

# PEOPLE DIRECTORATE

Finance and Performance Monitoring

Month 7 Report 2015/16



## I. REPORT TO

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## 2. INTRODUCTION

2.1 This report is produced exclusively for the DMT each month. The report has been updated to reflect the position to be reported to CMT on the 20<sup>th</sup> October 2015.

## 3. FINANCE AND PERFORMANCE SUMMARY

3.1 This report sets out the finance and performance position for the People Directorate, with the year end outturn position as at October 2015.

3.2 The headline performance position is reported by exception in the paragraphs that follow.

3.3 The People Directorate is reporting a year end pressure of £0.433m.

Service	Latest Approved Budget £m	Forecast Year End Position £m	Variation at October 2015 £m	Change in Month £m
Children, Young People & Families	33.848	34.519	0.671	0.000
Strategic Co-operative Commissioning	71.367	71.136	(0.231)	0.000
Learning & Communities	15.407	15.407	0.000	0.000
Housing Services	2.294	2.294	0.000	0.000
Management and Support	0.213	0.205	(0.008)	0.000
<b>Total</b>	<b>123.128</b>	<b>123.561</b>	<b>0.433</b>	<b>0.000</b>

### 3.4 **People Department Context**

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

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

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

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

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

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

Overall, the Directorate has plans to deliver £8.045m with detailed plans currently totalling £6.985m. Further plans are in development to deliver the remaining £1.060m.

### 3.5 **Children Young People & Families**

The Children Young People and Families Service is reporting a budget pressure of £0.671m, no change from month 6. The Service is facing unprecedented pressures, care applications are up, and the service are struggling to purchase cost effective placements to adequately meet demand.

The Service has achieved £0.060m against the (£0.192m) through the management of young peoples placements as well as quarterly review of all budget lines in the star chamber exercise and holding vacancies.

As part of the transformation project for 2015/16, the CYP&F was expected to make savings of over £1.5m (in order to contribute to the £8.045m Directorate target) . £0.605m has been saved to date through the first phase of wraparound, phase two will be implemented but there will be a real challenge in achieving the full saving in the face of increased pressures. One off FWAFF rewards of £0.200m are on target to be achieved. However, we are projecting a further £0.285m saving to year end on Creative Solutions for placements and there are considerable risks with this.

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

- Lack of availability of the right in-house foster care placements creating overuse of IFA's.
- High number of placements in Welfare Secure, with 3 placements in year of which there is currently 1 in situ. Rigorous work continues to maintain this position but it is not always possible to predict in the next six months and placements might increase.
- Unexpected court ordered spend on Parent & Child Assessment placements.
- There are a small number of individual packages of care at considerably higher cost due to the needs of the young person.
- There are currently 90 Independent Foster Care (IFA's) placements with budget for only 68 .We are aiming to achieve savings from the transformation wrap-around arrangements including interim arrangements.

The overall number of children in care at the end of October remains stable at 389.

The number of children placed with independent fostering agencies has increased by 2 to 90 which is above the budgeted target of 68. Residential placements have increased by 1 to 22 against a target of 26 budgeted placements with a significant number of these placements being high cost due to the complex nature of these children's needs. In particular 3 young people with complex needs are in high cost placements currently at a higher cost than welfare secure. The number of young people placed in 'welfare' secure placements has reduced with 1 young person currently in situ. The In-House Foster Care placements have reduced to 183 placements against a target budget of 209 placements, with 3 placements in 'Other Local Authority' Foster Care. There is currently 2 In House Parent & Child Assessment Placement, 4 court ordered Independent foster care placement and 1 high cost Residential placement. The number of young people 16+ placed in supported living has reduced to 22 against a target budget of 22 .

We are currently experiencing changing behaviour in court in relation to both Parent & Child Residential and Independent Foster Care (IFA's) assessment placements. Whilst this is under review and to some extent is led by guardian recommendations. The service are not able to address individual guardian recommendations whilst proceedings are live and this represents a significant challenge in managing spend on these placements.

The current commissioning arrangements for Supported Accommodation are being reviewed in order to provide more capacity at a reasonable price. CSC / Commissioners / DCH Block Provider proactively working together to review individual Lot 4 placements for step down, and all referrals to prevent use of Lot 4

We are anticipating ten new In House Foster carers coming on line between now and the end of the financial year in order to increase placement sufficiency and reduce costs.

A paper has been approved by cabinet agreeing to the proposal for contract award for 5 residential children's homes beds in and close to the city for Plymouth children and young

people in care with a reputable children's home provider. This will ensure that there are sufficient resources available for our most vulnerable young people and potentially reduce the spend on costly out of area packages of care.

The service has received 393 referrals in October 2015 which was 10% less than October 2014 (434). The YTD figure for referrals is 3123 compared to 3130 for the same period in 14/15.

The performance against single assessment for October was 91.8% completed within 45 working days against a target of 85%.

The number of child protection plans in October decreased from 398 to 378 (-5%) The number of children on a CP plan is 8.9% lower than October 2014 (415).

Visit activity now stands at 75.8% (<1% increase) for children in care and 76.2% (7% decrease) for children with a child protection plan. Improvements in this area have been managed closely. There are encouraging initial indications from the mobile working pilot showing that it will have a significant and positive impact on visit performance when rolled out. Improvements in this area could be adversely impacted in the short term by reconfiguration activity such as the implementation of the Permance Team. Safely managing this change is a top priority for the service managers who will be alert for and respond to changes in performance so that reduced performance is mitigated.

October Placement Detail attached.

### 3.6 Strategic Co-operative Commissioning

The Strategic Co-operative Commissioning (SCC) service is reporting to come in (£0.231m) under budget at the end of month 7, no change from month 6. The overall variation is mainly in the following areas:

- Leisure Management – mainly due to a saving on utilities, there is expected to be a saving of (£0.091m) against budget this year.
- Salaries and related costs – we are forecasting an adverse variation of £0.274m, mainly around the In-House provision which is being closely monitored.
- Non Residential Income – currently there is a favourable variation of (£0.496m) which has arisen due to the change in the Fairer Charging policy and the Direct Payment income that is being collected as a result.
- Day Care costs – there is currently an adverse variation on day care of £0.181m which is due to both increased costs and usage of the service, along with a movement of clients from a block contract.
- PCH Contract – an assumption has been made of a saving against the full year contract of (£0.200m)

During October, one of the Domiciliary Care providers went into a Company Voluntary Arrangement (CVA) which could result in the loss of approximately £0.120m that PCC made in advance payments to the company. An assumption has been made that this can be contained as part of the overall Dom Care budget assumptions for this year.

As part of the transformation project for 2015/16, the SCC budget will need to make savings of over £5m (in order to contribute to the £8.045m Directorate target) with the activities and actions that will drive delivery forming part of the transformation programme. So far, SCC has achieved in the region of £4m of savings around reduced client numbers in

residential and nursing, reviews of high cost packages and contract savings, however there are £1m of delivery plans for 2015/16 that are currently showing as RAG rated amber, ie reviews to care packages, and further use of ECH housing instead of higher cost placements, that are still being achieved and, if necessary, alternative plans being put in place to make the savings.

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

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

### **Performance update for October**

#### **Deprivation of Liberty Safeguard assessments**

The level of applications has increased again to the level that were being received in July.

14 of these were from Derriford, which is only three more than last month. Eight of these were from Mount Gould, compared to only three last month; however only accounting for five more of the total. This would suggest that the majority of the additional applications compared to last month were from care homes.

At the end of October the number of outstanding Dols assessments is 406, compared to 448 at the end of September. The number of outstanding Dols that are high risk has also reduced, falling from 52 at the end of August to 41 at the end of October.

#### **Delayed Transfers of Care**

In September there were 6 non-acute people delays attributable to Adult Social Care. This represents an improvement in performance – in August there were 9 non acute delays.

This improvement has been mirrored in relation to people delays from an acute setting. In September there were on the last Thursday of the month 11 people delayed attributable to ASC or both ASC and NHS. This compares to 17 in August.

Overall, against the national indicator the rate/ 100,000 of people delays at the end of September is 9.46 against a target of 4.8. A lot of effort is being made to improve performance including: Development of an Integrated Hospital Discharge Team (IHDT), Re-location of teams to relevant hospital site, PCH 'host' an Operational Lead for the IHDT, Dedicated social care managers to lead teams in both acute and non-acute Plymouth hospitals working in partnership with NHS managers from each site. These are just some of many actions being taken.

### **3.7 Learning and Communities**

Learning and Communities is reporting to come in on budget at the end of month 7. As part of the transformation project for 2015/16 the Learning and Communities budget will need to make savings of £0.600m (in order to contribute to the £8.045m Directorate target) with activities and actions that will drive delivery forming part of the transformation

programme. To date one off savings totalling £0.220m have been identified against this savings target.

The department is reviewing any potential pressures with the intention of mitigating these with off-setting actions.

## **Performance Update**

### **Closing the crime Gap**

GENERALLY SATISFIED WITH PERFORMANCE –

In October there were 1595 crimes recorded, an increase of 32 crimes on October 2014. Crime levels between April and October are lower than 2014/15 (284 fewer crimes or 3% reduction).

The latest crime gap update available is for September when the gap between the ten priority neighbourhoods and the city average was 34.9 against a target of 39.3. This means we are currently on target to close the gap on last year.

Between April and the end of September crime has dropped across the ten priority neighbourhoods by 396 crimes, seven neighbourhoods have seen reductions, by on average 12%. Three neighbourhoods, Barne Barton (+20), Greenbank & University (+5) and Whitleigh (+42) have recorded increases this year.

### **Increase reporting of Domestic Abuse**

SOME CONCERNS ABOUT PERFORMANCE IN THIS AREA: (On target) - (2015/16 performance measure - record more than 6587 crimes)

582 incidents recorded in October, this is 62 incidents more than the previous October. Between April and the end of October there have been 3876 DA incidents recorded, a reduction of 135 (-3%) on the same period in 2014/15.

Despite being down on numbers compared to last year we are on target to have increased numbers of DA incidents by the end of the year as numbers dropped considerably at the latter part of 2014/15. It is probable that if current monthly numbers are maintained we will be on target by year end. (If the missing 101 are added the difference to last year the difference would change to a decrease of 44 reports overall, or 1%).

### **Reduce Anti-Social Behaviour**

GENERALLY SATISFIED WITH PERFORMANCE - (2015/16 performance measure of not more than 10,064 Incidents)

In October there were 892 incidents of ASB recorded, this is 42 more than October last year. Between April and the end of October there have been 6088 ASB incidents recorded, this is 428 incidents fewer than the same period last year (-7%). As we are lower than the figure recorded at this point last year we are likely to be green against target by year end. However as ASB numbers dropped considerably towards the end of last year these drops will need to be replicated this year to ensure the target is met. Currently as the target is spread over 12 months we are amber against target.

### 3.8 Housing Services

The Housing Service is reporting a balanced forecast outturn, containing budget pressures first reported in July within existing budgets through monthly reduction of demand on emergency accommodation, together with management action reviewing future commitments.

#### **Performance Update**

##### **Average clients in Bed and Breakfast**

The average number of people in bed and breakfast reduced in quarter two to 25, a reduction from an average of 38 in quarter one. Then total number of individual stays also reduced from 264 in quarter one to 209 in quarter two.

##### **Number of households prevented from becoming homeless**

The service continues to experience high demand. Statutory homeless approaches continue to rise - up 7% compared to last year's quarterly average. The number of children accommodated in temporary accommodation remains high - many of the Clowance Street fire affected families have been rehoused (targeted work means that only two remain) but higher than average numbers of families with children presented as homeless and were accommodated on an emergency basis. More detailed research is expected to confirm that a key cause of this is welfare reform/housing affordability issues.

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

In quarter two there have been 47 DFGs completed, an increase on quarter one (37). The total for the year stands at 84 against a year-end target of 174, this is just three short of being on target, it is forecast that we will achieve the 174 completed case by year end. However, timescales for completions are starting to stretch, which have gone from 92% completed within 12 months (from valid application) in quarter one to 85% in quarter two.

##### **Total Category I hazards removed CATI**

In quarter two there has been 63 category I hazards removed, added to quarter one the aggregate for the year sits at 152 (89 in quarter one and 63 in quarter two). This is currently below target with the year-end target being to have removed 400.

### 3.9 People Management & Support

Forecast underspend (£0.008m) is being reported with a reduction to projected support spend.

## 4. HUMAN RESOURCES STATISTICS

4.1 The HR Advisory team continue to provide support, advice and challenge to managers to improve attendance and capability/performance. HR Advisors undertake a monthly review of all top 100 sickness cases (total days sick and percentage of working time lost (short/medium term), distribute reports to management teams, and discuss top 100 cases directly with the relevant line manager.

Assistant Directors and Heads of Service are briefed monthly and trends highlighted, especially with regard to agreed targets and attendance thresholds. Where there are month-on-month increases in a particular service area Service Managers are invited to discuss the same with Heads of Service with HR Advisers in attendance.

Managers are encouraged to be proactive and discuss any concerns early with employees so that they can work together, in line with the relevant policies and procedures on wellbeing and support mechanisms to encourage good levels of attendance.

The drive to improve attendance is supported by management action, for example:

- a. Close supervision and monitoring of reported sickness absence by managers.
- b. The use and benefit of stress risk assessments (individual and team)
- c. Managers taking appropriate action in respect of sickness absence when targets and thresholds are met or exceeded in line with the requirements of the Capability Policy.
- d. Plymouth City Council's Wellbeing package includes Workplace Options (an employee assistance programme, a free confidential service available 24 hours a day) and Occupational Health as well as specific events.
- e. Where appropriate, links are established with Remploy and Access to Work to assist employees with disabilities to return to work/remain in work.

The following information provides monitoring data as at October 2015.

Sickness for the year to date is less than that for the rolling year.

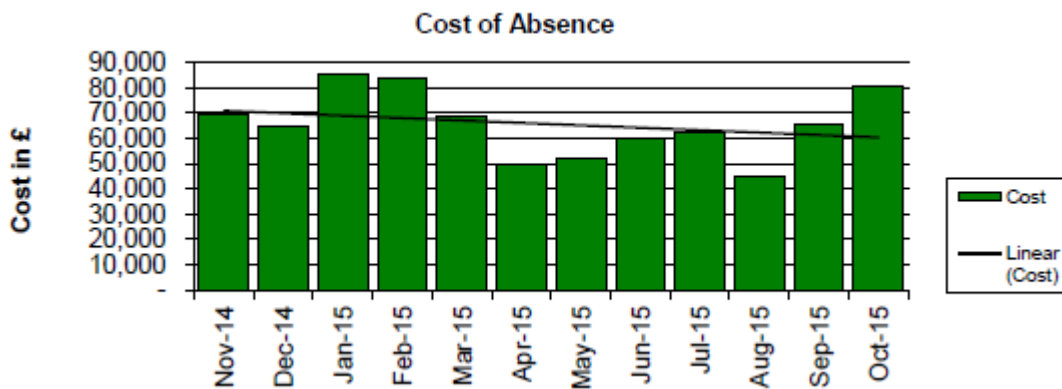
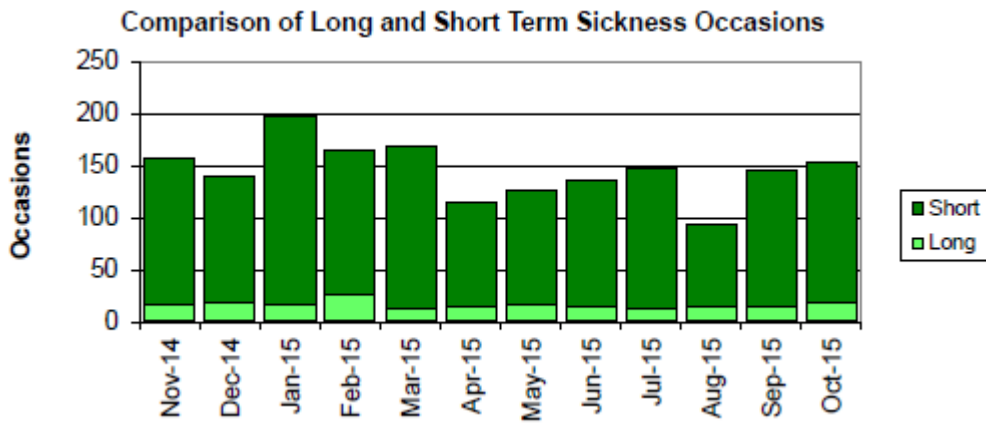
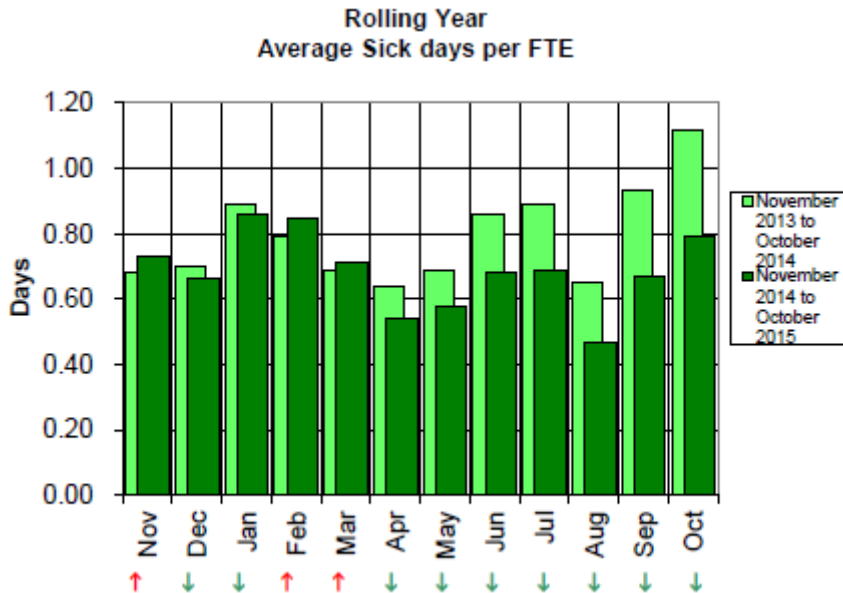
#### People (excl Schools)

October 2015

##### Working Days Lost

Directorate	Total Number of Days		Average FTE		Percentage		Direction of Travel
	Rolling Year	FYTD	Rolling Year	FYTD	Rolling Year	FYTD	
	1.50	1.50	1.50	1.50	0.58	0.98	↑
Adult Social Care	-	-	-	-	-	-	↔
Children, Young People and Families Services	3,472.33	1,787.63	8.54	4.39	3.28	2.87	↓
Co-operative Commissioning & Adult Social Care	-	-	-	-	-	-	↔
Housing Services	440.60	335.60	11.10	8.45	4.27	5.53	↑
Learning and Communities	2,860.61	1,547.35	7.36	3.98	2.83	2.60	↓
Strategic Co-Operative Commissioning	1,151.11	583.72	9.16	4.64	3.52	3.03	↓
<b>People Total</b>	<b>7,926.15</b>	<b>4,255.80</b>	<b>8.24</b>	<b>4.42</b>	<b>3.17</b>	<b>2.89</b>	<b>↓</b>





## 5. SCHOOLS

- 5.1 The carry forward on the DSG from 2014/15 to 2015/16 was £5.105m.
- 5.2 The gross DSG budget for 2015/16 is £179.910m. Central deductions due to be made by the DfE are expected to total £72.931m, leaving a net DSG budget of £106.979m.

- 5.3 Local Authority officers are working with Schools Forum to utilise the resources to support the achievement of the city's priorities for children and young people.
- 5.4 Schools Forum met in October and agreed to utilise the historical central underspend to fund the Emotional health and Well-being project to the value of £1.2m, subject to financial due diligence.
- 5.4 Schools Forum also agreed to utilise the historical central underspend to distribute £2m evenly to schools on a per pupil basis, subject to the approval of the minimum funding guarantee exemption from Central Government.
- 5.5 Pressures are emerging across all school sectors (Primary, Secondary and Special Schools) as the demand for additional funding linked to Special Educational Needs is increasing across the city.

## 6. RISKS AND ISSUES

1. Adult Social Care demographics, high cost packages and the increasing cost of care and client numbers within the Nursing and Residential Sectors
2. The Care Act came into operation from April 2015 and will impact on the Service Delivery and financial elements of Adult Social Care.
3. Delegation of funding schools for increased pupil numbers due to growth in the birth rate as schools are expanding to meet need.
4. Increased demand on the High Needs Dedicated School Grant is putting pressure on the High Needs budget which in turn is putting pressure on individual schools to maintain a balanced budget.
5. Although referral rates into Children's Social Care are settling, there has been a sharp rise in the number of children subject to Child Protection Plans. Mitigation plans are in place including Creative Solutions and family support.
6. There are a small number of individual packages of care at considerably higher cost due to the needs of the young person.
7. Overall capacity and increasing caseloads impacting on performance and in particular care planning to achieve planned step down for children in care. As well as effective work to prevent high increase in number of children coming into care.
8. Increasing cost pressures could arise as a result of the 40% increase in the volume of people who are at risk of homeless or have significant housing needs.
9. Following part year use of Biomass and a successful Renewal Heat Incentive (RHI) application dated from 25/11/14 the previous risk from rebasing Plymouth Life Centre has been covered. Additional monitoring of electricity through Solar Panels from October 2015 will be incorporated in future monitoring forecasts when actual consumption invoiced by PEC renewables. Future impact of utility tariff increases for all sites above rpiix need to be considered together with opportunities for energy efficiencies .
10. Impact of Welfare reform, housing market conditions and the recession have led to more households in temporary accommodation resulting in longer stays with the risk of a continuing increase in demand.
11. Grants within the department need careful management to plan for potential reductions in future government spending reviews
12. The risk of irrecoverability of rent/service charge income at Brickfields site has increased, provision to be covered in 2015/16 by RHI income.
13. Future year support to Care Leavers has a financial risk if planned mitigating actions are not delivered on time and in year.

## 7. MEDIUM TERM ISSUES

1. Reducing resources against increasing expectations, demands and costs
2. Ensuring that the financial resources are available to the council to manage school services if an increasing number of schools transfer to Academy status to enable services to downsize or offer alternative models.
3. Managing the reduction in funding per pupil in Education Services Grant as schools convert to Academy status.
4. The impact of Welfare reform
5. Level of grants and other sources of funding available
6. The ability to transform services
7. Advanced medical care at birth is resulting in an increased pressure on the High Needs Dedicated Schools Grant within the city.

## 8. DECISIONS AGREED

## 9. CAPITAL EXCEPTIONS REPORTING

### 9.1 2015/16 Summary Table

Service	Latest Forecast Sept 15	Latest Forecast Oct 15	Movement in Period	2015/16 Expenditure at end of Oct 15	% spend of forecast
	£m	£m	£m	£m	
Children's Social Care	0	0	0	0	0
Co-operative Commissioning & Adult Social Care	1.332	1.332	0	0.067	5%
Homes and Communities	1.923	1.931	0.008	0.885	46%
Plymouth Life Centre	0.047	0.047	0	0.033	70%
Education, Learning and Families	17.108	16.196	(0.912)	13.133	81%
<b>Total</b>	<b>20.410</b>	<b>19.506</b>	<b>(0.904)</b>	<b>14.188</b>	<b>72%</b>

## 9.2 Spend to date - Cash flow monitoring

The expenditure to date within Co-operative commissioning and Adult Social Care is noted as low. The provision for work associated with Care First (£0.561m) is likely to be reduced, where future requirements will now be considered under the Transformation Programme. The remaining element relates largely to grant support pending for the Nelson Project and Ernesettle Extra Care Housing Scheme, where it is still anticipated that payments will be made within the 2015/16 period.

Finance will continue to challenge expenditure against this cash-flow to promote the timely reporting of any changes. The continued support of Assistant Directors is appreciated in ensuring the accuracy of expenditure forecasts.

## 9.3 Latest Forecast

The revised 2015/16 forecast at the end of October is £19.506m. Total changes for the October period of (£0.904m) are detailed below:

Project	Comments	£m
<b>Reprofiling (to / from 2016/17)</b>		
Pennycross Basic Need Pomphlett Basic Need	The contract is now going to be a build contract; design works will now take place prior to build and are being done with a separate contractor. The build now will take place in 16/17.	(0.958)
<b>Variations</b>		
Other Changes	Including school project contributions	0.054

## 9.4 Outstanding Issues

### Pending Business Cases

- School Condition – Urgent Requirements now including works at Mount Tamar School linked to SEND Phase I delivery.
- Cann Bridge – Additional Classrooms (SEND Phase I)
- Purchase of Site at Estover for a Vocational Centre (SEND Phase I)
- Extra Care Housing – Milbay

## 10. APPENDICES (available on request)

- People Scorecard
- Children, Young People & Families Placement Monitoring