savings and reductions worth £6 billion as part of wider council efforts to balance the books. But the service continues to be protected relative to other services. The latest ADASS budget survey shows that adult social care accounts for a growing total of councils' overall budgets, up from 36.9 per cent in 2017/18 to 37.8 per cent in 2018/19⁸⁵. As a result, by 2019/20, 38p of every £1 of council tax will go towards funding adult social care.

Innovating: Councils are committed to innovation to help reduce costs while maintaining or improving services to the public. This has included changing the way that demand is managed, more effectively using the capacity in communities to help find new care solutions, and working more closely with partners in the NHS to reduce pressures in the care and health system. Innovative approaches can be found in all parts of the country.

- Kent County Council is driven, like many councils, by the daily challenge of ensuring people have what they need to enable them to leave hospital safely. Daily multi-disciplinary meetings help to identify and reduce delayed transfers of care and weekly improvement cycle meetings address the reasons for the delays. Staff training and good performance management have helped to embed the ethos, resulting in a 59 per cent reduction of people being discharged into residential care and a 54 per cent reduction in people being discharged into short-term beds. This equates to 350 additional people going to live

back at home each year. In 2017 Kent saw 911 fewer residential and nursing care placements compared to 2013.

- Kirklees Metropolitan District Council's 'Gateway to care', co-located with community health, is a multidisciplinary 'front door' which provides simple care packages for a rapid response, care navigation, assistive technology provision and safeguarding support. Care navigators, located in four community hubs, help to embed a strengths-based approach by building community capacity and supporting people to find solutions in those communities. The front door deals with the majority of contacts first time, with just 6 per cent going on to a full assessment. In 2017/18 almost half of those with eligible care needs achieved good outcomes through community support, saving the council over £1.9 million.
- Bristol City Council is changing the conversation it has with residents when they first make contact with adult social care, focusing on finding help and support from communities rather than from formal care services. This has resulted in 75 per cent of first contacts being referred to community support, with two thirds of those making contact saying that they felt positive about how they had been treated. In the first year, this approach has saved £6 million⁸⁶.
- In Swindon Borough Council, a review of patient cases showed that when someone was discharged to a residential care setting, 45 per cent of the time they would have achieved

⁸⁵ <https://www.adass.org.uk/media/6434/adass-budget-survey-report-2018.pdf>

⁸⁶ https://www.local.gov.uk/sites/default/files/documents/25.43%20Chip%20Efficiency%20Project_03_1.pdf

a better outcome had they been supported to return home (either with domiciliary reablement, or via intermediate residential reablement). However, neither of these services had the capacity or capability to take the additional volume of patients. Swindon's health and social care teams designed and led a change programme which has achieved a 163 per cent increase in patients receiving reablement services, daily internal coordination meetings and a reduction in social care delayed transfers of care from 450 days in May 2017 to 30 days in March 2018. It has also resulted in an annual saving of over £1.9 million to the health and social care economy.

- Somerset County Council has worked with the social enterprise Community Catalysts to stimulate micro-providers to develop care and support services in rural areas. This enables people to get support from community enterprises in ways, times and places that suit them and their families, rather than from formal support services. This initiative has led to the development of a flourishing social enterprise sector with 178 providers offering low cost, flexible care and support to older and disabled people and their families. In the first year, care has been offered to over 700 people, collectively delivering 3,600 hours of care a week. The council estimates that this approach has saved over £800,000 a year while offering people a far more flexible and accessible service⁸⁷.
- Bristol City Council, North Somerset Council and Bath and North East Somerset Council jointly commission sector-leading care and repair services across all three council areas from a single organisation, West of England Care & Repair (WEC&R). The councils have pooled their resources to secure economies of scale in the delivery of a range of services to support older and disabled people to live well in their existing homes, for example through providing home improvements, handy person services, adaptations and support with hospital discharge. The scale of the contract has enabled WEC&R to 'lever in' additional funding from grants, and to secure additional private funding to complement the funding from councils. More older and disabled people are receiving a service in addition to what can be delivered from the core funding and for WEC&R it provides a viable and sustainable business.⁸⁸
- Patients in Mendip seeing a doctor can be referred to Health Connections Mendip, a team employed by the 11 Mendip general practices. Patients can discuss what is important to them and the team can help them access the support they might want. The End Loneliness Campaign in Mendip signposts people to clubs and activities, such as Talking Cafes, line dancing classes, community transport, men's sheds and befriending services. Health Connections Mendip have a team of more than 600 Community Connectors – such as café owners, drivers, supermarket staff – who on average talk to about 20 people a year which means more than 12,000 signposting conversations a year. Health Connections

⁸⁷ https://www.local.gov.uk/sites/default/files/documents/25.43%20Chip%20Efficiency%20Project_03_1.pdf

⁸⁸ https://www.local.gov.uk/sites/default/files/documents/5.17%20-%20Housing%20our%20ageing%20population_07_0.pdf

Mendip works as part of a team which includes primary care, secondary care, adult social care, voluntary sector, town and district councils and the wider community. This partnership working has led to a 20 per cent reduction in local hospital admissions which is saving £2 million on the public purse. Every £1 spent on the scheme saves the NHS £6.⁸⁹

- Central Bedfordshire Council has addressed the housing needs of its older population by using a detailed qualitative and quantitative evidence base to produce an ‘investment prospectus’ that sets out its vision and development opportunities. It is a more attractive and engaging approach to stimulating the market than a traditional ‘market shaping’ document. The prospectus specifically identifies the range of opportunities that will, collectively, address the identified demographic, housing and care/support needs, as well as the aspirations and requirements of older people. Delivery outcomes from this innovative way of engaging providers and promoting investment in housing solutions for older people include:
 - A council-developed extra care housing scheme of 83 units in Dunstable.
 - A private sector ‘rightsizer’ housing scheme of 32 units in Dunstable.
 - Two new care homes with 141 beds in Dunstable enabling the council to close some of its in-house outdated care home provision.
- A housing association extra care housing scheme of 81 units in Leighton Buzzard.⁹⁰
- Councils are at the forefront of promoting choice and control through personal budgets. For example, in Harrow the council is working with the CCG to extend the My Community e-Purse system, which supports purchasing social care services and equipment via personal budgets to people with a personal health budget. This project will benefit people, their carers and their families by giving them more control and choice over their carer and support choices. It will also enable closer working between health and social care and find ways of releasing funding tied up in secondary care that could be more effectively used in social care. The council will manage 259 personal health budgets on behalf of the CCG and it is estimated that the savings – to be realised in 2018/19 – will be £147,000 based on the estimated 7 per cent savings that the council’s e-Purse system has already achieved.⁹¹
- Shared Lives is a vital and highly praised approach which matches young people or adults who need support with an approved Shared Lives carer, who provides personal care and either a home or a place to visit regularly. Of the 14,000 people using Shared Lives, half live with their Shared Lives carer and half visit for day support or overnight breaks. My Shared Life⁹² is an online platform that enables people to give their experience of the service. Responses from over 200 people in Shared Lives shows that:

⁸⁹ <https://www.local.gov.uk/about/news/loneliness-initiatives-cutting-emergency-hospital-admissions-20-cent>

⁹⁰ https://www.local.gov.uk/sites/default/files/documents/5.17%20-%20Housing%20our%20ageing%20population_07_0.pdf

⁹¹ London Borough of Harrow Case Study, Care and Health Improvement Programme, April 2018, <https://www.local.gov.uk/sites/default/files/documents/London%20Borough%20of%20Harrow%20LIP%20Case%20Study.pdf>

⁹² <https://sharedlivesplus.org.uk/short-breaks/item/484-my-shared-life>

- 92 per cent of people felt that their Shared Lives carer's support improved their social life.
- 81 per cent of people felt that their Shared Lives carer's support made it easier for them to have friends.
- 73 per cent of people felt involved with their community but 93 per cent felt their Shared Lives carer's support helped them feel more involved.
- 85 per cent of people felt their Shared Lives carer's support helped them have more choice in their daily life.
- 84 per cent of people felt their Shared Lives carer's support improved their physical health.
- 88 per cent of people felt their Shared Lives carer's support made their emotional health better.
- Councils are supporting people with dementia. Sutton Council funds Admiral Nurses to give support to people living with dementia and their families. This has been supported by the local CCG, which recognises the value of providing extra support to these families. And Cumbria County Council is building three new council care homes to cater for residents with advanced frailty and dementia. This has been identified as an area where not enough private provision is available.
- Digital and technology can play a key role in wider service redesign. It can help make the shift from treatment to prevention and there is a growth in consumer-based technology that can be purchased on the high street to support people remain independent at home. It can also help providers deliver more effective person-centred care and we are seeing examples of providers (across care settings) using technology to help improve communication with friends, family and those receiving care.
- A number of councils including Hampshire, Barnet, Lancashire and Wolverhampton are using care technology to support people to remain independent at home for longer. In Hampshire, 8,600 people are being supported with 94 per cent of people saying that these approaches increase their feelings of safety and security. Ninety-eight per cent of people would recommend the service to others. It is a similar picture in Lancashire where 8,400 people are being helped to maintain independence and safety.
- Areas such as Leeds, Stockport, Bristol, Dorset and Bracknell Forest are bringing information together from the council and health providers which is reducing the need for service users to have to tell their story multiple times. In Luton and Central Bedfordshire, care homes are being supported to improve sharing of information through access to NHS Mail and shared care records. The project with the ultimate goal of fully shared records is now being expanded to all care homes in the region.
- There are a number of new social care technology-based start-ups emerging, which are using technology to improve the delivery of person-centred care. These providers are using technology to better match care workers to clients and digitising the care records so that carers can log on to information about their clients using their smartphone. Other care providers are using technology to store notes about

clients, read up on those they are visiting and using it as a way to raise the alert if anything is wrong. Families and friends can receive notifications and log in to see how care for their family member is proceeding. These forms of technology are enabling care providers to improve the delivery of person-centred care whilst improving business efficiency of care providers. In Liverpool the council has worked to bring the home care provider sector together with technology suppliers which has resulted in the digitisation of care records and introduction of a network that allows for improved monitoring of people requiring care and support at home.

Intervening early and preventing needs:

Investing in prevention has clear benefits for people and reduces costs to the wider care and health system.

- Falls prevention programmes run by councils and their partners reduce the number of falls requiring hospital admission by 29 per cent. This represents a return on investment of more than £3 for every £1 spent.⁹³
- Research on Disabled Facilities Grant (a council grant to help disabled people make changes to their home) shows that every £1 spent on housing adaptations is worth more than £2 in care savings and quality of life gains.⁹⁴
- Evaluation of the Handyperson Programme has shown that handyperson services support large numbers of older and disabled people to live independently at home for longer and

with greater comfort and security. Services include small repairs and minor adaptations that reduce the risk of falls, home security measures to help maintain independent living, and energy efficiency checks to help reduce excess winter deaths⁹⁵.

- Partners in Leicester are improving hospital discharge and avoiding unnecessary admissions through, for instance, an 'integrated lifestyle hub' tackling the wider determinants of health, GP-led care planning for patients identified via a risk stratification system, wrap-around rapid access to services such as assistive technology, falls assessment and equipment, and proactive discharge follow-up for at-risk groups. As a result, attendances in A&E in quarter one of 2017/18 were down by 2.9 per cent from the same point in 2016/17.⁹⁶
- The Kent Pathway Service supports adults with a learning disability to achieve a more independent life. It supports people for between one and 12 weeks to learn or re-learn skills that help them become more independent and need less support. This has also led to an outcomes-focused practice project for people with a learning disability which aims to adopt a strength-based approach by setting goals and monitoring that providers are delivering and undertaking practice reflection sessions.⁹⁷

⁹³ <https://www.local.gov.uk/about/news/hospital-admissions-due-falls-older-people-set-reach-nearly-1000-day>

⁹⁴ <https://www.local.gov.uk/sites/default/files/documents/building-our-homes-commun-740.pdf>

⁹⁵ <https://www.local.gov.uk/sites/default/files/documents/prevention-shared-commitm-4e7.pdf>

⁹⁶ For further information, visit: <https://www.local.gov.uk/leicester-journey-improving-discharge-and-avoiding-admissions>

⁹⁷ <https://www.local.gov.uk/sites/default/files/documents/lga-learning-disability-s-d9a.pdf>

- Darlington Council adopted the progression model, making enablement a priority. High cost packages of care and in-house services in supported tenancies, day opportunities and short break stays were prioritised as areas of greatest opportunity. Following a strengths-based assessment, James, an individual with a learning disability, moved from residential care to his own tenancy and transferred to tenancy support, making an annual saving of £88,600 to adult social care.⁹⁸
- The proportion of adults with a learning disability who live in their own home or with their family is currently at its highest level (76.2 per cent) in the reporting period.
- The proportion of people aged 65+ still at home 91 days after discharge from hospital into reablement/rehabilitation services is currently at its second highest level (82.5 per cent) in the reporting period.

The proportion of people who use services who say that those services have made them feel safe and secure is currently at its highest level (86.4 per cent) in the reporting period.

Performing: The Adult Social Care Outcomes Framework (ASCOF) measures how well care and support services achieve the outcomes that matter most to people. Latest information from October 2017 (for 2016/17)⁹⁹ shows that, even in the deeply challenging financial environment social care has operated in over the last few years, performance has improved or been maintained in several key areas. The Personal Social Services Adult Social Care Survey (for 2016/17)¹⁰⁰ also provides encouraging findings:

- 64.7 per cent of service users are extremely or very satisfied with the care and support services they received.
- 67.6 per cent of service users in the community reported that they have enough choice over the care and support services they receive.
- The proportion of people who use services who have control over their daily life is currently at its highest level (77.7 per cent) in the reporting period (2014/15 to 2016/17).

The City of Wolverhampton Council is improving outcomes whilst creating a financially sustainable service through the creation of a 'Promoting Independence Team' to undertake overdue reviews. To date, 700 cases have been reviewed, 22 per cent of which resulted in a decrease in the size of the care package, delivering a saving of £900,000 per annum. Use of the ASCOF tool to measure quality of life at start and end of intervention indicated that people felt more in control and were achieving better quality of life outcomes following the review.

⁹⁸ <https://www.local.gov.uk/sites/default/files/documents/lga-learning-disability-s-d9a.pdf>

⁹⁹ <https://digital.nhs.uk/data-and-information/publications/clinical-indicators/adult-social-care-outcomes-framework-ascof/current>

¹⁰⁰ <https://files.digital.nhs.uk/pdf/d/5/pss-ascscs-eng-1617-report.pdf>

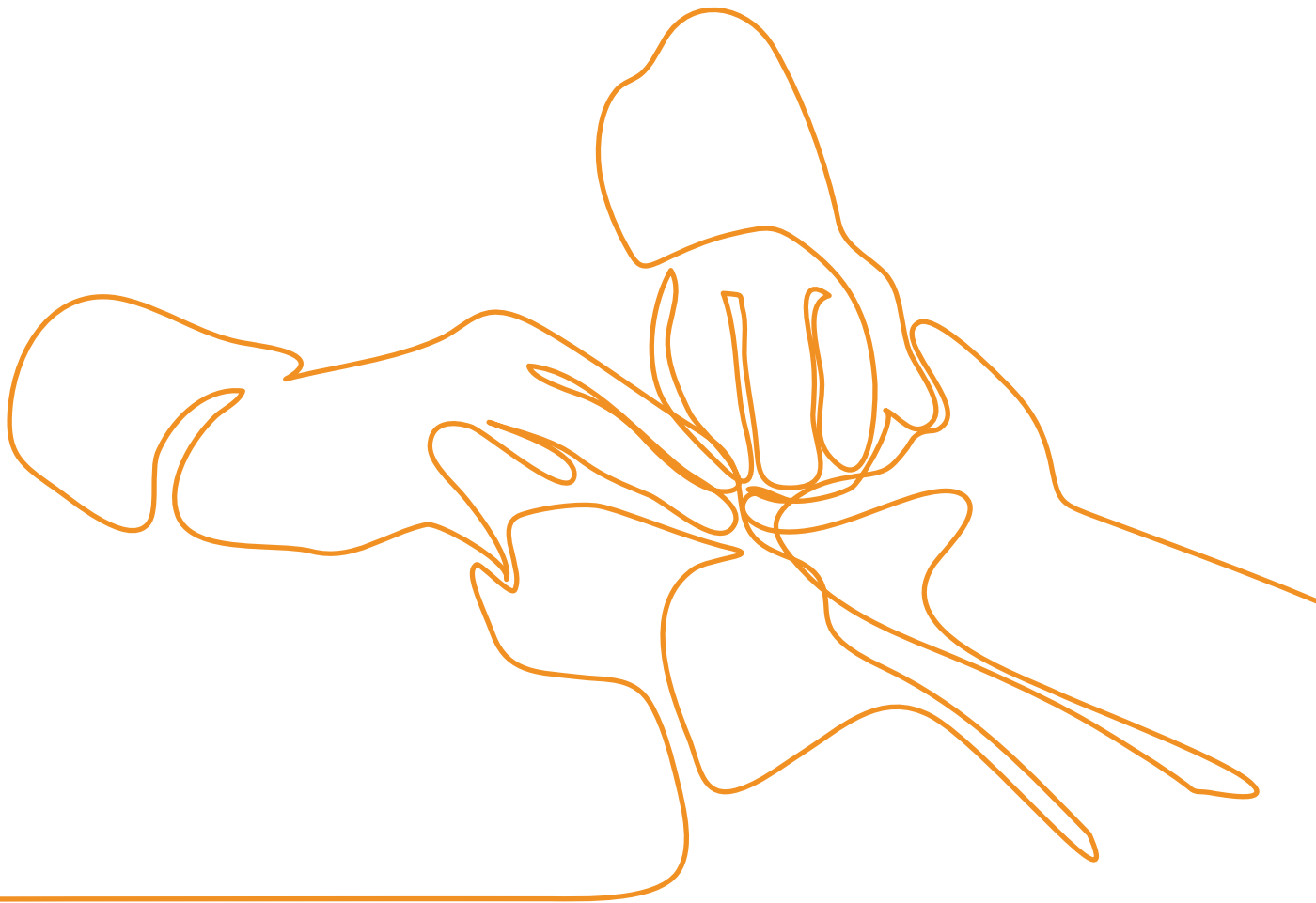
References from tables:

Page 54:

1. See here for further explanation: <https://www.local.gov.uk/sites/default/files/documents/Technical%20Annex%20%281%29.pdf>
2. See here for further explanation: <https://www.local.gov.uk/sites/default/files/documents/Technical%20Annex%20%281%29.pdf>
3. Our estimate of the cost uses Age UK figures as a starting point. We take their figure of 164,217 – the number of older people who receive no support with three or more essential daily activities – and assume support for those people based on the profile of existing support for older people in terms of home care and residential care. We then apply unit costs: for home care we cost 1 hour per day; for residential we cost a year of residential care.
4. We apply the same method used for estimating the cost of meeting unmet need amongst older people. However, as we do not have a starting number (equivalent to the Age UK figure of 164,217) we link to the number of working age adults currently receiving services. The number of working age adults supported is roughly 40 per cent of the number of older people supported so we apply that percentage to the Age UK figure and apply working age adult unit costs for home and residential care.
5. <https://www.health.org.uk/sites/health/files/A-fork-in-the-road-Next-steps-for-social-care-funding-reform-0.pdf>
6. As per under-pinning analysis conducted by the Health Foundation and King's Fund: <https://www.health.org.uk/sites/health/files/A-fork-in-the-road-Next-steps-for-social-care-funding-reform-0.pdf>
7. See for instance: <https://www.health.org.uk/sites/health/files/A-fork-in-the-road-Next-steps-for-social-care-funding-reform-0.pdf> and <https://publications.parliament.uk/pa/cm201719/cmselect/cmcomloc/768/768.pdf>
8. As per underpinning analysis conducted by the Health Foundation and King's Fund: <https://www.health.org.uk/sites/health/files/A-fork-in-the-road-Next-steps-for-social-care-funding-reform-0.pdf>

Page 58-59:

9. <https://www.health.org.uk/sites/health/files/Social-care-funding-options-May-2018.pdf>
10. We take the estimate as put forward by the Health Foundation and King's Fund (see 61) and uprate it by OBR forecasts for CPI inflation.
11. <https://publications.parliament.uk/pa/cm201719/cmselect/cmcomloc/768/768.pdf>
12. For illustrative purposes only, we take a figure of £1 billion and divide this by ONS projections for people aged 40+ in 2024/25. In practice there are many different ways to approach this option, and this cost illustration is intended to give an indication of likely average costs.
13. <https://www.health.org.uk/sites/health/files/A-fork-in-the-road-Next-steps-for-social-care-funding-reform-0.pdf> / <https://publications.parliament.uk/pa/cm201719/cmselect/cmcomloc/768/768.pdf>
14. For Income Tax estimates, we take the 2020/21 estimate as put forward by the King's Fund and Health Foundation, and uprate it on the basis of OBR forecasts of income tax take (themselves extended using the long term average rate of growth to get to 2024/25). In effect this is a 1p increase in the rate, not a 1 per cent increase in income.
15. <https://www.kingsfund.org.uk/publications/how-nhs-performing-june-2018>
16. For National Insurance, we take the 2020/21 estimate as put forward by the King's Fund and Health Foundation, and uprate it on the basis of OBR NIC revenue forecasts (themselves extended to get to 2024/25 as above). In effect this is a 1p increase in the rate, not a 1 per cent increase in income.
17. <https://www.resolutionfoundation.org/app/uploads/2018/06/Healthy-Finances.pdf>
18. We assume pensions rise with inflation.
19. Councils with responsibility for adult social care are only raising around £23 billion in council tax this financial year. 1 per cent of this is £230m. We uprate this in line with expected growth in council tax income so that we apply the 1 per cent to the expected tax base in 2024-25.
20. https://www.kingsfund.org.uk/sites/default/files/field/field_publication_file/Commission%20Final%20%20interactive.pdf





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PLYMOUTH CITY COUNCIL

Subject:	Local Government Finance Settlement Consultation 2019/20
Committee:	Cabinet
Date:	11 September 2018
Cabinet Member:	Councillor Lowry
CMT Member:	Andrew Hardingham – Interim Strategic Director for Transformation and Change
Author:	Paul Looby – Head of Financial Planning and Reporting
Contact details	Tel: 01752 307271 email: paul.looby@plymouth.gov.uk
Key Decision:	No

Purpose of the report:

To approve Plymouth City Council's response to the Local Government Finance Settlement Consultation paper - 2019/20.

Corporate Plan:

Maximising the amount of external resources from central Government is essential to delivering the priorities within the Council's Corporate Plan.

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

The outcome of the consultation will have a direct impact upon the resources available to the City Council. This will need to be reflected within the Medium Term Financial Strategy (MTFS).

The uncertainty created by the suggested changes makes short to medium term financial planning difficult.

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

Changes to reducing revenue and capital resources across the public sector has been identified as a key risk within our Strategic Risk register. Maximising the financial resources available to the council is paramount to ensuring the Council can achieve its objectives to be a Pioneering, Growing, Caring and Confident City.

Equality and Diversity: n/a

I Recommendations and Reasons for recommended action:

- That the consultation response attached at Appendix one is approved.

Alternative options considered and rejected:

None.

Published work / information:

Background papers:

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

Sign off:

Fin	djn18.19.68	Leg	lt/31072/2108	Mon Off		HR		Assets		IT		Strat Proc	
Originating SMT Member Andrew Hardingham													
Has the Cabinet Member(s) agreed the content of the report? Yes													

I Background

- 1.1 It is expected the Government will confirm the last year of the four year local government finance settlement in the autumn of 2018. The 2019 Spending Review will provide funding for local government over a longer period from 2010/21 onwards and will have a significant impact upon the resources available to Plymouth. This will include a new basis for allocating funding, a more transparent approach according to the government, revised baseline funding levels and resetting business rates baselines.
- 1.2 No major changes were expected in the Settlement. However the government have invited bids for a new round of business rates pilots and issued a Local Government Finance Consultation: both at the end of July 2018.

2. Summary of proposals

- 2.1 The government is consulting on the following areas:
- Confirmation for the 4 year Settlement;
 - Proposals for council tax referendum principles for 2019/20;
 - Proposals for dealing with “Negative” Revenue Support Grant (RSG).
- 2.2 The Consultation paper makes reference to New Homes Bonus but is not consulting on the existing scheme and has not asked any specific questions. Following its introduction in 2011 the system was reformed in 2017/18. The changes were:
- reduction of the number of years New Homes Bonus payments were made from 6 to 5 years in 2017-18 and to 4 years from 2018-19; and
 - introduction of a national baseline for housing growth of 0.4% of council tax base from 2017/18, below which the Bonus is not paid.
- 2.3 The Consultation paper says the government retained the option to make adjustments to the baseline in future years to reflect significant additional housing growth and to remain within the Spending Limits set in 2015.
- 2.4 The baseline remained at 0.4% in 2018/19 however the paper states “Due to the continued upward trend for house building, the government expects to increase the baseline in 2019/20. Any changes to the baseline are expected to be made at the time of the local government finance settlement.

- 2.5 Any increase in the baseline will have a detrimental impact Plymouth. An increase of 0.1% in the baseline to 0.5% would result in a reduction of approximately £0.160m.
- 2.6 The government intends to review NHB and consult on how to incentivise housing growth beyond 2020.
- 3. Responses to Consultation**
- 3.1 Each of the consultation questions are set out with a response in Appendix one to this report.

Consultation Responses.

	Consultation Question	Response
1.	Do you agree that the Government should confirm the final year of the 4-year offer as set out in 2016-17?	<p>Plymouth signed up to the 4 year Settlement on the basis this provided a degree of certainty with respect to future funding allocations from central government. This was not an acceptance that the level of resources provided to Plymouth was adequate.</p> <p>Plymouth would urge the Government to take this opportunity to review the quantum of resources available for local government and reflect this within the local government finance settlement.</p> <p>In the absence of any additional resources Plymouth agrees the final year should be confirmed.</p>
2.	Question 2: Do you agree with the council tax referendum principles proposed by the Government for 2019-20?	Plymouth is acutely aware of the need to balance the need for the provision of high quality local services and the impact this has on local residents when setting the council tax.

		<p>Plymouth understands the need for flexibility in setting the council tax and having local accountability, however the impact of ongoing cuts to government funding is having a detrimental impact upon the local taxpayer as the burden for paying for local services moves from central government.</p> <p>Plymouth supports flexibility at a local level but the substantive issue is one of a sustainable long term funding settlement for local government as opposed to small incremental increases for raising council tax.</p>
<p>3 & 4</p>	<p>Do you agree with the Government’s preferred approach that Negative RSG is eliminated in full via forgone business rates receipts in 2019-20?</p> <p>If you disagree with the Government’s preferred approach to Negative RSG please express your preference for an alternative option. If you believe there is an alternative mechanism for dealing with Negative RSG not explored here please provide further detail.</p>	<p>“Negative RSG” is a consequence of the government’s decision to change the methodology used for allocating Revenue Support Grant, introduced in 2016-17, which rightly sought to ensure that authorities delivering the same set of services received the same percentage change in funding by taking account of the main resources available to them, rather than focusing only on revenue support grant.¹</p> <p>Negative RSG therefore affects only those authorities who have the strongest business rates and council tax bases and therefore have been least dependant on government grant and therefore most insulated from the effects of austerity to date.</p> <p>Plymouth does not agree with the proposal to use foregone rates taken from the central government share within the overall amount of business rates – amounting to £153m.</p>

		<p>Plymouth recognises this is not a direct reallocation of resources but it is a loss in relative terms in that this money could be reallocated to all local authorities based upon need.</p> <p>It is recommended that the government look at alternative options which include the allocation of additional funds into the system allocated on relative needs.</p> <p>Your consultation paper says the resources required to completely eliminate Negative RSG is not affordable. This is the crux of the issue and whilst additional resources have been found to support the NHS, the government must ensure there is a sustainable funding allocation for local government.</p>
	<p>General Comments</p> <p>Children's Services</p>	<p>Children's Services is one of the main areas of spending pressures for upper tier authorities and needs to be urgently addressed. The ongoing impact of austerity has placed immense pressure on local government and Plymouth to ensure there is adequate resources available to protect and safeguard vulnerable children. The LGA has estimated there is a £2bn funding gap for Children's Services.</p> <p>Plymouth has reported a £0.6m overspend within Children's Services as at the end of August 2018, which is not dissimilar to the pressures faced across the country by other local authorities. This overspend can be attributed to the increased cost and volume of looked after placements. The</p>

		<p>national and local context for Children’s placements is extremely challenging with increasing difficulties in securing appropriate good quality placements. High demand and limited supply of placements and a tightening of Ofsted requirements as well as the introduction of the National Living Wage, have all led to an increase in the unit costs of placements.</p> <p>Plymouth’s Medium Term Financial Strategy is forecasting additional costs of £5.7m over the next three years which have to be set in the context of ongoing reductions in government support. Plymouth is exploring all opportunities to maximise efficiencies within the provision for Children’s Services and has been successfully supporting Torbay Council in the management of their Children’s Services exploring opportunities to harmonise working practices and IT systems. However, despite this proactive approach significant pressures exist and the government is urged to allocate new resources to support the escalating costs within this service.</p>
	<p>Discretionary Housing Payments</p>	<p>The quantum of financial resources made available to local government is paramount in allowing local government to fulfil its statutory obligations.</p> <p>In addition to the Core Grant received, Discretionary Housing Payments (DHP) are an important source of funding and assist with supporting residents with their housing costs including rent payments in advance, deposits and other</p>

		<p>associated housing costs. Any unspent (DHP) is returned to government at year end. In 2017/18, according to DWP figures 68.6% of local authorities did not spend their full allocation.</p> <p>Due to the pressures faced by local government it is illogical that unspent DHP is returned to government. Plymouth request that this funding approach is changed and any unspent monies at year end are redistributed to local authorities with the greatest needs.</p>
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PLYMOUTH CITY COUNCIL

Subject:	Corporate Plan 2018-22 - Quarter One 2018/19 update
Committee:	Cabinet
Date:	11 September 2018
Cabinet Member:	Councillor Lowry
CMT Member:	Giles Perritt, Assistant Chief Executive
Author:	Andrew Loton, Senior Performance Advisor
Contact details:	Andrew.loton@plymouth.gov.uk
Key Decision:	N/A
Part:	I

Purpose of the report:

This report provides analysis of quarter one (May to July) performance against the Council's key performance indicators. The report is in a new format for the Corporate Plan 2018-22 to help improve transparency and clarity. The report provides a detailed performance update against the Corporate Plan priorities.

We have comprehensively reviewed all KPI's with a view to embedding an outcome-focused performance and learning culture which places customers at the heart of all that we do. In that vein, over half of the KPI's identified for the 2018-22 Corporate Plan are new, with a specific focus on the Council's contribution to the City and our impact on residents and businesses.

Our aim is ultimately to achieve a 'golden thread' from the Corporate Plan and its KPI's, through to service and team level business plans, and ultimately to individual objectives. All service-level business plans are in the process of being updated to reflect the new Corporate Plan and a refresh of service-level balanced scorecards (indicators) will take place in support of that.

The Corporate Plan 2018-22

This report outlines progress against the ambitions as set out in the Council's new Corporate Plan 2018-22.

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

The Medium Term Financial Strategy is a core component of the council's strategic framework and has a vital role to play in translating the council's ambition and priorities set out in the Corporate Plan 2018-22-19 and the city's ambition in the Plymouth Plan, into action.

The current Medium Term Financial Strategy focuses on taking a view out to 2019/20 of the range of major issues affecting the resources of Plymouth City Council.

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

The Corporate Plan complements 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:

That Cabinet:

- note the revised set of key performance indicators against the new Corporate Plan
- discuss and note the Corporate Plan Quarter One Performance Report
- note that further work on indicators relating to the priorities for Quality jobs and valuable skills, Economic growth that benefits as many people as possible and A vibrant cultural offer is still underway to further enrich the analysis, which will be available from Quarter Two.

Alternative options considered and rejected:

None:- This report forms part of the Council’s agreed performance management framework.

Published work / information:

Background papers:

Title	Part I	Part II	Exemption Paragraph Number							
			1	2	3	4	5	6	7	
Corporate Plan 2018-22										

Sign off:

Fin	djn.18 .19.72	Leg	lt/311 11/28 08	Mon Off	lt/311 11/28 08	HR		Assets		IT		Strat Proc	
Originating SMT Member: Giles Perritt													
Has the Cabinet Member(s) agreed the content of the report? Yes													

CORPORATE PLAN PERFORMANCE REPORT, QUARTER ONE 2018/19

Performance and Risk Team, Plymouth City Council



The Corporate Plan

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

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

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

OUR PLAN A CITY TO BE PROUD OF



CITYVISION Britain’s Ocean City

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

OUR MISSION

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

OUR PRIORITIES

OUR VALUES

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

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

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

WE ARE CO-OPERATIVE
We will work together with partners to serve the best interests of our city and its communities.

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

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

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HOW WE WILL DELIVER

Listening to our customers and communities.	Providing quality public services.	Motivated, skilled and engaged staff.	Spending money wisely.	A strong voice for Plymouth regionally and nationally.
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Plymouth
Britain's Ocean City

www.plymouth.gov.uk/ourplan

Structure of this Report

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

Trend (RAG) Colour Scheme

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

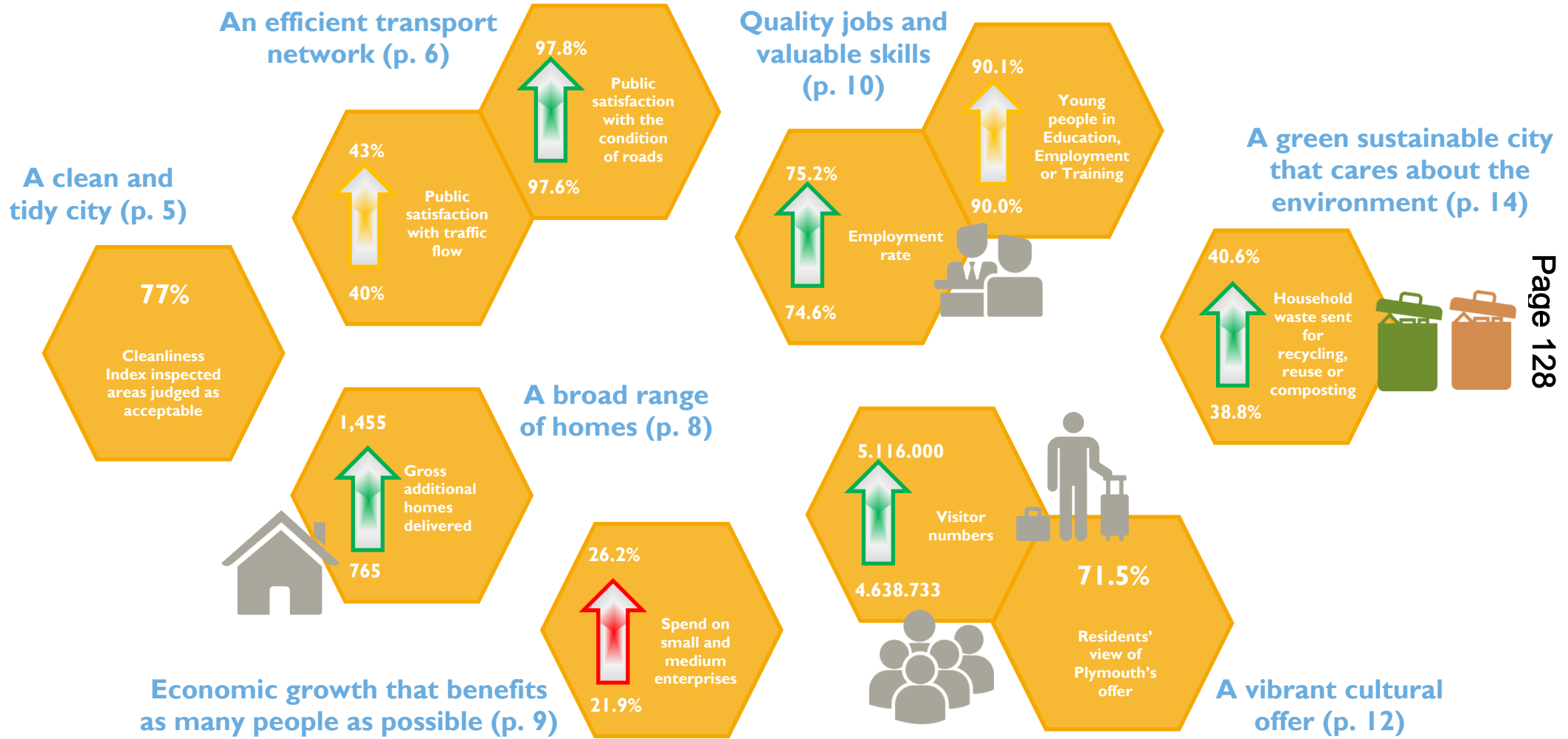
- Indicators highlighted **green**: improved on the previous value or is on an expected trend
- Indicators highlighted **amber**: within 15% of the previous value (slight decline)
- Indicators highlighted **red**: declined by more than 15% on the previous value
- Indicators not highlighted have stayed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

Target (RAG) Colour Scheme

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

A Growing City – Quarter One Summary

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

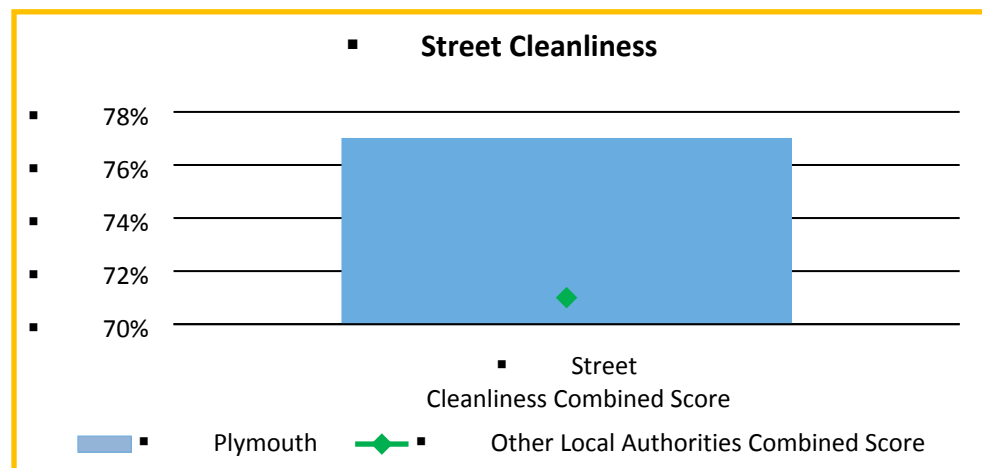


A clean and tidy city

Cleanliness Index

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

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



How have we done? **77%**

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

Trend rating: **N/A**

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

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

Target rating: **N/A**

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

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

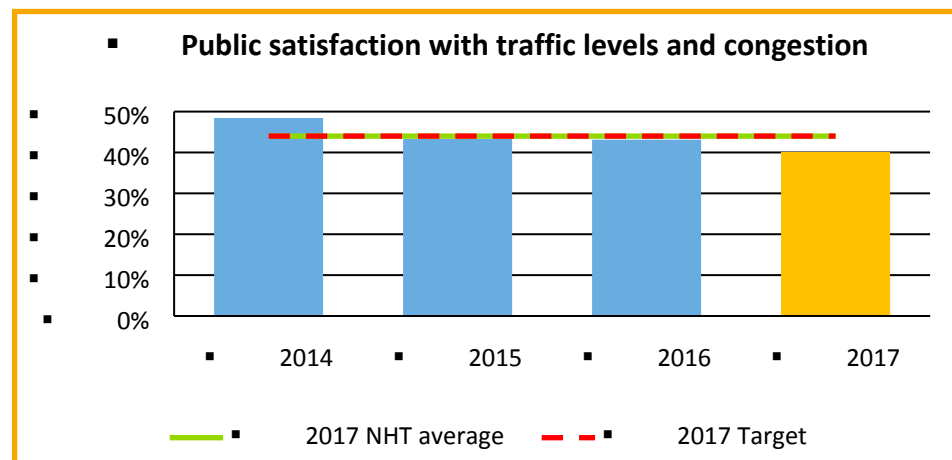
What needs to happen? Bi-monthly inspections and results will be submitted to APSE to enable more robust comparisons of performance with other local authorities.

An efficient transport network

Public satisfaction with traffic flow

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

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



How have we done? 40%

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

Trend rating: **Amber**

Target for 2017: 44%

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

Target rating: **Amber**

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

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

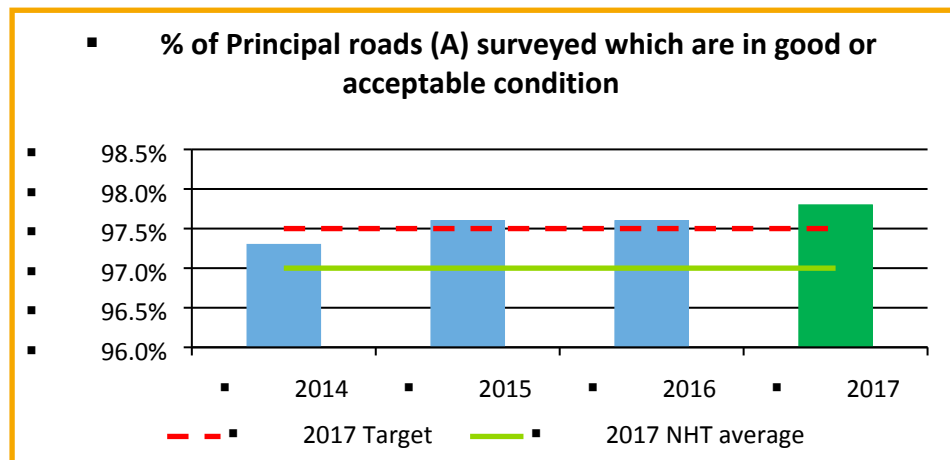
What needs to happen? We need to ensure that HIMS is kept up to date with information entered accurately and in a timely manner.

An efficient transport network

Percentage of people satisfied with the condition of roads

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

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



How have we done? 97.8%

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

Trend rating: **Green**

Target for 2017: 97.5%

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

Target rating: **Green**

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

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

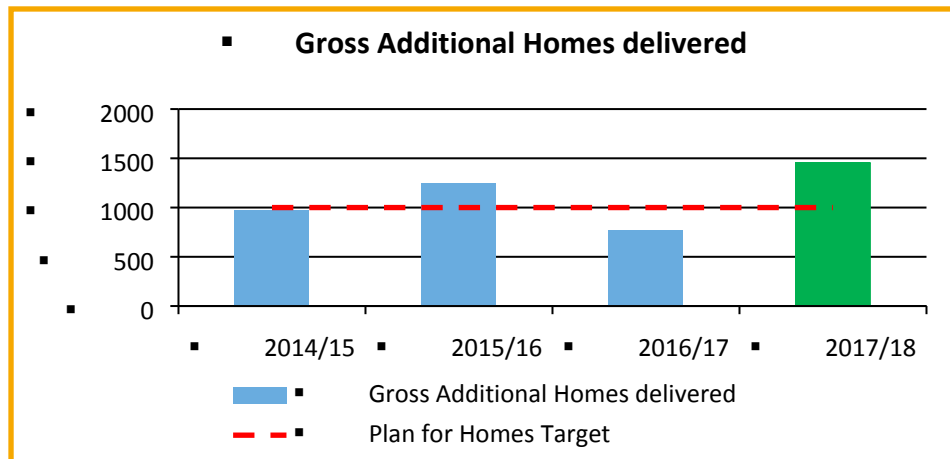
What needs to happen? New ways of working are being developed to enable a risk-based approach for planned and reactive maintenance for all key assets in the Highway Infrastructure Asset Management Plan.

A broad range of homes

Gross additional homes delivered

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

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



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

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

Trend rating: **Green**

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

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

Target rating: **Green**

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

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

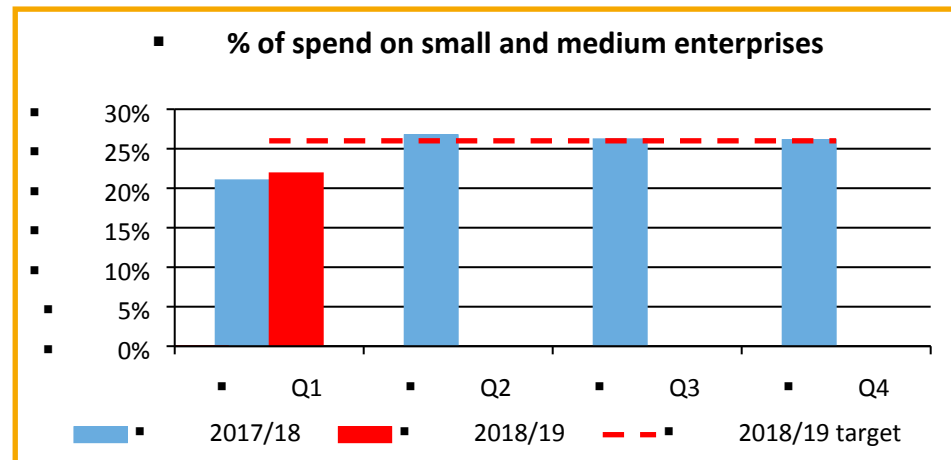
What needs to happen? We continue to develop the JLP delivery strategies on all housing sites, develop housing delivery partnerships/'housing deals' with delivery partners, and investigate new models of delivery to further accelerate housing delivery.

Economic growth that benefits as many people as possible

Spend on Small and Medium Enterprises (SMEs)

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

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



How have we done? 21.9%

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

Trend rating: **Red**

Target for 2018/19: 26.0%

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

Target rating: **Red**

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

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

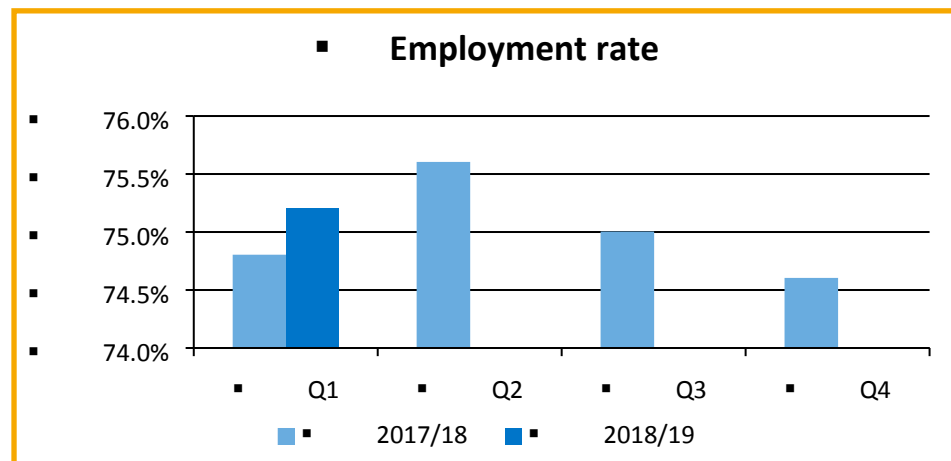
What needs to happen? We are working with departments and implementing category management to provide a greater overview of the organisation's requirements. This will ensure that sufficient time is given to engaging the market and supporting organisations (including SMEs) to understand each opportunity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

Quality jobs and valuable skills

Employment rate

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

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



How have we done? 75.2%

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

Trend rating: **Green**

Target for 2018/19: Monitor only

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

Target rating: **N/A**

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

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

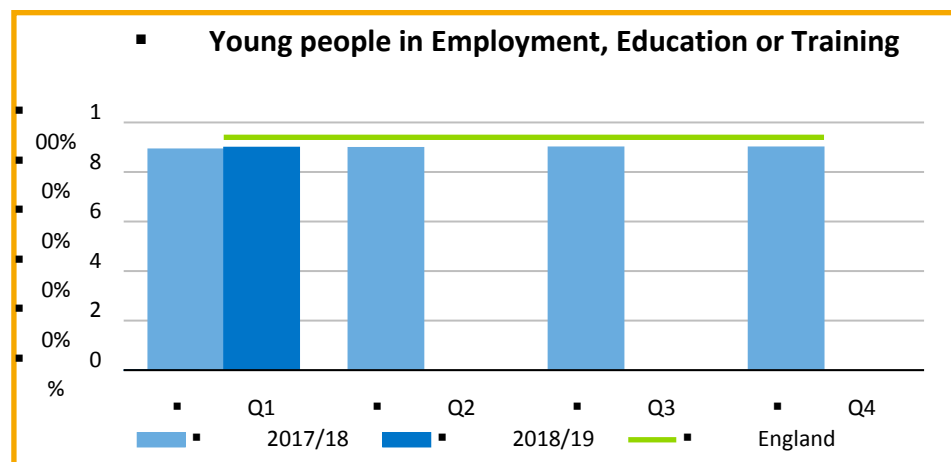
What needs to happen? Continue to work as business partners to the business community and with inward investment enquiries to ensure that new employment opportunities are attracted to the city. There are more than 10 inward investment enquiries in the pipeline and a strong development pipeline totalling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

Quality jobs and valuable skills

Young people in Education, Employment or Training

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

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



How have we done? 90.0%

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

Trend rating: **Amber**

Target for 2018/19: Monitor only

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

Target rating: **N/A**

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

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

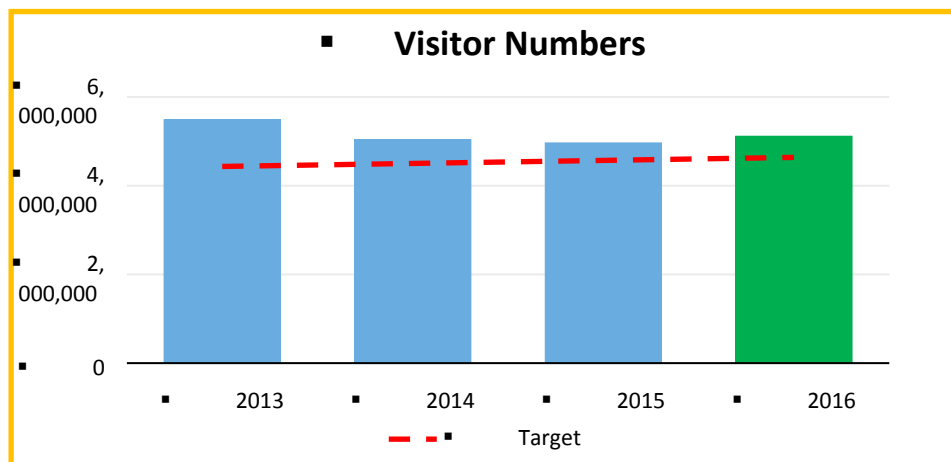
What needs to happen? Continuation of a number of Council-led initiatives, including the redesign of the contract with Careers South West offering transition support, and a review examining the market place and establishing a supported employment 'stepped pathway' for young people with Special Educational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

A vibrant cultural offer

Visitor numbers

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

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



How have we done? 5,116,000

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

Trend rating: **Green**

Target for 2016: 4,638,733

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

Target rating: **Green**

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

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

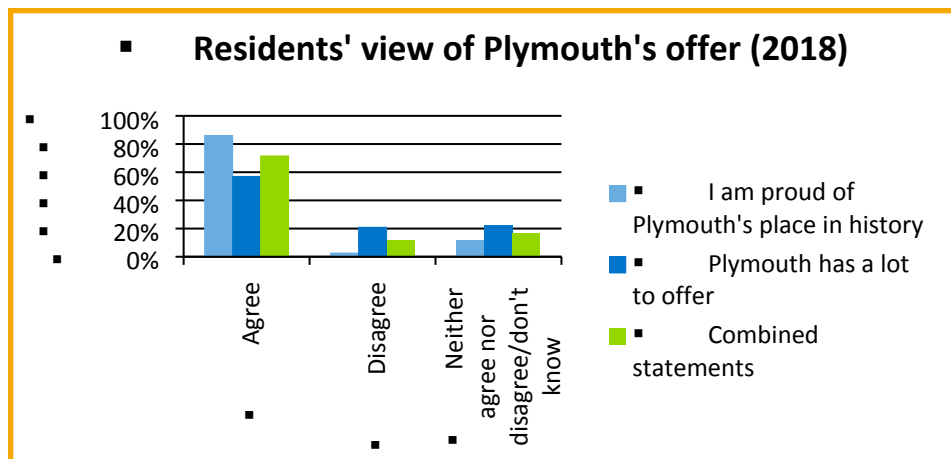
What needs to happen? Continue to develop Plymouths cultural offer and events such as The Box, Ocean City Sounds and Mayflower 2020. Continue to develop accommodation offering and encourage businesses meetings, events and conferences to the city during the off peak.

A vibrant cultural offer

Residents' view of Plymouth's offer

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

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



How have we done? 71.5%

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

Trend rating: **N/A**

Target for 2018/19: Monitor only

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

Target rating: **N/A**

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

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

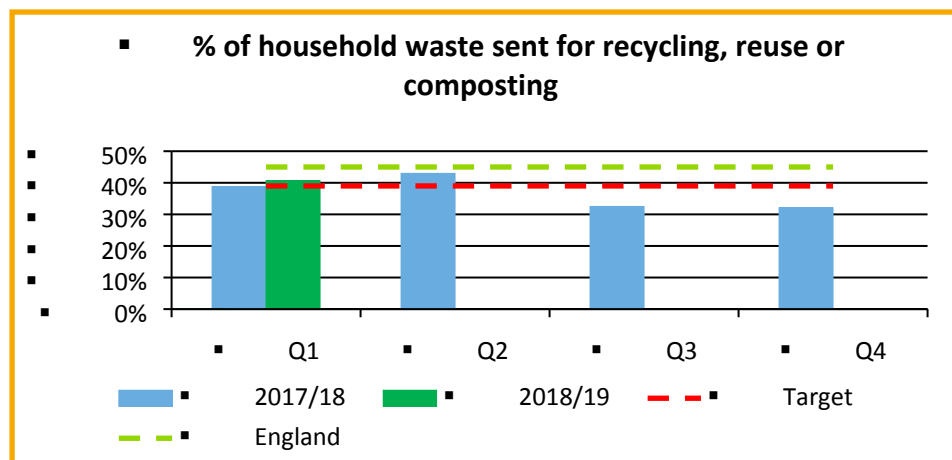
What needs to happen? Responses will be used to inform programmes of work, for example around events, with a particular focus on groups that gave less positive responses to these statements to ensure that interventions are targeted to achieve the greatest impact.

A green sustainable city that cares about the environment

Household waste sent for recycling, reuse or composting

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

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



How have we done? 40.6%

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

Trend rating: **Green**

Target for 2018/19: 39.0%

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

Target rating: **Green**

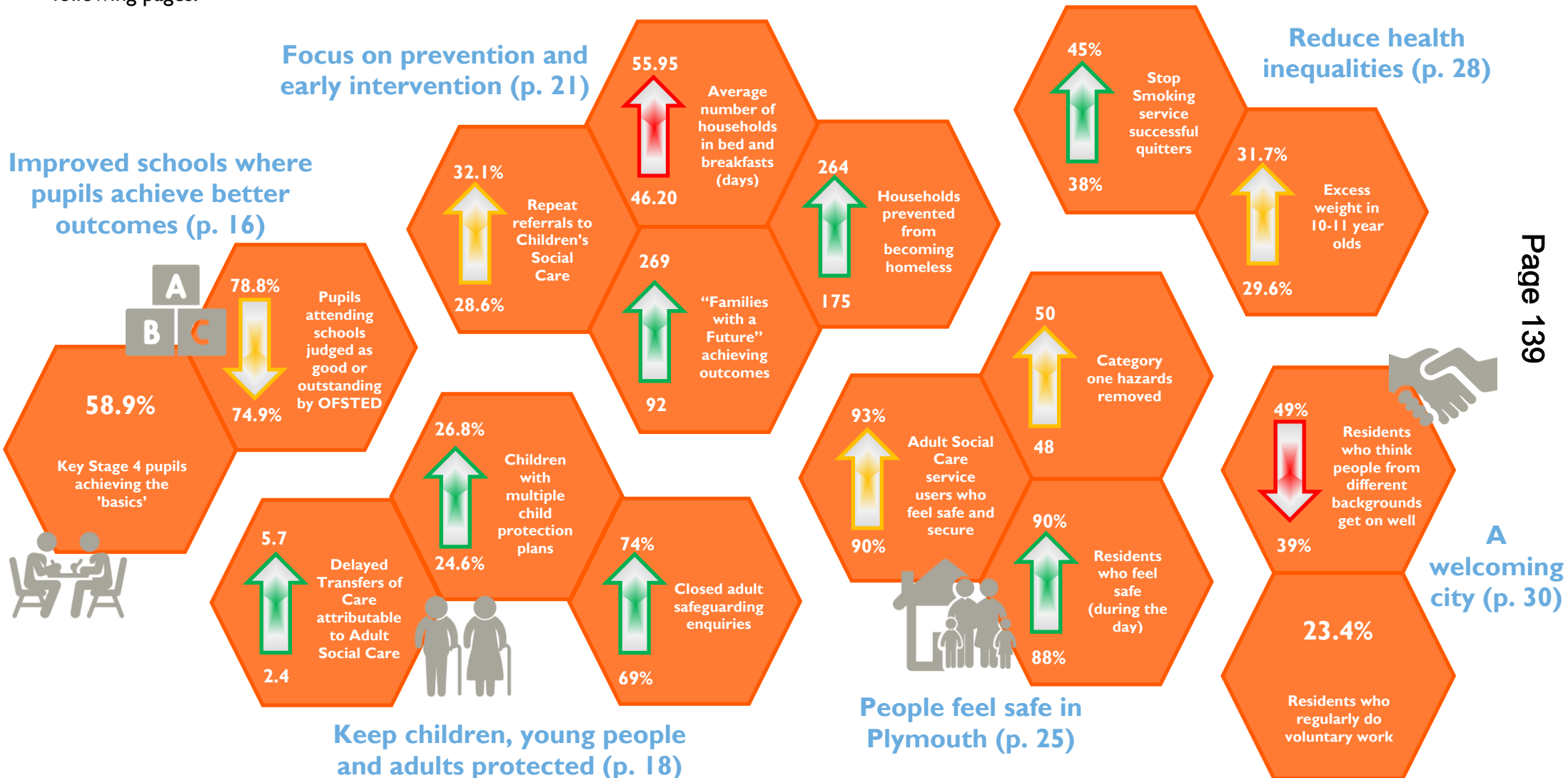
What's working well? The overall percentage of household waste sent for recycling, reuse or composting has improved from 38.8% in quarter one 2017/18 to 40.6% in quarter one 2018/19 (we compare to the same quarter due to seasonal trends). The proportion of household waste used for energy recovery is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

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

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

A Caring Council – Quarter One Summary

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

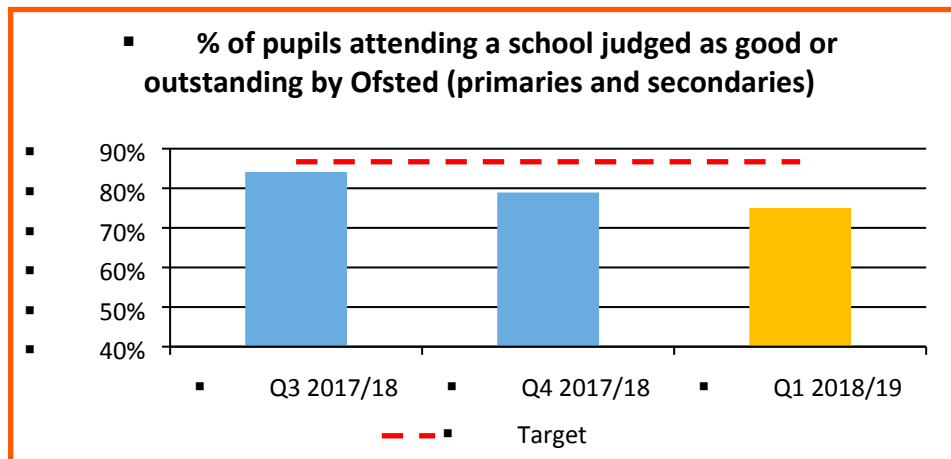


Improved schools where pupils achieve better outcomes

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

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

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



How have we done? 74.9%

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

Trend rating: **Amber**

Target for 2018/19: 86.7%

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

Target rating: **Amber**

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

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

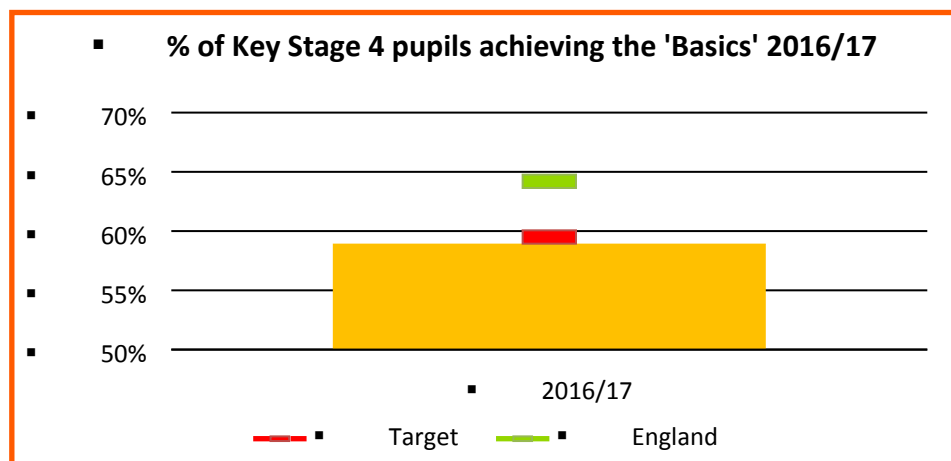
What needs to happen? Overall there is a desire to improve the quality of school provision in the city. A particular priority for the Plymouth Education Board is delivering the 'Plymouth Challenge', which is focused on secondary school provision. Further action will also be discussed at the Education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

Improved schools where pupils achieve better outcomes

Key Stage 4 pupils achieving the 'basics'

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

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



How have we done? 58.9%

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

Trend rating: **N/A**

Target for 2016/17: 59.5%

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

Target rating: **Amber**

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

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

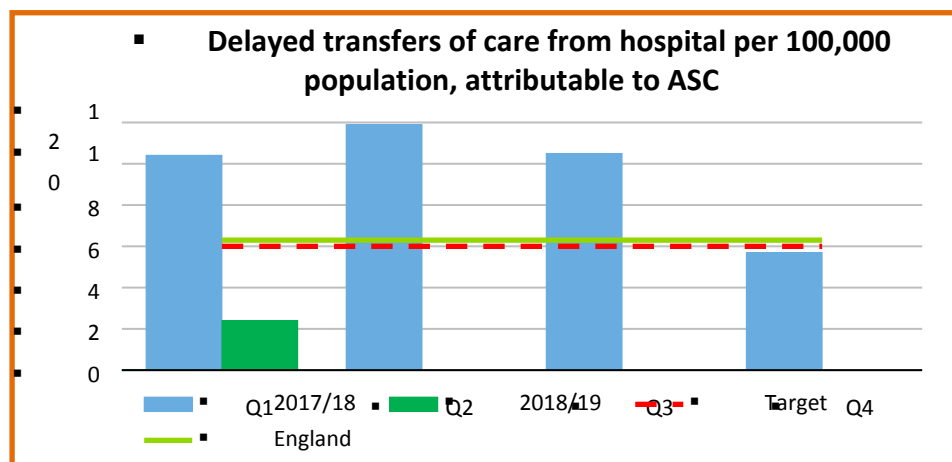
What needs to happen? A priority for the Plymouth Education Board is delivering the 'Plymouth Challenge' which is focused on secondary provision. This is being launched during quarter two at the start of the 2018/19 academic year. Results for the 2017/18 academic year will be published in January 2019,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

Keep children, young people and adults protected

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

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

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



How have we done? 2.4 delays per day

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

Trend rating: **Green**

Target for 2018/19: 6.0 delays per day

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

Target rating: **Green**

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

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

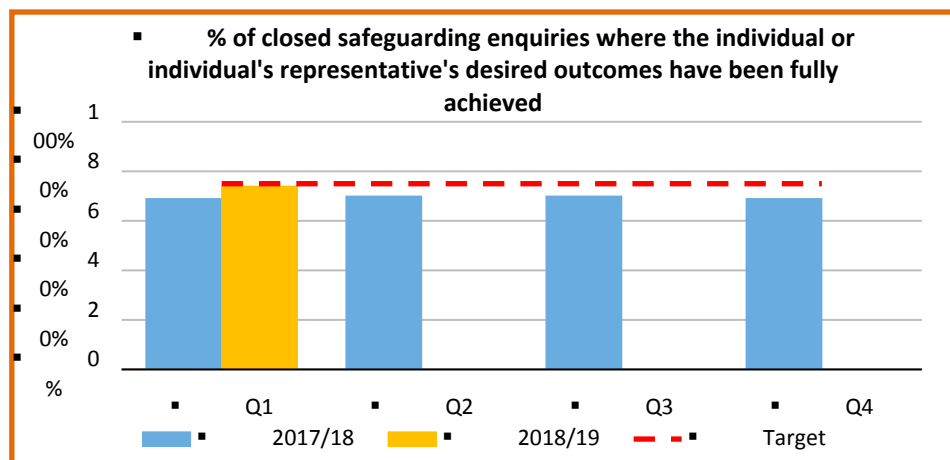
What needs to happen? Performance of the whole system will continue to be monitored closely by the System Improvement Board. Focus will remain on the whole system including A&E four hour wait, emergency admissions, weekend discharges and stranded/super stranded patients.

Keep children, young people and adults protected

Adult safeguarding enquiries

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

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



How have we done? 74%

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

Trend rating: **Green**

Target for 2018/19: 75%

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

Target rating: **Amber**

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

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

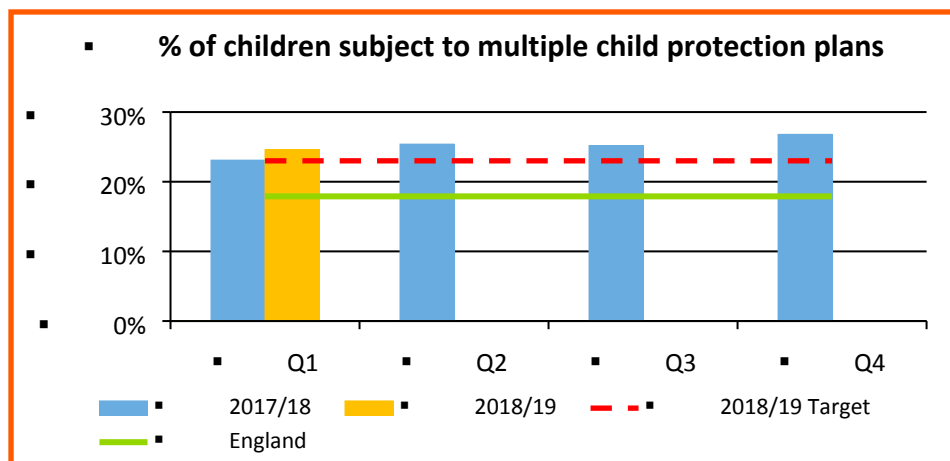
What needs to happen? We will continue to work with partners to ensure that not only do we strive to meet the desired outcome of the individual affected, but that we are confident in the process of recording outcomes accurately, ensuring that we always have a true representation through this performance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

Keep children, young people and adults protected

Children with multiple child protection plans

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

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



How have we done? 24.6%

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

Trend rating: **Green**

Target for 2018/19: 23%

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

Target rating: **Amber**

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

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

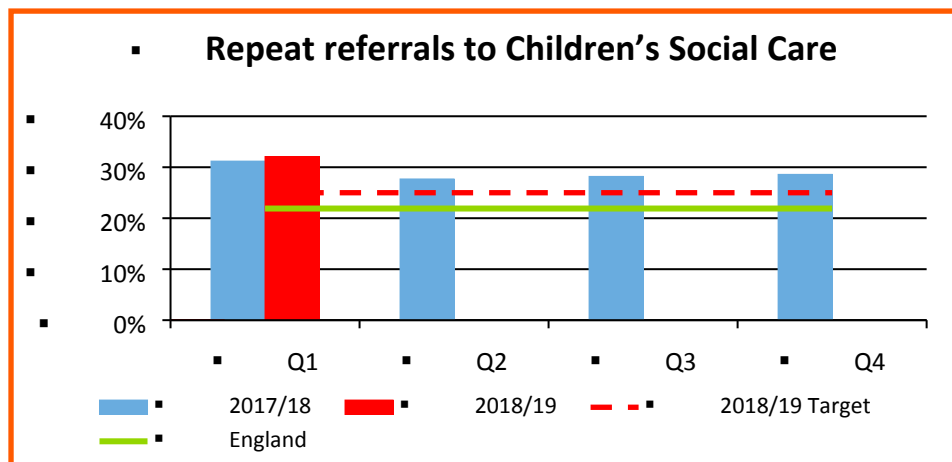
What needs to happen? Regular reviewing of new plans where a previous plan existed is underway and will continue to improve our understanding of the issue. This can then be communicated to relevant partners to ensure that children receive help before requiring child protection services. The child protection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

Focus on prevention and early intervention

Repeat referrals to Children's Social Care

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

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



How have we done? 32.1%

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

Trend rating: **Amber**

Target for 2018/19: 25%

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

Target rating: **Red**

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

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

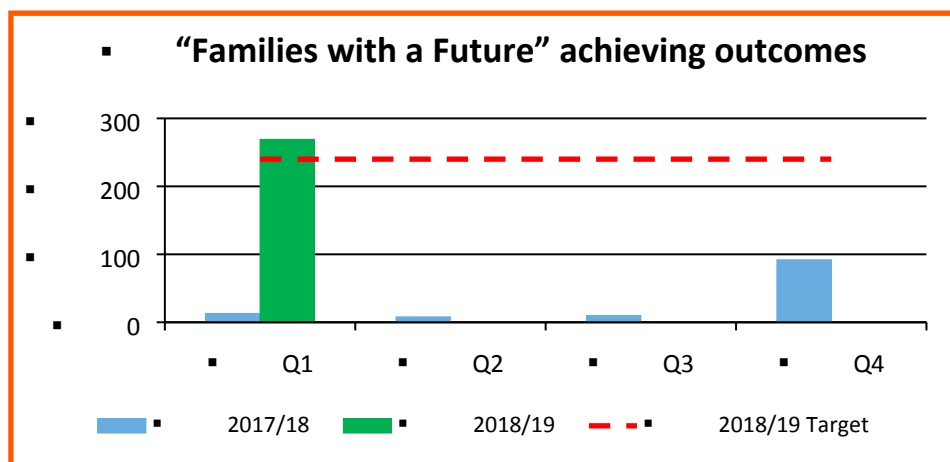
What needs to happen? Phase three Hub/Gateway re-alignment and the targeted support review support a consistent application of thresholds to contacts and referrals, and support partners in holding appropriate levels of risk and providing families with early help. Preliminary work has started to look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

Focus on prevention and early intervention

“Families with a Future” achieving outcomes

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

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



How have we done? 269

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

Trend rating: **Green**

Target for 2018/19: 240 per quarter

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

Target rating: **Green**

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

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

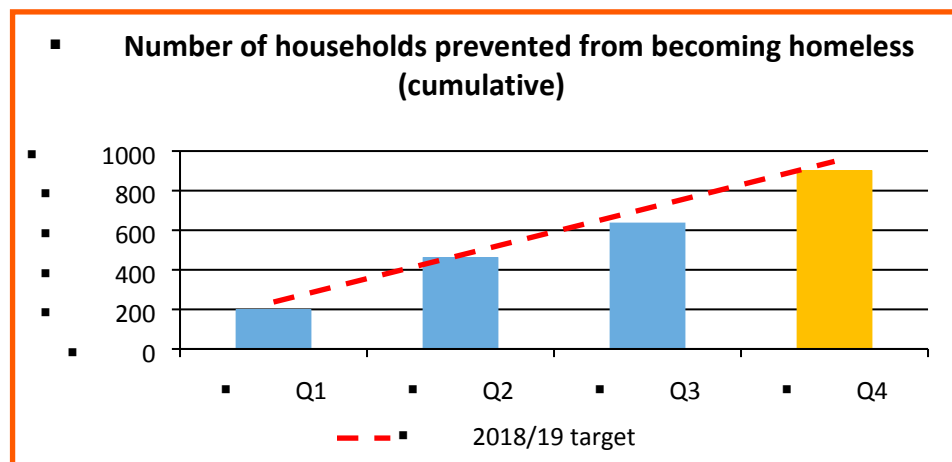
What needs to happen? We need to continue to drive forward transformational change across the partnership in relation to whole family working, engagement with the Early Help Assessment Tool process, data exchange and achieving the outcomes required within the Troubled Families Outcomes Plan.

Focus on prevention and early intervention

Number of households prevented from becoming homeless

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

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



How have we done? **264**

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

Trend rating: **Green**

Target for 2018/19: 948 (cumulative target)

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

Target rating: **Amber**

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

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

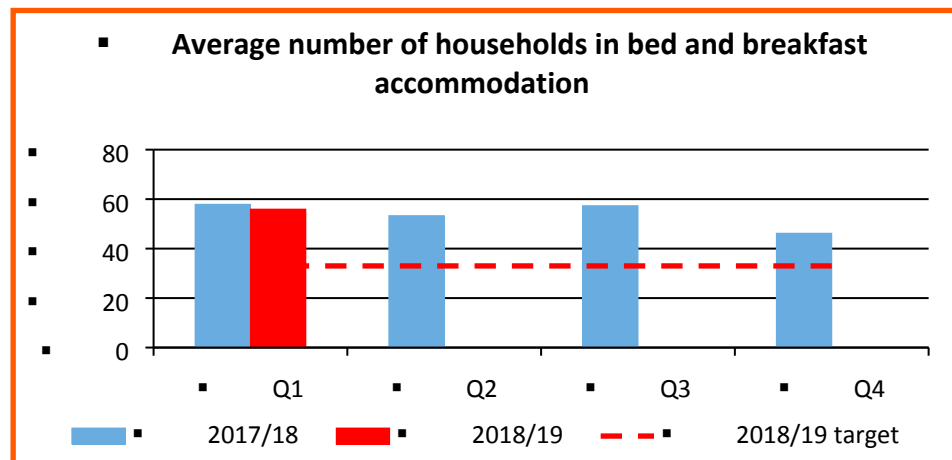
What needs to happen? The Community Connections team has utilised Burdens Funding to increase capacity and change service delivery in line with the HRA requirements, and is working with commissioners and partners to ensure that all prevention activity can be captured. They continue to work with partners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

Focus on prevention and early intervention

Average number of households in bed and breakfast accommodation

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

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



How have we done? 55.95

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

Trend rating: **Red**

Target for 2018/19: 33.00

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

Target rating: **Red**

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

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

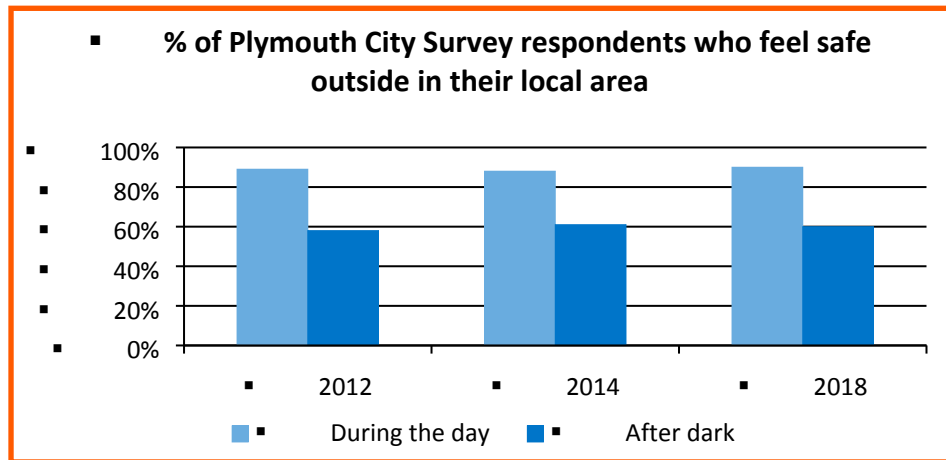
What needs to happen? Additional capacity of a small Assertive Outreach B&B team has enabled some early move on opportunities for clients, which is supporting the downward trend. Work is ongoing to replicate this model across the service. Work is also ongoing with partners to identify alternatives to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

People feel safe in Plymouth

Proportion of residents who feel safe

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

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



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

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

Trend rating: **Green**

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

Trend rating: **Amber**

Target for 2018/19: Monitor only

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

Target rating: **N/A**

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

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

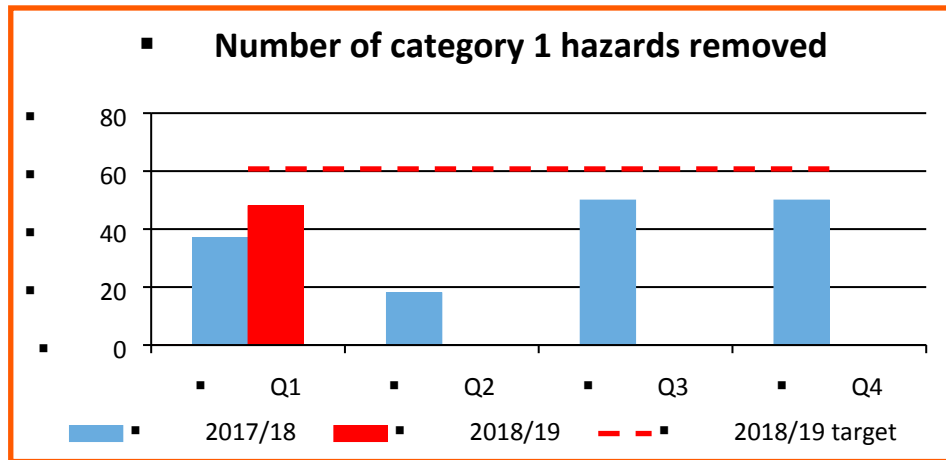
What needs to happen? The information from this survey question will be used to inform and support future partnership work to help the communities and groups most in need.

People feel safe in Plymouth

Number of category one hazards removed

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

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



How have we done? 48

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

Trend rating: **Amber**

Target for 2018/19: 243 (annual)

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

Target rating: **Red**

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

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

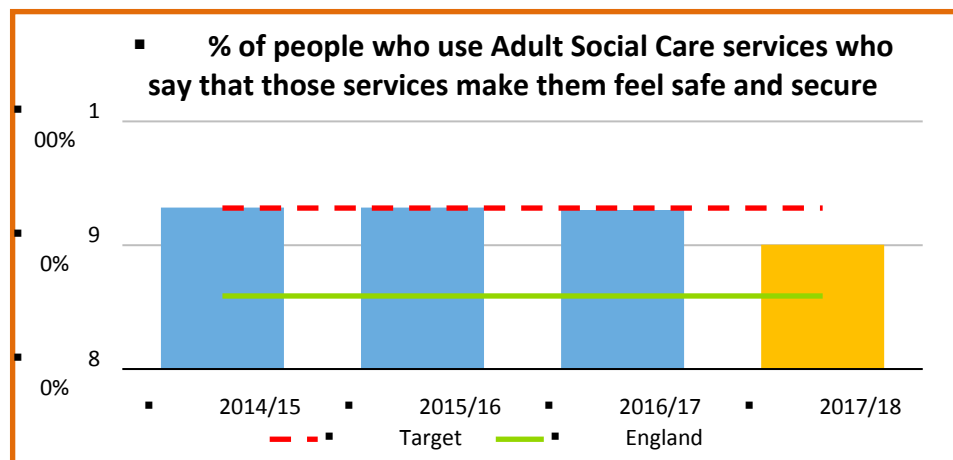
What needs to happen? Once the training described above has finished and the team can return to full capacity, with the addition of two further members of staff, performance will be monitored closely to assess the gap between the number of category one hazards removed and the target.

People feel safe in Plymouth

Proportion of Adult Social Care service users who feel safe

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

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



How have we done? 90%

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

Trend rating: **Amber**

Target for 2017/18: 93%

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

Target rating: **Amber**

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

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

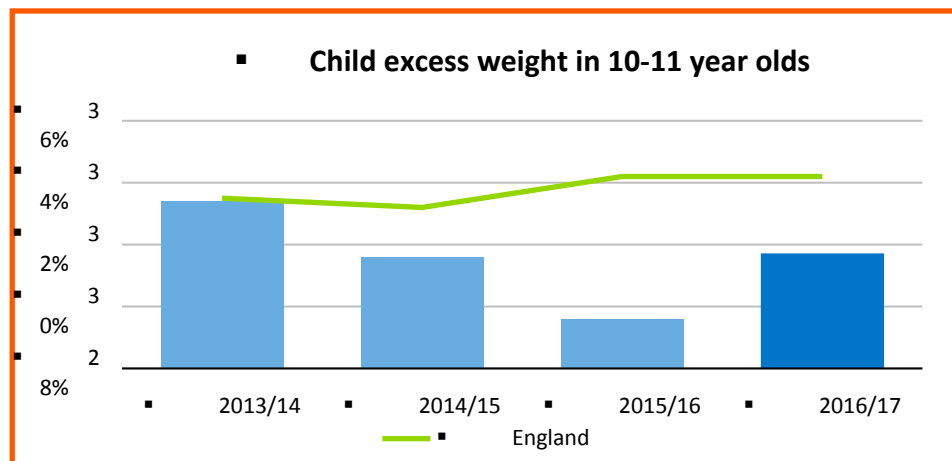
What needs to happen? We will continue to monitor social care activity via provider performance meetings, as well as safeguarding activity and outcomes via both performance meetings and the Plymouth Adult Safeguarding Board. This national indicator allows us to benchmark the impact that our services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

Reduce health inequalities

Excess weight in 10-11 year olds

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

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



How have we done? 31.7%

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

Trend rating: **Amber**

Target for 2018/19: Monitor only

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

Target rating: **N/A**

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

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

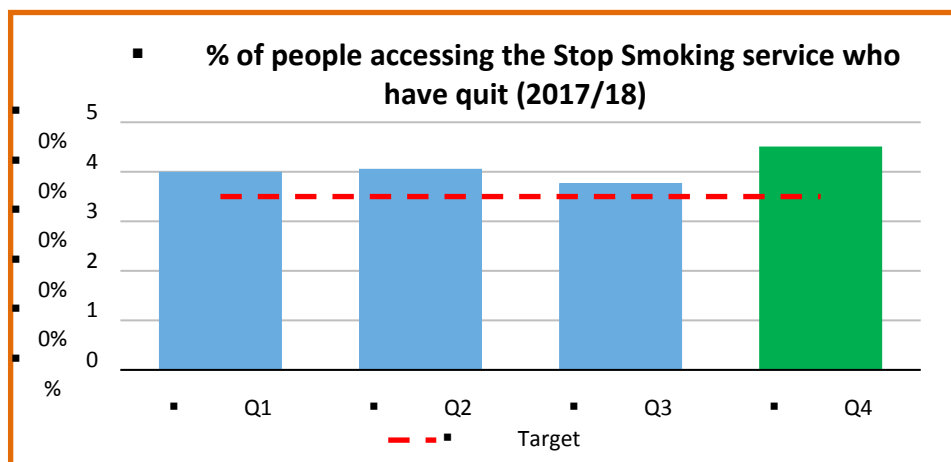
What needs to happen? There is a lack of a firm evidence base on the best interventions to put into place to support families where children have excess weight; we are working on developing the current programme to improve outcomes. For 2018/19, the communication provided to parents with the results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

Reduce health inequalities

Stop Smoking Service successful quit attempts

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

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



How have we done? 45.0%

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

Trend rating: **Green**

Target for 2018/19: 35.0%

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

Target rating: **Green**

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

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

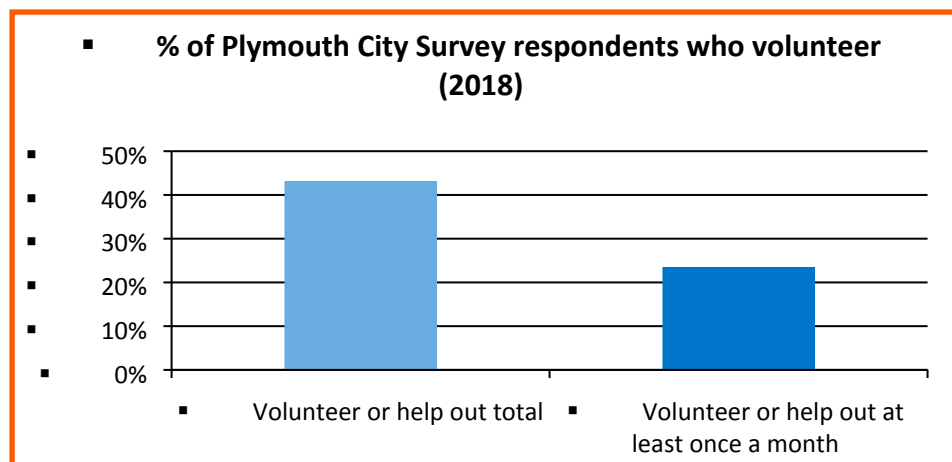
What needs to happen? Continue to invest in the services and to roll out MECC to ensure that as many brief interventions take place as possible that encourage people to consider stopping smoking and support them in doing so. We will continue to focus our resources on those with the most complex needs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

A welcoming city

Percentage of residents who regularly do voluntary work

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

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



How have we done? 23.4%

23.4% of residents volunteer at least once per month.

Trend rating: **N/A**

Target for 2018/19: Monitor only

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

Target rating: **N/A**

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

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

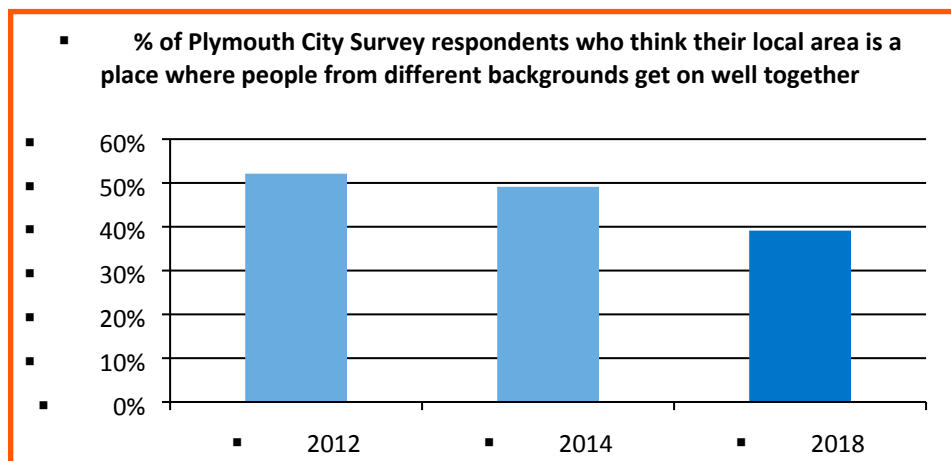
What needs to happen? The data will provide insight into the characteristics of volunteers and the type of voluntary work that they do, which will enable a more targeted approach to advertising volunteering opportunities to the communities and groups that appear to be less engaged. Volunteering is anticipated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

A welcoming city

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

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

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



How have we done? 39%

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

Trend rating: **Red**

Target for 2018/19: Monitor only

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

Target rating: **N/A**

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

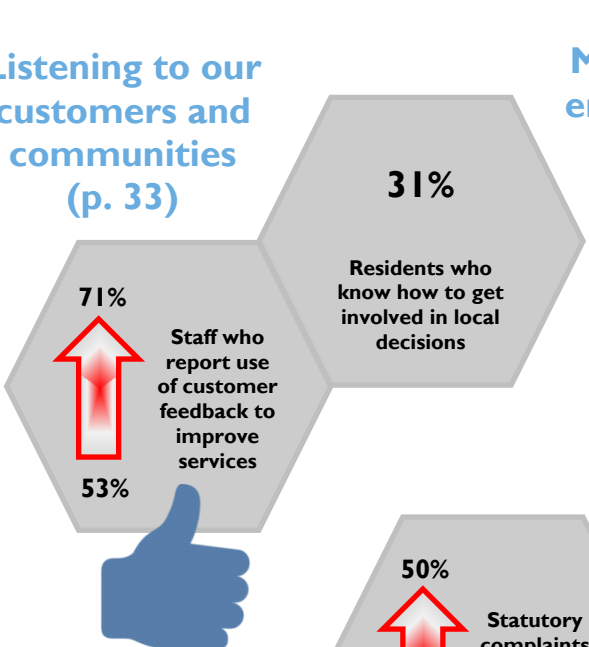
What are we worried about? The 2018 Plymouth City Survey score of 39% is significantly below that seen for the same question in the 2014 Wellbeing Survey and 15 of the 20 wards in Plymouth saw a decrease in their cohesion score in 2018. Younger people aged 16 to 34 years and those aged 45-64 years are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

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

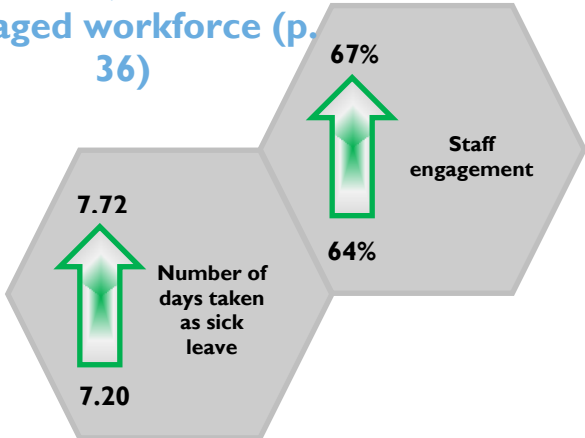
How We Will Deliver – Quarter One Summary

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

Listening to our customers and communities (p. 33)



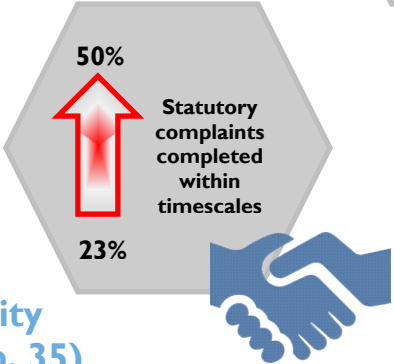
Motivated, skilled and engaged workforce (p. 36)



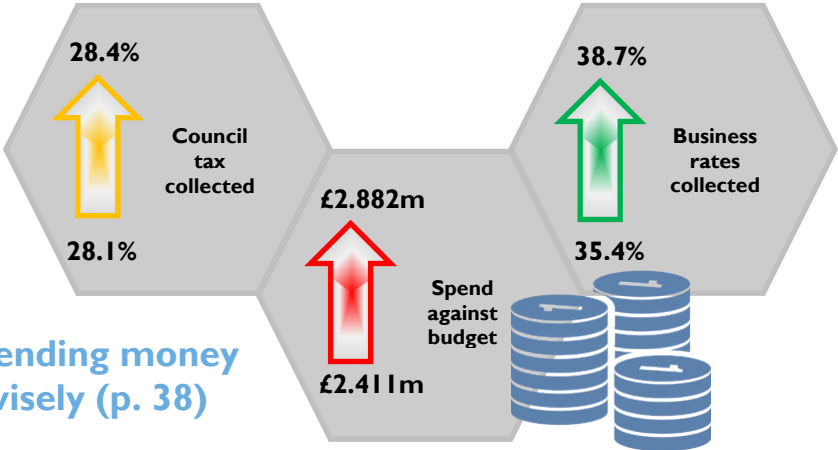
A strong voice for Plymouth regionally and nationally (p. 41)

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Providing quality public services (p. 35)



Spending money wisely (p. 38)

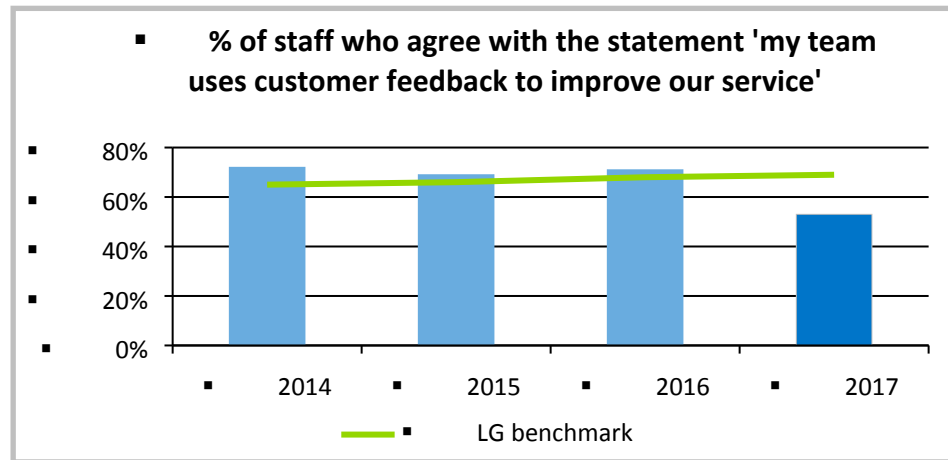


Listening to our customers and communities

Use of customer feedback for service improvement

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

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



How have we done? 53%

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

Trend rating: **Red**

Target for 2018/19: Monitor only

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

Target rating: **N/A**

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

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

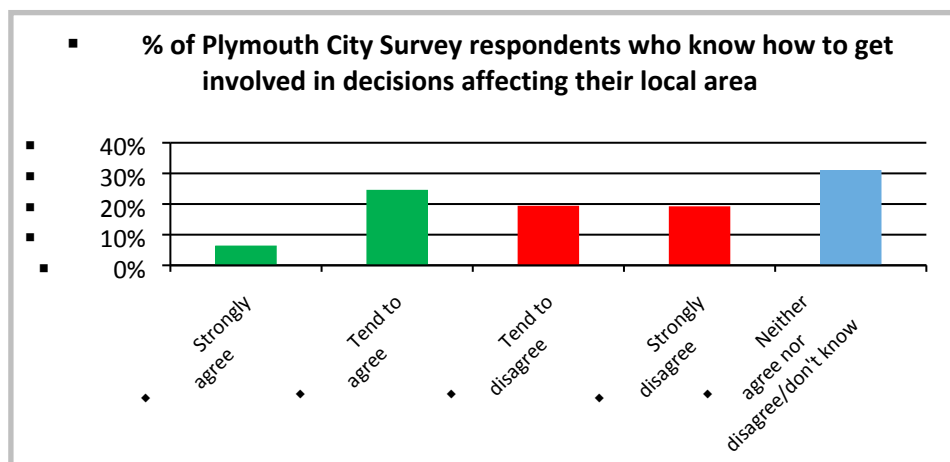
What needs to happen? The reasons for the drop in performance need to be understood and used to ensure that customer feedback is used to improve services. The findings from the peer challenge will be released in quarter two and will be incorporated into services' priorities. The next staff survey will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

Listening to our customers and communities

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

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

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



How have we done? 30.76%

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

Trend rating: **N/A**

Target for 2018/19: Monitor only

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

Target rating: **N/A**

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

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

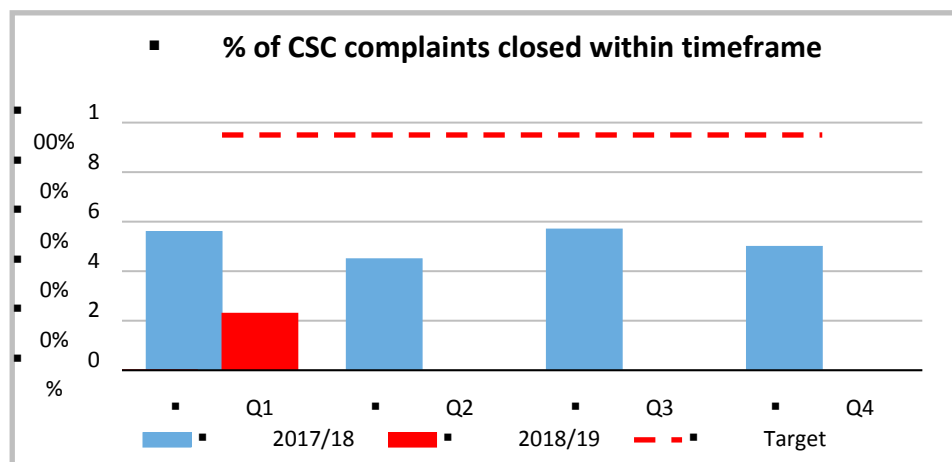
What needs to happen? The results from this question will be used to inform Ward Member engagement activity to ensure that the wards and resident groups that appear to be less engaged in their community will be supported to increase their involvement.

Providing quality public services

Statutory complaints completed within timescales

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

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



How have we done? 23%

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

Trend rating: **Red**

Target for 2018/19: 95%

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

Target rating: **Red**

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

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

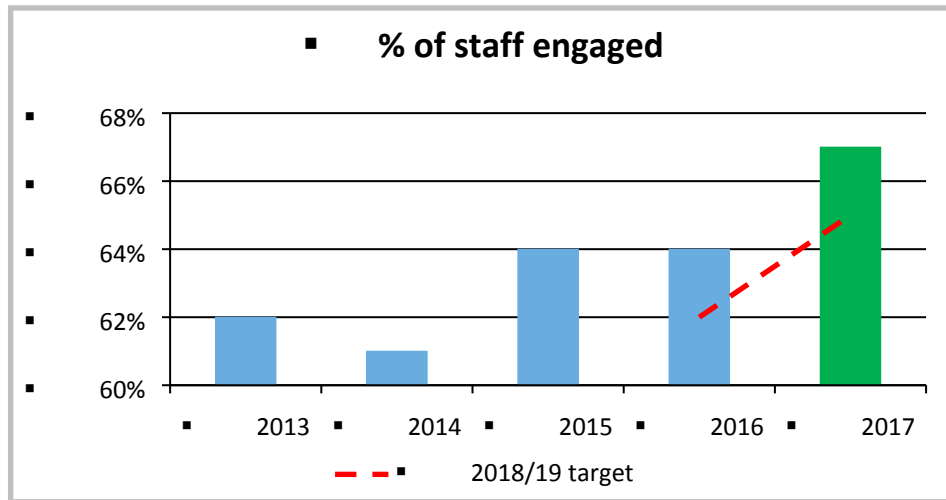
What needs to happen? The loss of capacity with the Children’s complaints team has now been filled and performance should improve. We continue to hold conversations with Livewell Southwest regarding Adult Social Care (ASC) complaints and will begin to monitor performance against this indicator at provider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

Motivated, skilled and engaged workforce

Staff engagement

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

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



How have we done? 67%

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

Trend rating: **Green**

Target for 2018/19: 65%

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

Target rating: **Green**

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

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

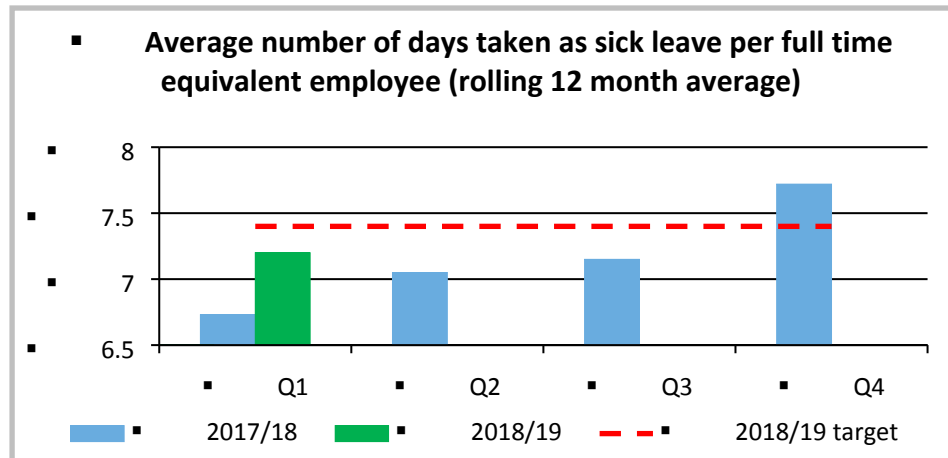
What needs to happen? The next staff survey will take place in November 2018 and the results will be released early in 2019. Directorates have reviewed the results of the staff survey for their areas and embedded actions into their business plans to address the feedback.

Motivated, skilled and engaged workforce

Number of days taken as sick leave

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

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



How have we done? **7.20 days**

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

Trend rating: **Green**

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

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

Target rating: **Green**

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

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

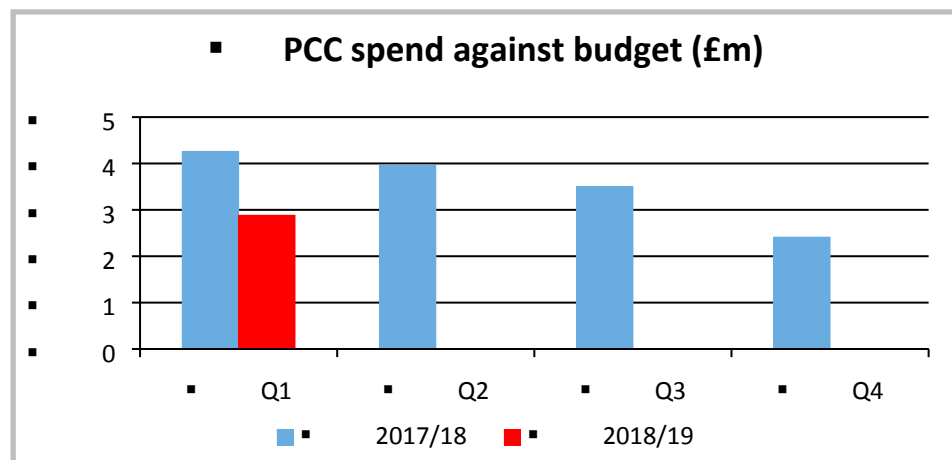
What needs to happen? Individual services should continue to monitor their rates of staff sickness and identify if additional measures need to be implemented to improve the health, safety and wellbeing of staff.

Spending money wisely

Spend against budget

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

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



How have we done? £2.882m

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

Trend rating: **Red**

Target for 2018/19: £0.000m

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

Target rating: **Red**

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

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

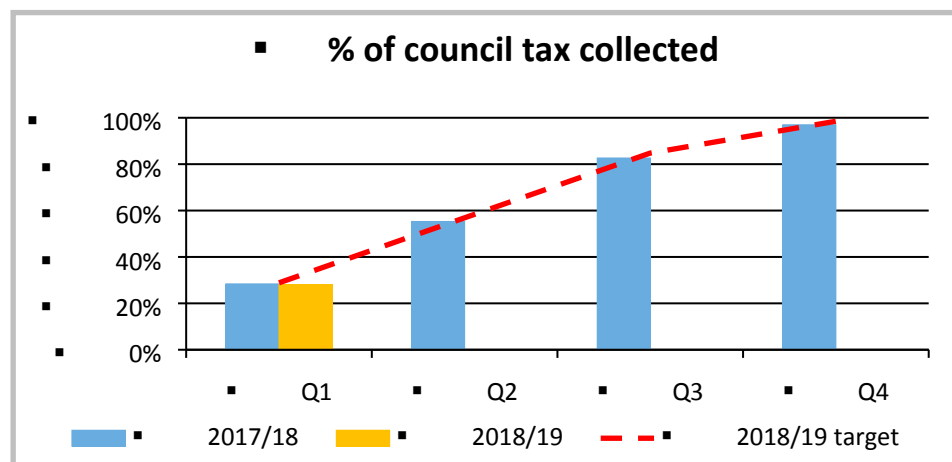
What needs to happen? Monthly financial figures will continue to be monitored to identify areas of concern, particularly concentrating on the People and Transformation and Change directorates.

Spending money wisely

Percentage of council tax collected

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

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



How have we done? 28.05%

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

Trend rating: **Amber**

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

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

Target rating: **Amber**

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

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

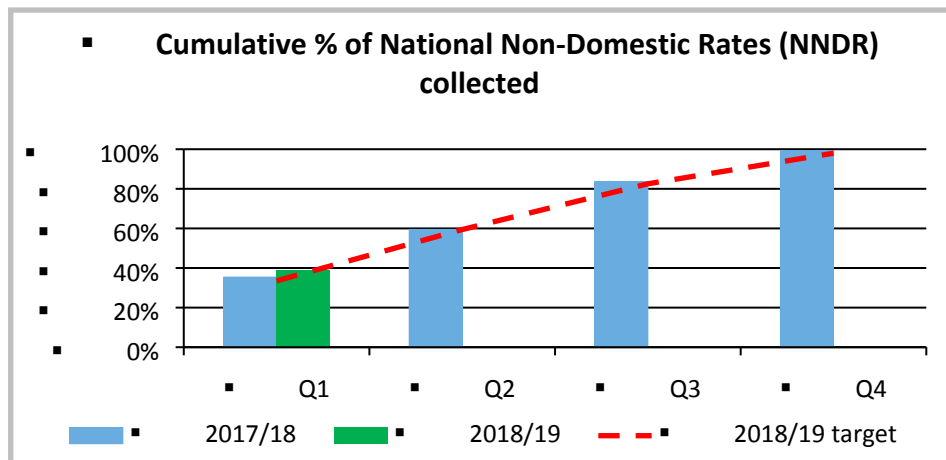
What needs to happen? This indicator should continue to be monitored monthly so that any changes will be identified quickly and actions can be put in place to ensure that the end of year target of collecting 98.50% of all council tax will be achieved.

Spending money wisely

Percentage of business rates collected

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

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



How have we done? 38.7%

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

Trend rating: **Green**

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

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

Target rating: **Green**

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

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

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

A strong voice for Plymouth regionally and nationally

Offers and Asks

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

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

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

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

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

A strong voice for Plymouth regionally and nationally

Regional influence

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

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

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

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

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

Further Information

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