

# Appendix 1 - Performance Update

## Q3 October 2015 – December 2015

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## ADULT SOCIAL CARE

# Highlights

**What has gone well in Q3? What milestones have been achieved? What areas of your business are performing well? Please refer to key measures and/or benchmark data.**

Highlight issues	Significance/impact	Risks to maintaining performance level
<p><b>The Adult Social Care Outcome Framework (ASCOF):</b></p> <p>This measures how well the care system achieves outcomes such as quality of life, access to services etc.</p> <p>Of the 27 measures considered, the published regional account, during the course of Q3, showed that we are above the England average in 20.</p>	<p>When we compare this to our nearest neighbours, Portsmouth is second only to Oxford. We rank above Southampton, which has 16 measures above the national average, and Hampshire with 15. (See chart at Appendix 1 and list of measures at Appendix 2).</p> <p>These results relate to 14/15. results for 15/16 will emerge later this year.</p>	<p>Maintaining high levels of performance in times of austerity with. Cuts to budgets have contributed to significant reductions in capacity (30%) which poses a risk when carrying out statutory functions.</p>
<p><b>Published data on LA's performance:</b></p> <p>When taking into account ASCOF data, expenditure and 18yrs+ population, this showed Portsmouth ASC as ranked 4<sup>th</sup> highest in England for VFM. (Municipal Journal 26/11/15)</p>	<p>Evidence suggests we are one of the lowest spending authorities for ASC and that we are running a largely efficient Service (See Appendix 3).</p>	<p>The 2% 'precept' announced for ASC, when considered against the low overall tax revenue, will yield less than the costs associated with the new National Living Wage, leaving us worse off than most other LA's (bottom 20 of those who have gained).</p>
<p><b>Carers KPIs:</b></p> <ul style="list-style-type: none"> <li>Assessments: Target 1500, total to Jan '16 1559</li> <li>Reviews: Target 375, total to Jan '16 694</li> <li>Carers receiving a sitting service via assessment services. Target 325 per month, achieving 325 per month.</li> <li>Carers Resource Allocation System pilot indicating successful roll out and savings are being achieved. Project is continuing and will be reviewed again at year end.</li> <li>Carers Peer review completed and recommendations will form part of a review of service in the coming annual period.</li> </ul>	<p>Maintaining performance in carers services is vital in supporting vulnerable people to live independently of more intensive statutory support services.</p>	<p>Young carers services are being reviewed for Care Act compliance.</p> <p>We are looking at amalgamating 2 Young carers teams from ASC and PH and this needs to be achieved within the current funding envelope which includes a reduction in funding from Children Services of £13K.</p> <p>Reduction in funding from ASC to Carers services of £34,000</p>

# Highlights - continued (2)

**What has gone well in Q3? What milestones have been achieved? What areas of your business are performing well? Please refer to key measures and/or benchmark data.**

Highlight issues	Significance/impact	Risks to maintaining performance level
<b>Supported Living for LD:</b> Plans in place to increase the number of Supported Living Settings for people with LD, as a proportion of people in Housing and Support, to 60% by end 2016 (from 48% in 2013).	Reduction in Res Care places and significant savings	Capacity to undertake resource intensive work in terms of re-assessments and project work.
<b>Re-design of in house day services for people with LD underway.</b> 50% of staff team requests for voluntary redundancy agreed. Tendering process for new services is underway.	Successful re-provision is expected to deliver savings in the region of £400,000 and enable the commissioning of services based on delivery of the 4 Preparing for Adulthood outcomes: work independence, health and social inclusion	Will be completed but meeting timescales in next 2 quarters is a significant challenge with freezes on recruitment.
<b>Integration with Health:</b> <ul style="list-style-type: none"> <li>ASC admin function has now been centralised to better support move to 3 integrated locality teams</li> <li>Team manager and ATM's have attended/are attending 'Integrated Care Leadership Program'</li> <li>Action Learning sets arranged to support Integration - Health and Social Care management teams</li> <li>Conference on integrated working held in December with attendees from ASC, Solent, VCS. DVD commissioned and previewed at conference, which included interviews with staff and clients. All funded through Health Education Wessex grant.</li> </ul>	All areas highlighted assist in the move toward integrated and co-located service.	Risk of delay resulting from acceptance of changes to working environment for Solent staff.

# Highlights - continued (3)

**What has gone well in Q3? What milestones have been achieved? What areas of your business are performing well? Please refer to key measures and/or benchmark data.**

Highlight issues	Significance/impact	Risks to maintaining performance level
<b>Direct Payments</b> We have commissioned provision of managed DP accounts to support increased uptakes of Direct payments	Aim to increase uptake of DP as a method of meeting care and support needs.	Reluctance on behalf of service users to take up DP's, preferring a Personal Budget managed by the LA which does not involve becoming an employer of staff and the associated responsibility that accompanies this.
<b>Review of Care Packages</b> Extra resource for early review of care commissioned by hospital team and community rehabilitation team, funded through BCF, continues to generate savings to care management budget. (saving to date from June 2015 = £6,972.40 per week)	Early review can help to reduce intensity of care required and relied upon.	Lack of resource to continue this work, which requires additional staff to undertake early reviews.

# Areas of Concern and Risks

**Areas of concern, including major risks to performance and overall service provision.**

Risk	Impact (please quantify)	Current plan to manage risk
<b>Financial:</b> Overall reduction in funding for ASC	Reduces capacity to respond to demand and increases risk for those waiting for a service.	'Blueprint' for integration with CCG on commissioning and provider functions with aim to pool resources, agree priorities and manage risk. Agreed by Health and Social Care Executive and subsequently reported to H&WB.
<p>High cost of LD challenging behaviour support as a result of cases in transition from Children's to Adults services. Also those moving into the area with rights to 'ordinary residence' (OR).</p> <p>Increase cost of approx. £57,000 for one O.R. case moving into the area during Q.3.n (£91,700 fye for 16/17)</p>	Significantly increases pressure on budgets.	<p>Early planning for transition cases can help identify more options for future care and support, however options are more limited for those requiring extreme high levels of support.</p> <p>Little can be done to mitigate against O.R. as rights under are enshrined in law. Can on occasion be balanced out with former residents of Portsmouth granted O.R. status in other LA's and therefore care funded elsewhere.</p>
Increasing costs of Mental Health support.	<p>AMH is one of the areas of ASC that incurs high costs for those with intensive support requirements.</p> <p>Whilst costs need to be managed within budget, this can impact on funding available for prevention services.</p>	<p>Transformation project is reviewing all clients in residential care, to ensure those people that are ready to move back into the community have plans in place to facilitate this happening Project is working with PCC housing colleagues to identify community housing options.</p> <p>Working with ICU to review current contracts for VFM</p> <p>This project commenced later than anticipated due to delays in recruiting the staff required. Funding for a further year is currently being sought, via the CCG. There is evidence that the project is having an impact. If the project is not able to continue the benefits currently realised will be limited in their overall impact on the experiences of clients and the ASC budget.</p>

# Areas of Concern and Risks - continued (2)

## Areas of concern, including major risks to performance and overall service provision.

Risk	Impact (please quantify)	Current plan to manage risk
Average domiciliary care spend at end Q3, compared with same time last year: OP average costs increasing by £3p.w. and increase of 64 people in receipt of domiciliary care For PD average costs increase by £30 p.w, Numbers in receipt of domiciliary care static.	Intensity of care required appears to be on the increase as are associated costs.	Will continue to work with VCS and others over how other community supports can assist in sustaining people's independence. Integrated working may assist in single health and social care plans. However, increased costs of New Living Wage will likely increase costs yet again.
<b>Demand:</b> Increasing demand arising from hospital system.	Managing the support needs of those discharged from hospital takes a disproportionate amount of time and resources, adding pressure to other parts of ASC. Delays to discharges related to ASC carries the risk of Inability to maintain our position as one of the best performers in England, mainly due to capacity and level of demand.	There are numerous multiagency meetings, daily and weekly, that attempt to manage demand. Loss of capacity within the hospital team has led us to relocate social workers from other parts of the service to QAH. Several improvement programmes in-train incl. DH Emergency Care Improvement Programme (ECIP) as well as a local system intervention.
<b>Workforce:</b> Turnover of Social Work, Community Nursing and of care staff in private sector, is at levels which put system under pressure. Nationally – 25% across care sector as a whole, 28% for social workers, 34% community nursing	Increases risk of responsiveness of care system to meet eligible need.	Increasing hourly rate paid to domiciliary care providers may be required, which will create a budget pressure. Use of apprentices for lower level tasks. CCG monitoring community nursing workforce issues. Need for review of social work pay structure to increase attractiveness and competitiveness with other LA's
Staffing shortages in Community Teams while focussed on delivery of significant savings ( £4m across 15/16-16/1) Poses risk to transformation programmes across all areas of service, as well as risk to fulfilling statutory duties. Teams regularly reporting 30% under capacity.	Jeopardises delivery of savings and transformation	Capacity problems will inevitably impact on level of service delivery. Waiting lists for non-urgent assessment will increase, however, lighter touch assessment for low level support and use of community connectors will hopefully help people locate alternative sources of help.

# Areas of Concern and Risks - continued (3)

**Areas of concern, including major risks to performance and overall service provision.**

Risk	Impact (please quantify)	Current plan to manage risk
<p><b>Market capacity and sustainability:</b> Demand for intensive packages of care; low pay; government commitment to new minimum hourly rate of pay; ability to maintain acceptable quality standards; reducing profit margins; high fees demanded by new private provider/developers</p> <p>Above translates into increasing difficulty in commissioning care in a timely manner to support hospital discharges and emergency community cover. Especially an issue for large double-up packages of care.</p> <p>This has increased need to commission care outside of the preferred provider risking increase in costs.</p>	<p>Failure of a key service could result in a lack of capacity to respond to care needs. Failure of a provider can also lead to significantly higher costs and reduced choice and a market dominated by fewer and larger providers.</p>	<p>Market Position Statement produced by Integrated Commissioning Unit. This will overtime attempt to shape a more diverse market able to response to needs in a personalised way. However, much will still be dictated by the amount of money ASC has available.</p>
<p><b>Deprivation of Liberty Standards:</b> Safeguards(DoLS) and 10 fold increase in demand for assessment and authorisation since the Cheshire West judgement.</p>	<p>Contravening Human rights</p>	<p>Prioritisation of requests; attempts to develop / increase number of BIA's (Best Interest Assessors). Awaiting outcome of Parliamentary committee deliberations as to future arrangements.</p>



# Areas of Concern and Risks - continued (4)

Areas of concern, including major risks to performance and overall service provision.

Risk	Impact (please quantify)	Current plan to manage risk
<b>Co-location of Health and Social Care:</b> Delay to co-location of locality ASC and Solent NHS Trust teams	Delay to improved integrated working between disciplines	CCG and ASC together with Solent are regularly discussing how issues such as Estates and governance structures can be resolved prior to co-location. Latest expected date for co-location is May.
<b>SEND</b> - CQC/Ofsted inspection of services for those with special needs and new framework from providing support. Due in spring/early summer. Will require clear commissioning plans for young people in transition involving Education, Children's services, ASC and Health. Main concern will be lack of well defined plans and services for people with an Autistic Spectrum Disorder.	Risk of critical inspection highlighting lack of commissioning services for this group.	Working closely with SEND team to support identification of young people, assess need and estimate level of budget allocation to inform development of suitable services and supports. Design through Day Service transformation of services eg work and community connection that will support delivery of outcomes for group in question. Report will be produced for members outlining what the city will need to do to resource appropriate services and options for individuals and families.
<b>ASCOF:</b> (Adult Social Care Outcomes Framework) indicators that fell below national average in 14/15, although not against all in S.E. region. (See table attached) Comparative data (Regional and National) for 15/16 not yet available. <ul style="list-style-type: none"> <li>Proportion of people receiving direct payments</li> </ul>	No risk. DP's often refused by clients as is they are entitled to do so under the Care Act. PCC figure in line with Southampton.	Commissioned provision of managed DP accounts to support increased uptake of Direct Payments.  Work with Solent NHS Trust to increase take up of Direct Payments within AMH services and ensure all staff understand requirement to offer DP's and ensure this is recorded along with any reason for refusal of DP.

# Areas of Concern and Risks - continued (5)

## Areas of concern, including major risks to performance and overall service provision.

Risk	Impact (please quantify)	Current plan to manage risk
<b>ASCOF: - continued</b>		
<ul style="list-style-type: none"> <li>Service Users reporting they have as much social contact as they would like.</li> </ul>	Figure above Southampton, but slightly below national average.	Independence and Wellbeing Team support the development of networks aimed at reducing social isolation and lead on new Information and Advice Strategy.
<ul style="list-style-type: none"> <li>Admissions of 18-64yr olds to res and NH.</li> </ul>	Marginally above national av. Less than Southampton.	Alternatives to institutional care regularly explored such as supported living.
<ul style="list-style-type: none"> <li>Admissions of 65 + to res and NH</li> </ul>	Above national average but below Southampton as a comparator LA.	The number of older people placed in care homes, although higher than national average, has steadily reduced since 2009/10, in spite of demographic pressures. (This gradual downward trend has continued into 2015/16).
<ul style="list-style-type: none"> <li>Overall satisfaction of users with their care and support</li> </ul>	Slightly above Southampton and slightly below national average.	Result not significantly below national average. Will be influenced by cuts to services.
<ul style="list-style-type: none"> <li>Proportion of carers reporting they have been included in discussions about person they care for</li> </ul>	Above Southampton, slightly below national average	Result not significantly below national average. Carers centre, new self assessments and increased rights to assessment under the Care Act may see an increase in this KPI.
<ul style="list-style-type: none"> <li>Proportion of people who use services who feel safe</li> </ul>	Slightly below national average, above Southampton.	KPI is dependent on a number of factors not related to care provision. If concerns are of a safeguarding nature these are investigated through the new MASH arrangements. New Safeguarding Board for Adults also considers inter-agency responses to safeguarding.

# Projects

**Which major projects is your directorate leading on? What is the status of these and are there any issues that need to be highlighted?**

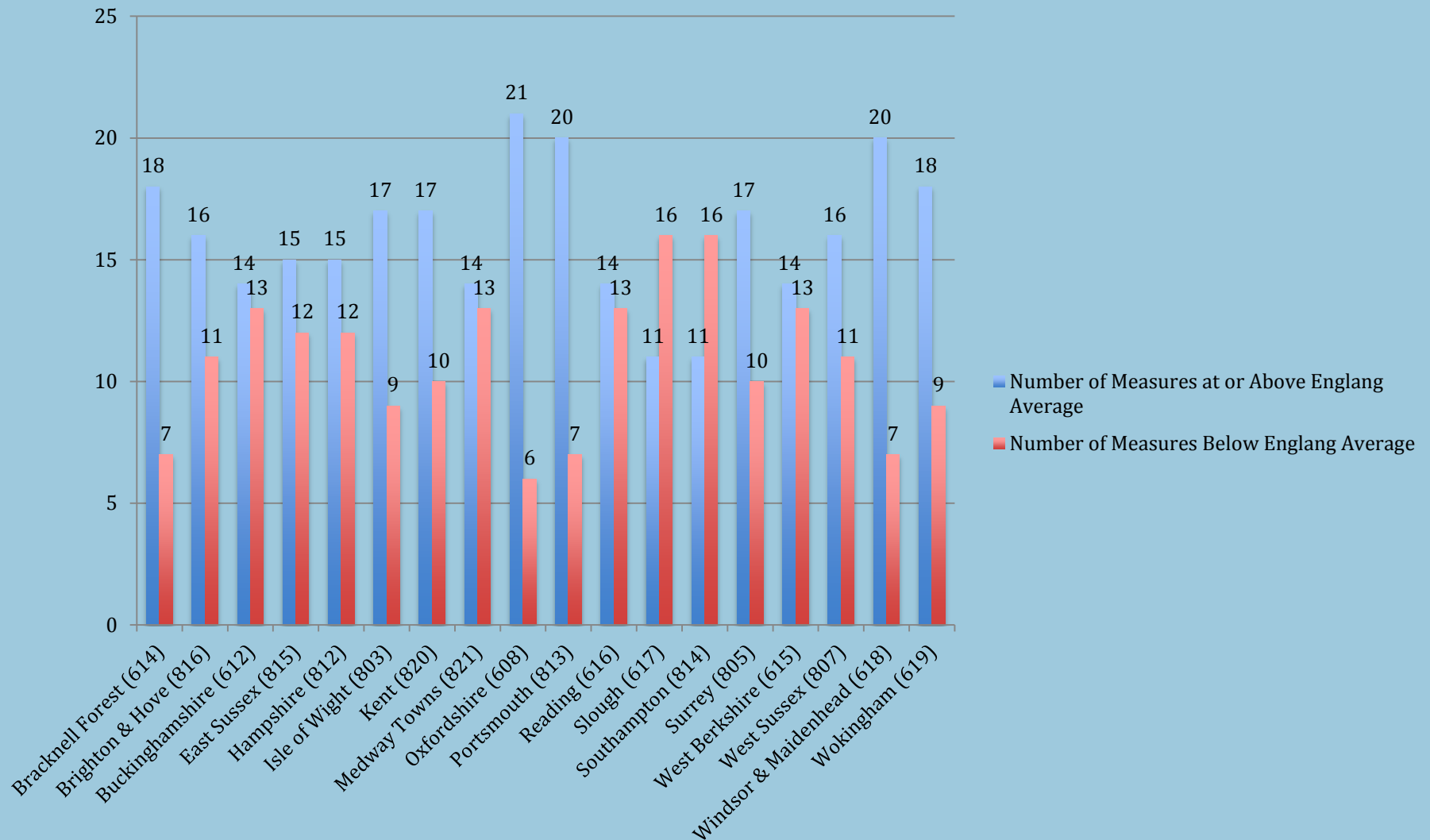
Project	Overall status	Issues to highlight
<b>Extra Care Sheltered Housing</b>	Existing projects now operational. The newest ECSH development at Maritime House is nearing full capacity.	None
<b>Victory Rehabilitation Unit</b>	Now fully operational with overall good outcomes. Taking majority of referrals from the hospital.	Impact of reduced capacity (by 6) when Corben closes may affect outcomes / length of stay if Victory take more non-weight bearing service users.
<b>Harbour View (also known as East Lodge)</b>	On hold	Land identified for new residential home to replace Hilsea Lodge and Edinburgh House to be sold for other development. Further consideration will have to be given as to future of existing homes.
<b>Integrated Locality Teams</b>	Co-location prior to Christmas delayed at request of CCG.	Seeking final agreement from Solent NHS Trust on sites for co-location and leadership and governance structure..
<b>Transforming Care:</b> LD programme to see more people living in non-institutional settings	Project will include redesign of Corben Lodge for supported living. Project in design phase at end Q3.	Potential additional cost to the city if redesign does not happen early in 2016.

# Projects

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Project	Overall status	Issues to highlight
<b>LD Day Services Transformation</b>	In house re-structure taking place with reduction of 50 posts. Re design - programmes/QAF/ training/roles and responsibilities underway. Tender for independent sector provision focussed on 4 key outcomes underway. Presentations to providers. Anticipated start date June 2016.	Demand on resources of team with high vacancy level.  Ambition of timescales
<b>LD Respite Transformation</b>	Pre formal consultation meetings with family carers and agreement of process of engagement. Carers involved in design of consultation and comment on proposal  Building work to begin shortly on Hilsea Annex to create emergency placement provision and provision for people with an ASD/Challenging Behaviour  Quality Assurance forum at Russets with carers as part of reflecting commitment to quality and co-production	Proposal involves reduction in level of residential respite and delivery of savings which is problematic and potentially contentious
<b>Accommodation and Support Transformation</b>	Developments to deliver an additional 52 supported living settings on line and funded	Delay in scheme development has led to savings not being achieved as soon as anticipated.

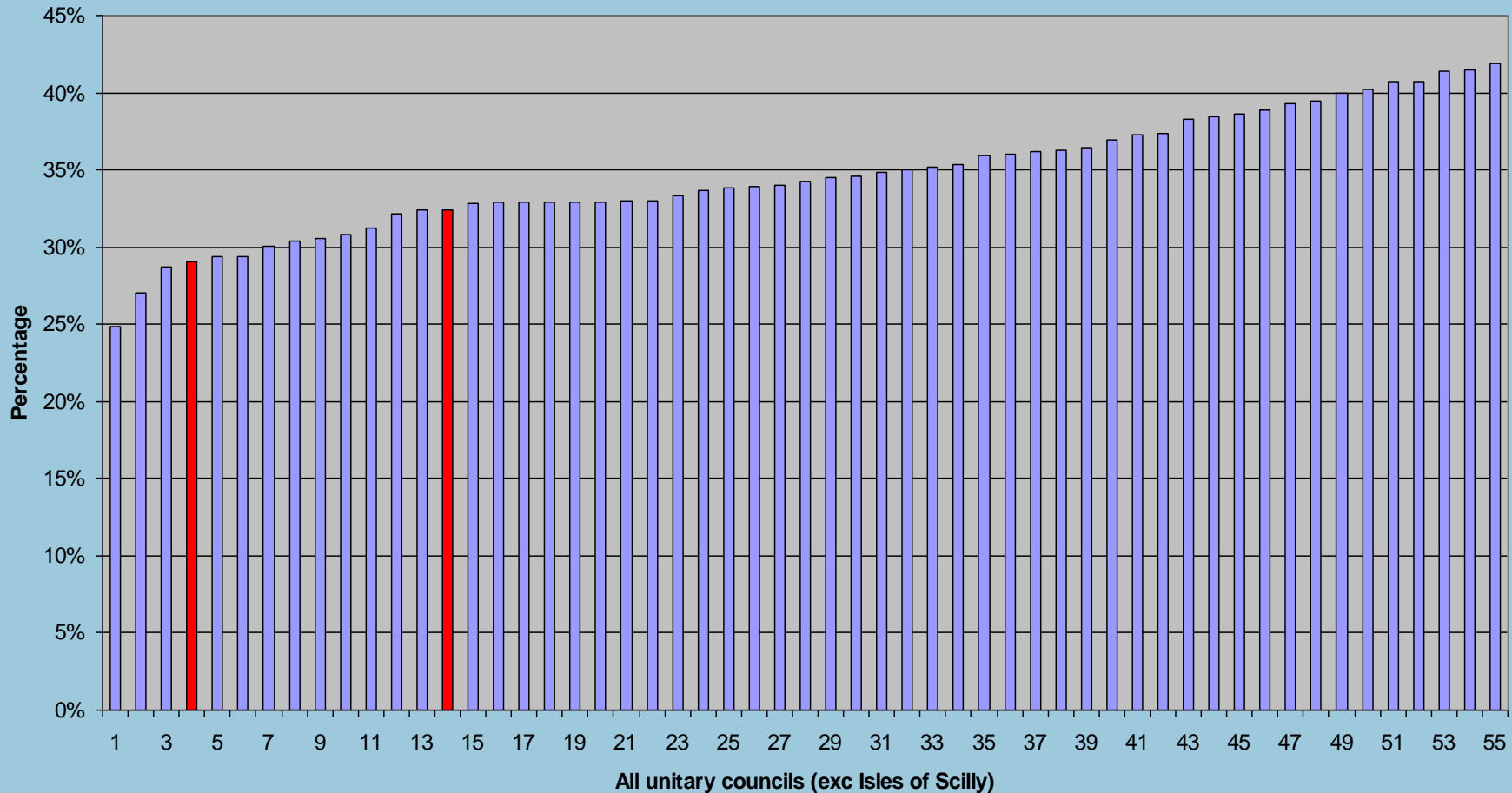
## Overview Performance of 27 National ASCOF Measures By Council 2014/15 Actuals



<b>ASCOF 2014-15</b>	<b>Portsmouth (813)</b>	<b>Southampton (814)</b>	<b>South East Total</b>
1A - Social care-related quality of life	19.3	19	19.4
1B - Proportion of people who use services who have control over their daily life	82.7	78.6	80.1
1C(1) - Proportion of people using social care who receive self-directed support			
1C(2) - Proportion of people using social care who receive direct payments			
1C(1A) - Proportion of adults receiving self-directed support	90.4	86.1	86.2
1C(1B) - Proportion of carers receiving self-directed support	100	94	91.5
1C(2A) - Proportion of adults receiving direct payments	17.9	17.2	28.3
1C(2B) - Proportion of carers receiving direct payments for support direct to carer	100	26.9	87.8
1D - Carer-reported quality of life	8.4	8.3	7.7
1E - Proportion of adults with learning disabilities in paid employment	8	6.3	7.5
1F - Proportion of adults in contact with secondary mental health services in paid employment	4.8	1.4	6.7
1G - Proportion of adults with learning disabilities who live in their own home or with their family	78.8	75.9	68.5
1H - Proportion of adults in contact with secondary mental health services who live independently, with or without support	69.6	18	51
1I(1) - Proportion of people who use services who reported that they had as much social contact as they would like	44.5	43	47.1
1I(2) - Proportion of carers who reported that they had as much social contact as they would like	47.1	49.5	35.5
2A(1) - Permanent admissions of younger adults (aged 18 to 64) to residential and nursing care homes, per 100,000 population			
2A(2) - Permanent admissions of older people (aged 65 and over) to residential and nursing care homes, per 100,000 population			
2A(1)_1415 - Long-term support needs of younger adults (aged 18-64) met by admission to residential and nursing care homes, per 100,000 population	13.2	26.2	13.1
2A(2)_1415 - Long-term support needs of older adults (aged 65 and over) met by admission to residential and nursing care homes, per 100,000 population	736.3	955.8	587.5
2B(1) - Proportion of older people (65 and over) who were still at home 91 days after discharge from hospital into reablement/rehabilitation services (effectiveness of the service)	76.2	72.7	79.4
2B(2) - Proportion of older people (65 and over) who were still at home 91 days after discharge from hospital into reablement/rehabilitation services (offered the service)	3.9	6.1	3.1
2C(1) - Delayed transfers of care from hospital per 100,000 population	3.4	18	11
2C(2) - Delayed transfers of care from hospital which are attributable to adult social care per 100,000 population	0.8	9.2	4
2D - Proportion of those that received a short term service during the year where the sequel to service was either no ongoing support or support of a lower level	93.7	77.3	74.5
3A - Overall satisfaction of people who use services with their care and support	64.4	63.1	65.6
3B - Overall satisfaction of carers with social services	43.4	37	41.2
3C - Proportion of carers who report that they have been included or consulted in discussion about the person they care for	71.2	62.6	72.7
3D - Proportion of people who use services and carers who find it easy to find information about services			
3D(1) - Proportion of people who use services who find it easy to find information about services	78.7	68.6	75.9
3D(2) - Proportion of carers who find it easy to find information about services	69.2	58.5	65
4A - Proportion of people who use services who feel safe	68.1	65.3	70.7
4B - Proportion of people who use services who say that those services have made them feel safe and secure	90.8	88.1	85.5

- The percentage of Portsmouth's budget spent on ASC is relatively low.

Percentage of English unitary councils' total service expenditure (exc schools)  
that will be spent on ASC in 2015/16



(Source: CLG RA 2015/16)

# Performance Update

## Q3 October 2015 – December 2015

### Children's Social Care



# Highlights

**What has gone well in Q3? What milestones have been achieved? What areas of your business are performing well? Please refer to key measures and/or benchmark data.**

Highlight issues	Significance/impact	Risks to maintaining performance level
Staff retention remains positive. Current vacancy rate is 2% which is an improvement on 2.6% 14/15 and 0% reliance on agency staff in comparison with 7.5% 14/15.	<ul style="list-style-type: none"> <li>Stable workforce supports the development of excellent social-work practice and reduces reliance on agency staff which is expensive.</li> </ul>	<ul style="list-style-type: none"> <li>Service transformation may impact on staff retention rates, however front line staff numbers and ratios to supervisors have been maintained.</li> <li>Communication program is in place to keep staff informed/ involved with transformation issues.</li> </ul>
Feedback from Court in Care proceedings continues to be positive. The number of care proceedings has reduced to 30 in comparison to 56 sets of proceedings at the start of the year and PLO protocol is being followed.	<ul style="list-style-type: none"> <li>Reduced number of care proceedings affords better quality of work.</li> <li>Reduced costs associated with expert assessments and Wasted Costs Orders</li> </ul>	<ul style="list-style-type: none"> <li>There are processes in place to monitor activity/demand.</li> <li>It is difficult to establish a pattern in proceedings as issues are varied.</li> </ul>
Resource Panel has successfully amalgamated Placement Panel and Priority B Panel.	<ul style="list-style-type: none"> <li>Service interventions are being prioritised for the right families.</li> </ul>	<ul style="list-style-type: none"> <li>Need to ensure positive transition to locality panels as multi-agency teams are established.</li> </ul>
Reunification Project have seen 9 children successfully returned home and a further 6 plans developed.	<ul style="list-style-type: none"> <li>Children and young people return home and increased family capacity/resilience.</li> <li>Reduction of cost to LA.</li> </ul>	<ul style="list-style-type: none"> <li>Need to ensure careful risk management process so that children are supported to return home appropriately and in a timely way</li> <li>Increased caseloads can impact on work. Caseloads are monitored regularly to distribute work appropriately</li> </ul>

# Highlights

**What has gone well in Q3? What milestones have been achieved? What areas of your business are performing well? Please refer to key measures and/or benchmark data.**

Highlight issues	Significance/impact	Risks to maintaining performance level
Satisfaction with placements remain high.	Stability of placement should increase as satisfaction rates improve.	<ul style="list-style-type: none"><li>• Capacity in fostering teams impacts directly on recruitment and retention of local carers. Capacity is monitored by SMT on monthly basis.</li></ul>
There has been a further reduction in LAC who are convicted or received their final warning from the court in the previous 12 months – falling from 4.7% 2014/15 to 3% Q3 2015/16.	<ul style="list-style-type: none"><li>• Increased wellbeing and opportunity for young people, alongside reduced costs for remand placements.</li></ul>	<ul style="list-style-type: none"><li>• Service transformation has impact on youth offending, placing work in South Locality.</li><li>• Performance framework is in place and regular reporting to YOT board should minimise risks.</li></ul>

# Areas to watch

**What is currently an area that may not be achieved or may not go as well as hoped? What needs to happen to change this? Please refer to key measures and/or benchmark data.**

Area of concern	Impact	Plans to address risk
The number of UASC coming into Portsmouth is high. Current number of looked after UASC is 27 in comparison with 11 Q3 2014/15	<ul style="list-style-type: none"> <li>Higher caseloads in the Through Care Team</li> <li>Delay in accessing education placements</li> <li>Pressure on LAC/health teams</li> </ul>	<ul style="list-style-type: none"> <li>Working group established to embed protocol for this group of young people</li> <li>Engaged with port, ferry companies, Border Force agencies and Police</li> </ul>
Stability of placement continue to reduce – short term stability is at 15% Q3 2015/16 in comparison to 13% Q3 2014/15 and 11% statistical neighbours; long term is at 55% in comparison with 73% Q3 2014/15 and 70% statistical neighbours last year.	<ul style="list-style-type: none"> <li>Changes in placements cause disruption for children and young people</li> </ul>	<ul style="list-style-type: none"> <li>Corporate Parenting Board has been strengthened – with clear performance monitoring and scrutiny arrangements</li> <li>Increased local placements has meant more children have been moved to local carers.</li> </ul>
The number of protection plans remains high at 62 per 10,000 (268) in comparison with statistical neighbours at 54.7 per 10,000 and 247 at Q3 2014/15.	<ul style="list-style-type: none"> <li>Reduced capacity in IRO service</li> <li>Significant resources directed at tier 4</li> </ul>	<ul style="list-style-type: none"> <li>Focus given to children in need</li> <li>Review of all children subject to CPP and conferences brought forward where removal can be achieved</li> </ul>
Beechside residential Unit assessed as requiring improvement	<ul style="list-style-type: none"> <li>Reduced opportunity to sell placements</li> </ul>	<ul style="list-style-type: none"> <li>Improvement plan in place</li> </ul>
Number of care leavers and LAC who are NEET/unknown is a concern 45%, with an increase in the 'unknowns' from previous quarter. This compares with 14% NEET 2014/15 and 4/1% statistical neighbours last year.	<ul style="list-style-type: none"> <li>Reduced opportunities and greater reliance on state support</li> </ul>	<ul style="list-style-type: none"> <li>Extra subgroup of Corporate Parenting Board set up to focus on transitions from LAC to care leaver</li> <li>New system to match employment/work opportunities through pathway planning</li> <li>Data cleansing exercise to be completed.</li> </ul>

# Areas to watch

**What is currently an area that may not be achieved or may not go as well as hoped? What needs to happen to change this? Please refer to key measures and/or benchmark data.**

Area of concern	Impact	Plans to address risk
Deterioration in education outcomes for YOT cases.	<ul style="list-style-type: none"> <li>• Risk of NEET increased</li> <li>• Risk of re-offending increased</li> </ul>	<ul style="list-style-type: none"> <li>• Worker employed to focus on YOT education</li> </ul>
Downward performance trend in Asset score deterioration at end of YOT intervention.	<ul style="list-style-type: none"> <li>• Potential for greater risk/vulnerability</li> <li>• Risk of re-offending increased</li> </ul>	<ul style="list-style-type: none"> <li>• Asset-plus case management system will be introduced May 23016</li> <li>• Oversight by Youth Offending Board</li> </ul>
Threshold document is not well embedded across partnership. 48% of CYP reports from Police are not at threshold for follow up by early help or social services.	<ul style="list-style-type: none"> <li>• Resource deployed unnecessarily</li> </ul>	<ul style="list-style-type: none"> <li>• CYP pathway being revisited</li> <li>• Issue raised with PSCB</li> <li>• Threshold document under revision by PSCB</li> </ul>
Initial Child Protection Conferences are not being consistently convened within 15-working-day timescale – 62% year to date in comparison with 68% Q3 2014/15 and statistical neighbours at 80%	<ul style="list-style-type: none"> <li>• Delay in developing multi-agency protection plans. Although in all cases there is an interim safety plan.</li> </ul>	<ul style="list-style-type: none"> <li>• Senior Management attention is afforded and escalated if there is an avoidable delay.</li> </ul>

# Areas of concern

**What has not gone well this quarter? What milestones have not been achieved? What areas require improvement? Please refer to key measures and/or benchmark data.**

Area of concern	Impact	Plans to recover situation
Duration of care is too long. Average time between child entering care and moving in with adoptive family is 449 Q3 2015/16 or 557 for rolling 3 years against target of 426. Work in relation to care patterns has highlighted average care period for 0-5 is 422 days and 6-13 at 703 days.	<ul style="list-style-type: none"> <li>Children in care system longer than necessary</li> <li>Adoption timeliness performance below statistical neighbours</li> </ul>	<ul style="list-style-type: none"> <li>Project developed to reduce duration</li> <li>Reunification arrangements being strengthened through joint venture with VCS</li> </ul>
Reduction in funding to YOT through reduced contributions from YJB, Health & Probation. Expected reduction of 30%	<ul style="list-style-type: none"> <li>Reduced service to young people offending/ at risk of offending</li> </ul>	<ul style="list-style-type: none"> <li>YOT will be managed through South Locality Team in new structure. This affords increased efficiency with social care and the wider workforce in terms of preventative work.</li> <li>YOT Board will monitor.</li> </ul>

# Risks

**What are the major risks in your directorate at present? How likely are they to become live issues, and what will be the implications? Is any assistance needed to manage these?**

Risk	Impact (please quantify)	Current plan to manage risk
Service transformation to align staffing structure with allocated budget	Reduced management capacity	Detailed risk management plan in place and overseen by SMT

# Projects

**Which major projects is your directorate leading on? What is the status of these and are there any issues that need to be highlighted?**

Project	Overall status	Issues to highlight
Sustainable service at tier 4 as part of wider children's system program	3 strands of work a) Reduce duration of care b) Increase/strengthen reunification c) Reduction in repeat children removed into care	<ul style="list-style-type: none"><li>• Strategy being developed with clear measurements to monitor progress</li></ul>
Regionalised Adoption Agency	<ul style="list-style-type: none"><li>• Project in place with governance arrangements across Hampshire, Southampton, Portsmouth &amp; Isle of Wight.</li><li>• Business model being developed to consider whether there is benefits in a shared organisational solution for adoption work across 4 authorities.</li></ul>	<ul style="list-style-type: none"><li>• Careful consideration with be given to value in regionalised model including cost benefits.</li></ul>

# Performance Update

## Q3 October 2015 – December 2015

### Children's Services – Education



# Highlights

**What has gone well in Q3? What milestones have been achieved? What areas of your business are performing well? Please refer to key measures and/or benchmark data.**

Highlight issues	Significance/impact	Risks to maintaining performance level
<b>School attendance</b> - School overall and persistent absence rates at record lows; persistence absence below national averages	<ul style="list-style-type: none"> <li>Overall absence primary 4.1% (national average 3.9%), secondary 6.1% (national average 5.25%)</li> <li>Persistent absence primary 1.4% (national average 1.9%), secondary 4.9% (national average 5.3%)</li> </ul>	<ul style="list-style-type: none"> <li>From Sept 15 persistent absentee rate threshold reduced to 10% (19 days across the year)</li> <li>Refresh of Attendance Strategy – to be published in Q4</li> </ul>
Portsmouth has been nominated as 1 of the 8 <b>Early Implementers for the 30 hours free childcare</b> offer for 3 and 4 year olds ahead of the national implementation in Sept 2017	<ul style="list-style-type: none"> <li>This will enable Portsmouth to be at the forefront of national policy development, with funding provided for the implementation</li> </ul>	<ul style="list-style-type: none"> <li>Portsmouth will work collaboratively with the DfE and the other implementers and will put in place clear governance arrangements / action plan supported by a communications plan.</li> </ul>
<b>16-18 NEETs and unknowns</b> – continuing fall in % of 16-18 year olds who are NEET or unknown – exceeding targets set	<ul style="list-style-type: none"> <li>Nov-Jan average for unknowns 4.74%, compared to 20.9% last year</li> <li>Nov-Jan average for NEET 5.6%, compared to 7% last year</li> </ul>	<ul style="list-style-type: none"> <li>Potential increase in NEET due to college leavers in Jan/Feb</li> <li>NEET figures and unknowns for Care Leavers remains high</li> </ul>

# Areas to watch

**What is currently an area that may not be achieved or may not go as well as hoped? What needs to happen to change this? Please refer to key measures and/or benchmark data.**

Area of concern	Impact	Plans to address risk
<b>Exclusions</b> - Continued high levels of fixed period exclusions from special school for pupils with social emotional and behavioural difficulties (The Harbour School)	<ul style="list-style-type: none"> <li>• 20% increase in number of pupils excluded, 32% in number of incidents of exclusion, 88% in number of days lost to exclusion (compared to autumn 2014)</li> <li>• 48% of fixed period exclusions were issued by The Harbour School (36% of the days lost to exclusion)</li> </ul>	<ul style="list-style-type: none"> <li>• Exclusions figures are monitored half termly.</li> <li>• Schools are given individual targets to reduce fixed period exclusions</li> <li>• Overall exclusions figures are monitored by Behaviour and Attendance Group (BAG)</li> <li>• Concerns are fed through to Schools Assessment Group (SAM)</li> <li>• School Review Group established to address concerns with The Harbour School</li> </ul>
<b>Special educational needs and disability (SEND) and implementation of SEND reforms</b> - completion of Education Health and Care Plans within statutory timescales	<ul style="list-style-type: none"> <li>• 15.2% of new assessments were completed within 20 weeks</li> <li>• 0% of transfers were completed within 20 weeks</li> <li>• 33 new EHC Plans completed during Q3</li> </ul>	<ul style="list-style-type: none"> <li>• Work is underway with health and social care to ensure evidence is received on time</li> <li>• Recruitment to grant-funded posts has increased capacity within the team</li> <li>• Quality of EHC Plans has been externally validated</li> </ul>

# Areas of concern

**What has not gone well this quarter? What milestones have not been achieved? What areas require improvement? Please refer to key measures and/or benchmark data.**

Area of concern	Impact	Plans to recover situation
<b>Home to school transport budget</b> – implementation of the new policy has not achieved predicted savings	<ul style="list-style-type: none"> <li>At Q3 projected overspend of £200k</li> </ul>	Close partnership working with transport team to achieve efficiencies in service delivery wherever possible
<b>Leadership and governance of Redwood Park School</b>	<ul style="list-style-type: none"> <li>Potential impact on standards of learning and safeguarding</li> <li>Projected deficit - due to long term absence of senior leaders</li> </ul>	<ul style="list-style-type: none"> <li>NLE support and Interim Executive Head installed</li> <li>Interim Executive Board put in place during Q3</li> <li>IEB to seek academy sponsor</li> <li>Financial monitoring meetings in place to monitor and manage projected deficit</li> <li>Regular meetings with HR to manage and bring to closure the senior management staff that are on long term sick leave</li> </ul>
<b>Projected financial deficit at Harbour School</b>	<ul style="list-style-type: none"> <li>Projected deficit. Urgent action required to bring down the deficit. Otherwise the school will become unviable</li> </ul>	<ul style="list-style-type: none"> <li>Financial warning notice issued in Q3 – monthly monitoring meetings to take place in Q4</li> <li>Financial recovery plan to be in place by end of Q4</li> </ul>
<b>Recruitment of teachers and senior leaders</b> – HT posts proving difficult to fill; gaps in specialist subject areas	<ul style="list-style-type: none"> <li>Impact on teaching and learning and pupils outcomes</li> </ul>	<ul style="list-style-type: none"> <li>Teacher recruitment event planned for Q4 (at Land Rover BAR facility) on 16<sup>th</sup> January</li> </ul>

# Risks

**What are the major risks in your directorate at present? How likely are they to become live issues, and what will be the implications? Is any assistance needed to manage these?**

Risk	Impact (please quantify)	Current plan to manage risk
<b>Government consultation in 2016</b> – the LA's statutory roles in relation to schools and proposed cut to Education Services Grant	<ul style="list-style-type: none"> <li>• Reduced income for Education</li> <li>• Potential redundancies / further restructuring of the service</li> </ul>	<ul style="list-style-type: none"> <li>• Education restructure taking place in Q4 will seek to reduce any likely impact</li> <li>• Traded Services offer to schools to be strengthened</li> </ul>
<b>School standards and outcomes for 2015/16</b> Predictions for secondary schools (KS4 outcomes) suggest no significant change	<ul style="list-style-type: none"> <li>• Outcomes for Year 11s and progression to post-16 education</li> <li>• Reputation of secondary schools and the Local Authority</li> </ul>	<ul style="list-style-type: none"> <li>• Achieving Excellence strategy and action plan</li> <li>• Support and Intervention Framework</li> <li>• Academies Protocol</li> </ul>
<b>Ofsted inspection of Local Authority arrangements for school improvement</b> – awaiting report following inspection between 8 <sup>th</sup> and 12 <sup>th</sup> February 2016	<ul style="list-style-type: none"> <li>• Reputation of the Local Authority</li> </ul>	<ul style="list-style-type: none"> <li>• Development of an action plan to address issues highlighted by Ofsted in the feedback (but awaiting final report)</li> <li>• Strengthening the LA's challenge and support to schools/academies and establishment of an effective education partnership for the City to drive up standards</li> </ul>

# Projects

**Which major projects is your directorate leading on? What is the status of these and are there any issues that need to be highlighted?**

Project	Overall status	Issues to highlight
<b>Raising education standards</b> – establishing an Education Partnership for Portsmouth to drive up standards, agree a collective vision and strategy, clarify roles and responsibilities of LA, schools, Academy Trusts, Post-16 providers, the UTC and Teaching Schools	<ul style="list-style-type: none"> <li>• Early discussions held with Secondary Heads – to be followed up with all Headteachers, Chairs of Governors, Academy Trusts, Post-16 Provides and Teaching Schools</li> <li>• Ofsted inspection of LA school improvement arrangements in Feb 2016 will provide an impetus and platform for change</li> </ul>	
<b>Priority School Building Programme Round 1:</b> King Richard School (rebuild)	<ul style="list-style-type: none"> <li>• Feasibility study complete. Planning application submitted. Works due to start later this year - to be completed by June 2017</li> <li>• MoU agreed in Q3 between PCC and King Richard School Trust to transfer part of the land back to PCC</li> </ul>	<ul style="list-style-type: none"> <li>• Planning delayed due to objection from Natural England, but plans in place to mitigate</li> </ul>
<b>Priority School Building Programme Round 2:</b> Arundel Court Primary and Mayfield Schools	<ul style="list-style-type: none"> <li>• Feasibility study underway in Q3 at Mayfield School</li> <li>• Feasibility study due to start in Q4 at Arundel Court Primary School following a successful challenge from PCC to the DfE about the timescale (originally due to commence in 2018)</li> </ul>	<ul style="list-style-type: none"> <li>• PCC likely to contribute to Arundel Court Primary School scheme in order to increase capacity from 2.5FE to 3FE – but will be subject to outcomes of feasibility study. PCC pressing the case for rebuild</li> </ul>

# Projects

**Which major projects is your directorate leading on? What is the status of these and are there any issues that need to be highlighted?**

Project	Overall status	Issues to highlight
<b>Sufficiency (school places) Programme</b> – primary, secondary and special schools	<ul style="list-style-type: none"> <li>Phase 1 of primary sufficiency programme completed (with the exception of Mayfield School which is due to be completed in Q4)</li> <li>Phase 2 of primary sufficiency programme underway with all projects on track</li> <li>Feasibility study to be completed by Re-Format in Q4 to determine expansion of secondary school places – preferred options (short and long term)</li> <li>Feasibility studies underway in Q3 to remodel Cliffdale Primary and Redwood Park schools so they accommodate more complex cohorts of pupils</li> </ul>	<ul style="list-style-type: none"> <li>Capital funding required to deliver secondary school places and special school remodelling – Full Council to approve capital funds in Q4; application in Q4 to SoS to allocate £2m of DSG carryover for special school remodelling</li> </ul>
<b>Vanguard Project</b> – refurbishment of the Vanguard Centre & Harbour @ Cosham in order to relocate Harbour @ Fratton and Harbour @ Milton	<ul style="list-style-type: none"> <li>Feasibility study completed in Q3 – works due to start in 2016/17</li> </ul>	

# Performance Update

## Q3 October 2015 – December 2015

### Public Health

# Highlights

**What has gone well in Q3? What milestones have been achieved? What areas of your business are performing well? Please refer to key measures and/or benchmark data.**

Highlight issues	Significance/impact	Risks to maintaining performance level
Better Care Prevention Scheme scope agreed.	To oversee the development of community network of providers to reduce demand to adult social care and health services.	Agreement between stakeholders of detailed project plans.  Access to data systems.
Childhood Vaccinations – 1 and 2 years	All national targets achieved	Poor press coverage, vaccine supply issues
Cold Weather Planning	Local cold weather plan updated and published	Nil
Alcohol Related Hospital admissions	Alcohol related hospital admissions continue to reduce. Portsmouth is one of only 10 upper tier authorities (out of 152) in England which have seen a reduction in admissions since 2009/10.	Reduction in funding for alcohol prevention and treatment services, is likely to lead to an increase in admissions in future.
Over 19,000 illicit cigarettes were removed from the city during Trading Standards Operation Rover	Positive impact on smoking prevalence in the city	Post which initiated operation is only temporary funded.
Tobacco Control Strategy and action plan written, awaiting sign off from the Health & Social Care Committee	Will facilitate a reduction in smoking prevalence and illicit tobacco	Lack of prioritisation and focus from key partners eg health reduction in funding for smoking services.



# Highlights

**What has gone well in Q3? What milestones have been achieved? What areas of your business are performing well? Please refer to key measures and/or benchmark data.**

Highlight issues	Significance/impact	Risks to maintaining performance level
Health Checks Uptake: achieved 41% uptake for Q3 (n1,063)	Positive impact on early identification of underlying health problems	Reduction in funding Lack of targeting of most at risk individuals/populations.
Food Portsmouth has been established and starting to address key areas relating to food in the city.	Local partnership has public, private, and voluntary sector representation. Will promote healthy eating and contribute to reduction of obesity prevalence	Reduction in funding Engagement with partners. Traction on bigger players – supermarkets, retailers, businesses.
Launch of new NHS Solent Sexual Health digital front door	Ensures those accessing SH services online are triaged earlier and encouraged towards the most appropriate level of service	None – except continue to release appropriate messages and maintain site. 10% channel shift achieved within first month. Uptake, acceptability, accessible by different populations.
Working with Wessex ASHN to deliver Elderly Nutrition campaign. Training and engagement event held	Promotion through 15 pharmacies. 4 pharmacies did detailed questionnaire with 260 residents to identify local barriers to healthy eating. Report due from AHSN this spring	No risk – one off campaign
250 attendees at Big Winter Warm Up event	Provided advice to help keep vulnerable people well during Winter to help reduce the number of hospital admissions and excess winter deaths	Some of the most vulnerable residents may not have been able to attend the event funded by SSE & won't be able to be repeated in 2016 if they can't support again. Reaching most vulnerable.
1,084 sign-ups to Stoptober	If 5% of the 1,084 who signed up to Stoptober (54 people) stay smokefree it would reduce the smoking cost to society by £85,914 Smokers in Portsmouth also discard 6 million tonnes of cigarette waste per year as street litter – contributes to reduction in council costs	

# Highlights

**What has gone well in Q3? What milestones have been achieved? What areas of your business are performing well? Please refer to key measures and/or benchmark data.**

Highlight issues	Significance/impact	Risks to maintaining performance level
Level of positive consent received for children for fluoride varnishing in schools. Level of positive consent received for children for supervised tooth brushing in schools.	Target of 90% and 80 % respectively have been exceeded	Deletion of funding will have a negative impact on most at risk children. Rise in dental decay leading to rise in dental extractions under general anaesthetic costs.
Wellbeing Service launched in October. Mobile teams have started to build good relations with wider stakeholders Probation and DWP.	Positive impact providing an holistic health and wellbeing service for the city	Temporary hold on filling vacancies having a detrimental effect on establishing a new service
Paulsgrove Children's Centre's contribution to Community events & developments as part of Paulsgrove and Wymering Community Plan	<ul style="list-style-type: none"> <li>129 local residents attended the Opportunities Fair on 24<sup>th</sup> September (65 parents completed feedback forms stating their ongoing plans)</li> <li>125 children &amp; families attended the opening of the Paulsgrove Children Centre garden which had been developed in partnership with CC and 147 volunteers</li> <li>300 children and families attended community event on 30/10/15</li> </ul>	Some key partners and drivers of the Community Plan will not continue as providers in 2016/17
Use of the Portsmouth Together volunteer website by organisations and volunteers continues to grow	Supports the capacity of the third sector and PCC volunteering	Funding of Website Funding of Website Administration Resources for continued marketing
Teenage pregnancy	Continued decrease in Teenage pregnancy numbers	Reduction in staff team. Reduction in funding to sexual health budget and children's health budget.

# Highlights

**What has gone well in Q3? What milestones have been achieved? What areas of your business are performing well? Please refer to key measures and/or benchmark data.**

Highlight issues	Significance/impact	Risks to maintaining performance level
Fieldwork for Adult Health and Lifestyle Survey underway in Q3	Will give baselines for Joint Health and Wellbeing Strategy. And inform areas of work across the council	Need to continue regular surveys to demonstrate trends may be affected by reduced funding.
You Say survey of secondary school pupils published <a href="http://data.hampshirehub.net/data/portsmouth-secondary-schools-health-survey-2015---you-say">http://data.hampshirehub.net/data/portsmouth-secondary-schools-health-survey-2015---you-say</a>	Monitoring key indicators incl teenage smoking and drinking alcohol Public Health services to schools deliver revised programmes in response to findings	Need to continue regular surveys to demonstrate trends may be affected by reduced funding.
JSNA Annual Summary 2015 produced and accepted by Health and Wellbeing Board, December 2015 <a href="http://data.hampshirehub.net/data/jsna-annual-summary-2015">http://data.hampshirehub.net/data/jsna-annual-summary-2015</a>		
Public Health Annual Report 2014 'Building a healthier city' published <a href="http://data.hampshirehub.net/data/building-a-healthier-city---public-health-annual-report-2014">http://data.hampshirehub.net/data/building-a-healthier-city---public-health-annual-report-2014</a>	Contains recommendations on joint working across the council directorates to improve health outcomes.	Restructuring of the directorates led to delay in implementing joint working and achieving outcomes.
Alcohol – range of intelligence and data provided to support licensing review and Alcohol Summit <a href="http://data.hampshirehub.net/data/portsmouth-alcohol-summit-november-2015">http://data.hampshirehub.net/data/portsmouth-alcohol-summit-november-2015</a>	Provided information on improved outcomes (reduced hospital admissions).	Accessing and sharing data across partners.
Major evidence review completed on smoking and pregnancy	Informs Tobacco Control Strategy	Lack of funding to implement recommendations for working with pregnant women and partners.

# Areas to watch

**What is currently an area that may not be achieved or may not go as well as hoped? What needs to happen to change this? Please refer to key measures and/or benchmark data.**

Area of concern	Impact	Plans to address risk
Workforce development: Lack of capacity within public health to continue to offer the training programme.	Training programme reduces or ceases	Review of current training offer to evaluate it's role in delivering against PHP's objectives
Influenza	Rates for all at-risk groups (including PCC staff) apart from pregnant women have decreased since last year both locally and nationally. This is thought to be due to last season's poor press around vaccine effectiveness.	Work with NHS England to review flu season and plan for next year ensuring appropriate comms are in place to reassure the public that the flu vaccine is important and effective.
Reduction in the numbers accessing alcohol treatment due to reduced capacity.	Increase in alcohol related harm	Currently re-tending service provision, however capacity will be further reduced due to further funding reductions.
The drop in the number setting a quit date in Portsmouth likely to be affected by switch in smoking cessation provision (implementation of Wellbeing Service)	Prevalence rates could increase	Monitor
Numbers of health checks being delivered in pharmacy continues to decrease. This may be due to GP practices incorrectly removing pharmacy option from invitation letter	May impact on pharmacy provision for 2016/17 contracts	Will be addressing this with the CCG and with practices directly

# Areas to watch

**What is currently an area that may not be achieved or may not go as well as hoped? What needs to happen to change this? Please refer to key measures and/or benchmark data.**

Area of concern	Impact	Plans to address risk
Transfer of Integrated Complex Obesity Service to Portsmouth CCG	CCGs now responsible for Tier 3 obesity services but nationally there is no process for transfer and a very mixed model of delivery currently. ICOS needs to be transferred asap as it will require a re-tender later this year and need to allow sufficient timescale.	Meetings being held with CCG representatives to manage transfer
Healthy Weight Pharmacy Service	Notice for service withdrawal has been issued - service will significantly underperform. Nowhere other than GP practice appointment that individuals can have BMI assessed for free within local NHS health service	Provide limited support through Wellbeing Service
Children at nursery schools brushing at least once daily with fluoride toothpaste (with correct level of fluoride) - $\geq 95\%$ at each of the 18 city-wide settings	8 schools have shown no improvement and are still not meeting the target 90% instead of 95%	This will be raised at the Solent contracting meeting. Maintaining focus on 'Brush for Life' following funding reductions.
Wellbeing Service unlikely to deliver support to Community Development as originally intended	Community Development programme slowed down	Need to find alternative resources/partnership working to achieve this.
Reduction in staffing levels due to vacancies (current and imminent) and sickness absences	Challenges in addressing deficits and moving staff across the city at short notice	Once deficit identified immediate plan put in place. Cancellation of groups are last resort options.

# Areas to watch

**What is currently an area that may not be achieved or may not go as well as hoped? What needs to happen to change this? Please refer to key measures and/or benchmark data.**

Area of concern	Impact	Plans to address risk
YP substance misuse, numbers engaging and new psychoactive substances	change of types of substances being used having a broader reach	Refresh referral pathways and adapt PSHE offer and inform services of changes to trends. A full needs assessment of YP substance misuse offer is also being planned
Still no direct access to hospital activity data (national issue - ongoing since April 2013). In November 2015, Public Health England and HSCIC agreed that LAs can apply for a HES Data Extract Service		We're completing the application – subject to IG and possible data server cost restrictions

# Areas of concern

**What has not gone well this quarter? What milestones have not been achieved? What areas require improvement? Please refer to key measures and/or benchmark data.**

Area of concern	Impact	Plans to recover situation
Latent TB Infection Screening	There is currently no LTBI screening in Portsmouth. The National TB recommends that this should be implemented	A paper has been shared with the CCG outlining the costs and benefits of commissioning LTBI screening.
Safe Space project will close on the 31 <sup>st</sup> March (managing alcohol related health in city centre)	Increased demand for emergency services. Increase in ambulance calls and A&E attendances. Increase in police having to manage medical issues.	Seeking alternative funding, however this is unlikely.
QA staff training on smoking referrals has reduced significantly	Lower levels of staff trained are likely to lead to lower levels of referrals to stop smoking services.	Continue building relationship with management and senior staff
No weight management provision for children.	Continual rise in obesity levels in children	Re-prioritise issue in service plans Analysing National Children Obesity Strategy to advise on future plans.
Launch of free condom distribution scheme (C-Card) to 16-24 yrs lacking support of Provider	Evidence suggests young people are not aware of the new service but	Performance discussion with Provider underway to implement rectification
Epidemiological survey provider not meeting target (oral health children)	Inconclusive information to target service provision	Contract end date is March 2016 discussion underway but provider likely to fail target. Alternative surveys of dental education rates in children being considered nationally.

# Areas of concern

**What has not gone well this quarter? What milestones have not been achieved? What areas require improvement? Please refer to key measures and/or benchmark data.**

Area of concern	Impact	Plans to recover situation
Procurement of Client Record Management System for Wellbeing Service has led to late implementation	Service has had to use manual client recording from implementation date and will now required duplication of work with data transfer. This issue, combined with other service-wide issue has placed considerable pressure on staff.	Careful management is being applied
Smoking and whole family support	Highlighted as a key area to impact on long term reduction in smoking prevalence	Discussions have started with the wellbeing service to look at joint work
Suicide Audit delayed due to temporary reduction in team capacity		Audit to report by end April 2016
Information Sharing Framework not updated	Delay in sharing data between local authority and other partners including health.	Agreement by Information Sharing Framework Group deferred until January 2016



# Risks

**What are the major risks in your directorate at present? How likely are they to become live issues, and what will be the implications? Is any assistance needed to manage these?**

Risk	Impact (please quantify)	Current plan to manage risk
Insufficient focus on prevention and early intervention in system-wide plans	Failure to reduce demand in services	<p>PH to continue to contribute to the development of the Portsmouth Blueprint and Flow Sustainability and Transformation Plan.</p> <p>Co-ordination of public health responses across Hampshire area to ensure system wide synergies.</p> <p>Implementation of Diabetes Prevention Programme and reshaping of pathways for people with complex needs.</p>
Substance misuse re-tender will not attract sufficient competition due to size of remaining budget.	Likely to limit competition and therefore innovation and cost effectiveness.	Seek to engage with providers prior and during tender being issued to encourage participation.
Reduced Healthchecks budget allocation to support 30% uptake being exceeded due to over performance - currently running at 44%	Cost pressure on budget	Reserve will be needed to address the pressure
Key performing pharmacies despondent about withdrawal of Healthy weight programme and feel PCC not supporting the HLP concept to be able to give range of healthy lifestyles from community pharmacy	Pharmacies looking to alternate revenue streams and will disengage from HLP process.	Accept risk
Removing funding for oral health promotion dental health issues	Dental health issues are likely to increase with the introduction of	A Health Impact Assessment being conducted to understand the health and economic impact of the proposed changes

# Risks

**What are the major risks in your directorate at present? How likely are they to become live issues, and what will be the implications? Is any assistance needed to manage these?**

Risk	Impact (please quantify)	Current plan to manage risk
Managing Children Centre Consultation whilst continuing to deliver statutory duty to provide 9 Children's Centres in the city	Increased movement of staff across the city and reduction of admin time which is critical to ensure the maintenance of high quality preparation and the development of robust outcome evidence	Plans are in place to ensure the 9 Children Centres provide as much of the full offer as possible. Where backlog in the development of outcome evidence is unavoidable, new deadlines are agreed within revised actions plans.
Reduction to drug and alcohol funding	Reduced services	Retendering for lead provider and more integrated services and closer working with health commissioners.
Introduction of mandated Carers assessments to the local authority	Services will be asked to highlight young carers in the system this in turn will go to a central point and young carers assessments will need to be done, also will have an impact on young services due to probable increase in numbers	In conjunction with ASC are currently looking at review of combined young carers services
With reduced funding, remodelling of children services – Healthy Child Programme E7 and school age while also moving to multi agency team.		Further movement agreed to support commissioning capacity needed to support this work.

# Risks

**What are the major risks in your directorate at present? How likely are they to become live issues, and what will be the implications? Is any assistance needed to manage these?**

Risk	Impact (please quantify)	Current plan to manage risk
No direct access to hospital activity data (eg HSCIC/PHE HES extract).	Inability to produce comprehensive JSNA	Completing HSCIC access forms – IG aspects complicated
Maintaining wellbeing service with staff reductions.	Low morale and further staff absence could make service unviable	Working with Cabinet Member to agree continued funding at current levels.

# Projects

**Which major projects is your directorate leading on? What is the status of these and are there any issues that need to be highlighted?**

Project	Overall status	Issues to highlight
Retender of drug and alcohol services. Looking to incorporate substance misuse supported housing and the homeless day service/ outreach provision into a co-ordinated tender.	Green.	Providers have indicated that the remaining budget may be insufficient to provide an effective treatment pathway without significant rationing of service provision.
Market research on smokefree spaces (including play parks)	Application in progress - Green	
Market research on smoking during pregnancy	Application in progress - Green	
Community Cookery Leader project in development. Targets areas of deprivation/social housing. Aiming to scale up family support to create healthy eating behaviours with focus on neighbourhoods	Project proposal being finalised - Green	
In Pre-Procurement phase for Level 3 Sexual Health Services alongside Hampshire CC and Southampton CC	Green	HCC uncomfortable with the potential association of procuring Termination and Vasectomy services on behalf of 5 CCGs. HCC in discussion with CCGs
Updating cross-agency Information Sharing Framework and associated resources for operational agreements to share information between agencies	Will be reported to Health and Wellbeing Board, Children's Trust and Safer Portsmouth Partnership	Previously delayed due to temporary reduction in PH Intelligence Team capacity Individual city agencies currently agreeing 'sign up'

# Projects

**Which major projects is your directorate leading on? What is the status of these and are there any issues that need to be highlighted?**

Project	Overall status	Issues to highlight
Oral Health Needs assessment	Green	
Children's Centre Public Consultation on reducing from 9 to 6 children's centres	Green	Consultation proposal is based on the principle of reducing the number of buildings thereby retaining as many staff and frontline services as possible.
Community Energy Champions – volunteers trained to support behaviour change, particularly with those vulnerable to fuel poverty	In development including seeking funding partners - Green	Need to link across all partners working on this issue
Develop a volunteering quality standard for the City	In consultation - key partners Action Portsmouth and University of Portsmouth Green	Addresses concerns of wellbeing of young people Supports increased volunteering particular for young people (colleges and University)
Development of a Corporate Charter which promotes Employee Volunteering Schemes	In consultation - key partners, Business in the Community Green	
Development of a new healthy schools offer	The 'public health award scheme' is currently in mid consultation and a pilot will be rolled out in September	

# Performance Update

## Q3 October 2015 – December 2015

### Regulatory services and Troubled Families

# Highlights

**What has gone well in Q3? What milestones have been achieved? What areas of your business are performing well? Please refer to key measures and/or benchmark data.**

Highlight issues	Significance/impact	Risks to maintaining performance level
Successful 'Be ready for Winter' event held in Guildhall, with over 250 attendees	Multi-agency event providing practical help and guidance for a range of winter health and welfare issues.	One off event as funding provided on a non-recurring basis by SSE.
Income generation for Hidden Violence	Selling Up2U to 2 other local authorities and staff delivering training for the College of Policing, Isle of Wight and University of Portsmouth.	Increased demands on staff time reduce time available for core business
Management of Prevent agenda including a visit from US congressional staff, Geraint Evans HMI (Special Advisor and National Lead for Extremism at Ofsted) and John Hayes MP, Security Minister	Specified authorities have accepted the new legal responsibility.	Consistency or responsibility.
Protracted enforcement successfully ended	Staff now able to focus on supporting businesses and meeting the food hygiene requirements of the FSA	Difficult to sustain required staffing level
Alcohol related hospital admissions below England average; best performing CSP for opiate completions of drug treatment	Reduced levels of alcohol related violence, improved health, reduced representations at QA, reduced acquisitive crime	Large alcohol and substance misuse budget reductions agreed for 2016/17

# Areas to watch

**What is currently an area that may not be achieved or may not go as well as hoped? What needs to happen to change this? Please refer to key measures and/or benchmark data.**

Area of concern	Impact	Plans to address risk
Increasing volume of statutory work around the MOD nuclear berths, created by Office for Nuclear Regulation and DECC. No account taken of the statutory planning cycle so impossible to plan or profile business plan. Forthcoming revision of the primary legislation likely to increase regulatory burden.	Absorbs more officer time and diverts staff activity from other more likely risks in the city. Increases media interest in this risk.	Work with partner agencies to prioritise projects. Feedback to Office for Nuclear regulation about the impact of their requirements.
Year on year increase in referrals for victims of domestic abuse (868 in 2012/13 to 863 (Qtr 1&2 of 2015/16)	Managing demand and service response	Reviewing strategy
Food business operator intervention programme fallen further behind that required by the FSA, as a result of increased level of enforcement activity		Employ temporary staff to bring the programme back to adequate performance levels
Increased demand for community funerals	Insufficient staff to cope with demand despite reviewing system and increasing capacity and contingency	Increase hours of part time staff member using portfolio reserves if necessary



# Areas to watch

**What is currently an area that may not be achieved or may not go as well as hoped? What needs to happen to change this? Please refer to key measures and/or benchmark data.**

Area of concern	Impact	Plans to address risk
Anti-social behaviour, violent crime, and acquisitive crime have all risen in the first 2 quarters. Increase in concerns about street begging	Increased fear of crime and negative view of the city by businesses, residents and visitors	Partnership programme of work to address street begging.
Number of claims made to DCLG for 'families turned around' – may not reach target	Reduced level of PBR, which will impact on the level of investment at tier 3	Still working to adopt a whole family approach in the city, increasing capacity at tier 3 (but this was reduced in the budget setting process)

# Areas of concern

**What has not gone well this quarter? What milestones have not been achieved? What areas require improvement? Please refer to key measures and/or benchmark data.**

Area of concern	Impact	Plans to recover situation
Reductions in domestic abuse budget from 2017/18 onwards	Reduction in service whilst demand is rising	Strategic review underway, seek to secure alternative funding and statutory status for domestic abuse services
Reductions in community safety staff from 2016/17 onwards	No resource to work with partners to resolve issues e.g. street begging	Working with partners now to adapt working practices but some concerns likely to be recurrent
Focus on income generation across the service impacting on ability to deliver services	Potential for waiting lists, increased stress levels, failure to meet required performance levels	Some service reviews in train or planned
Capacity to absorb new statutory powers	Need to rebalance staffing and potential cost to council	Directional steer required from cabinet member

# Risks

**What are the major risks in your directorate at present? How likely are they to become live issues, and what will be the implications? Is any assistance needed to manage these?**

Risk	Impact (please quantify)	Current plan to manage risk
No confirmation of funding for Prevent for 2016/17	No prevent coordinator role to coordinate Prevent Action Plan.	Liaise with Home Office to confirm funding. Staff member in consultation process.
ASB Unit specialist caseworker post proposed for redundancy (consultation on going)	Victims and witnesses of anti-social behaviour not being supported.	Started working differently to mitigate risk by use of partner agencies and external colleagues e.g. police. Registered social landlords, mediation service etc.
Key environmental health and trading standards officers nearing retirement	Threat to income generation at port and compliance with statutory functions – shellfish beds monitoring, food hygiene, port health and trading standards	Service review, recruitment to key roles though disinvestment in EH function and staff training nationally will impact.
Focus on income generation across the service impacting on ability to deliver services	Potential for waiting lists, increased stress levels, failure to meet required performance levels	Some service reviews in train or planned

# Projects

**Which major projects is your directorate leading on? What is the status of these and are there any issues that need to be highlighted?**

Project	Overall status	Issues to highlight
Office for Nuclear Regulation redetermination of safety zone for MOD nuclear berths. Council required to: <ul style="list-style-type: none"> <li>Re-write plan by 9 August</li> <li>Publish public information</li> </ul>	In progress	Tight timescale given GOLDEN FOX statutory test on 13 Oct.
DECC mandated project to examine extendibility measures for MOD nuclear berths by Jun 16.	No capacity till later in the year as a result of ONR redeterminations and statutory licensing test.	Regulatory burden. No consultation from DECC on project.
Preparations for Golden Fox 13 October progressing well	In progress	ONR determination adds complexity and risk
Commencement of trading of New Communities on hold pending commitment of council commissioning investment	All work possible prior to trading completed	Level of council investment in the entity required
Troubled Families	Amber	Relying on MATs to change working practices though increased capacity at tier also required to ensure city

# Performance Update

## Q3 October 2015 – December 2015

### Culture and City Development

# Highlights

**What has gone well in Q3? What milestones have been achieved? What areas of your business are performing well? Please refer to key measures and/or benchmark data.**

Highlight issues	Significance/impact	Risks to maintaining performance level
All services under CDCS are projected to be within budget at the end of the financial year. A surplus of approximately £150,000 is projected for the CLS portfolio, the main reason for this is the redeployment of staff to capital projects. A large surplus of £216,000 is also projected for the CDCS services within the PRED portfolio due to significant staff vacancies. The planning income received from the Community Infrastructure Levy has been larger than anticipated and has contributed towards the total variance. There are no significant variances projected in the capital programme.	Unable to meet statutory requirements or deliver actions that have been politically agreed	Realising future savings targets is a risk to delivering long term sustainability of the services to deliver the strategic outcomes for the city
A new Employment and skills Plan is being created for Zurich House by McAleer and Rushe that will create 17 jobs and 10 new apprenticeships.	The performance of this area of the directorate positively contributes towards the objectives, securing high quality urban environment encouraging sustainable development and economic social regeneration	Reduction of service provision through the pressure of securing budget savings will negatively impact on the services capacity to implement change and development
Hosted strategic delegation from Zhuhai exploring wide range of elements of business and economic growth areas	The performance of this area of the directorate positively contributes towards the objectives, "Enhance Portsmouth reputation as a city of innovation and enterprise and stimulating economic growth "and also " a city with a distinctive culture established as a national and international destination"	Reduction of service provision through the pressure of securing budget savings will negatively impact on the services capacity to implement change and development

# Highlights

**What has gone well in Q3? What milestones have been achieved? What areas of your business are performing well? Please refer to key measures and/or benchmark data.**

Highlight issues	Significance/impact	Risks to maintaining performance level
Planning applications :The DCLG return for planning national targets as follows; Majors 100% (target 60%), Minors 91% (target 65%) and Others 84% (target 80%). Performance over the first three quarters reflects a trend across the Minor applications with improvements from 70% in time to 91% in time. The consistent high performance across Majors continues and it is forecast that end of year returns will achieve the national performance indicators for planning applications.	The performance of this area of the directorate positively contributes towards the objectives, securing high quality urban environment encouraging sustainable development and economic social regeneration	Recruitment to vacant positions has completed and management now in place to maintain current performance managing the significant increase in planning applications .
Increase in the number of and scale of events continues. The 25 <sup>th</sup> Great South Run attracted 28,000 runners in the 3 events. Victorious Festival enjoyed an increased footfall from 2014, attracting 80,000 visitors despite the weather conditions April-Dec 2015 visitor numbers reached 687,654 and prediction is in excess of 800,000 visitors for 2015/16 as we continue to develop events out of season such as Christmas at the Castle. In addition to the increase in larger scale events the council has also had an increased number of community event applications where they there has been an unexpected 25% increase from 228 event applications in 2014/15 to 286 already for 2015/16.	The performance in this area of the directorate positively contributes towards the objectives, “Enhance Portsmouth reputation as a city of innovation and enterprise and stimulating economic growth “and also “ a city with a distinctive culture established as a national and international destination”	An events strategy is key to establish to shape future provision and manage growth strategically and will be ready for political agreement to consult 2016 with full adoption in the autumn .It will agree the principles for large scale international events , include key elements such as economic impact studies and encouraging growth of events in the low season and the spread across the city. The strategy aims to capitalise and build on previous successes to deliver economic, social, sporting and cultural legacy and ensure we drive the agreed outcomes for the city
Work progressing well on two key supplementary planning documents ready for member decision at PRED in 2016 . – the “Oil and Gas development in Hampshire “SPD and “Mineral and Waste Safeguarding in Hampshire “SPD	The performance in this area of the directorate positively contributes towards the objectives, securing high quality urban environment encouraging sustainable development and economic social regeneration	Recruitment to vacant positions has completed and management now in place to maintain current performance and future policy workload

# Highlights

**What has gone well in Q3? What milestones have been achieved? What areas of your business are performing well? Please refer to key measures and/or benchmark data.**

Highlight issues	Significance/impact	Risks to maintaining performance level
A new Library Universal Learning Offer launched nationally in November. This joins Reading, Digital, Information and Health to be the fifth national driver for libraries, developed by the Society of Chief Librarians and The Reading Agency.	This joins Reading, Digital, Information and Health to be the fifth national driver for libraries It acknowledges the pivotal role that public libraries play in supporting the learning of people of all ages and lies at the core of what libraries should offer	Reduction of service provision through the pressure of securing budget savings will negatively impact on the services capacity to implement change and development
BookStart Annual Report highlighted key performance data for 2014/15 a total of 1,916 packs have been gifted. For toddlers and pre-school children, 2331 Treasure Bag or Treasure Gift have been received, 38 Bookshine Toddler and 7 Booktouch Toddler packs, making a total of 2376 packs. Future development :Book Start baby pack will be gifted by Registrars when they register a birth	Positive impact on learning, numeracy and literacy outcomes for children and Improving readings standards	Realising future savings targets is a risk to delivering long term sustainability of the Library services to deliver the strategic outcomes related to formal and informal learning for city
<p><b>Positive funding news D-Day Museum</b> :News of a grant award from the LIBOR funds of £600,000 was received in the Treasury announcement in the Chancellor's budget speech in November. This funding is to support the transformation of the D-Day Museum specifically to carry out a number of external improvements to enhance the setting of and approach to the Museum. The Fisher Foundation has also awarded £10,000 towards the D-Day project (via the Museum Trust)</p> <p>There was also a generous donation from the Victorious Festival organisers of approximately £50,000 towards the D Day Museum and D- day 75 .</p> <p>This is in addition to the Portsmouth Museums Service has been successful in securing just over £4,000,000 of funding from the Heritage Lottery Fund (HLF) towards the cost of transforming the D-Day Museum. This represents a major achievement for Portsmouth Museums Service, delivered on top of other commitments and the day to day operation of the council's five other museums (including Southsea Castle).</p>	The performance of this area of the directorate positively contributes towards the objectives, “ a city with a distinctive culture established as a national and international destination” and contributing to the action outlined in the Seafront strategy .The award is timely, as the D-Day Veterans are becoming increasingly fewer in number, frail and less able to help the Museum as they have in the past keeping the D-Day story alive and relevant for future generations	Members' will be asked to agree 'Approved Purposes' listed in the grant notification letter which refer to the project posts (including paid interns), collections management and conservation work, the volunteering programme and involvement of three community panels, the learning programmes, and the development of links with organisations nationally and internationally to develop the 'D-Day hub' role of the museum . This activity formed part of our second round application to the HLF.



# Highlights

**What has gone well in Q3? What milestones have been achieved? What areas of your business are performing well? Please refer to key measures and/or benchmark data.**

Highlight issues	Significance/impact	Risks to maintaining performance level
The self financing Visitor destination publications for 2016 were printed . for Visitors and residents to be distributed at city, regional and national level to the port, University, hotels., international trade shows, investors, events in the city. ∴ There are 60,000 A4 Visitor Guide, 168,000 Mini Guides (133,000 English and rest a selection of other languages - French, Spanish, German, Dutch, Chinese)	The performance of this area of the directorate positively contributes towards the objectives, “Enhance Portsmouth reputation as a city of innovation and enterprise and stimulating economic growth “and also “ a city with a distinctive culture established as a national and international destination”	Realising future savings targets is a risk to delivering long term sustainability of the visitor services to deliver the strategic outcomes for the city and contribute to the growth of the visitor economy
Digital Marketing : A major SEO exercise on Visit Portsmouth was completed with new sections promoting monthly events and a new Christmas campaign. From Jan to the end of November 2015 there were 850,000 sessions on Visit Portsmouth to reach 1 million in 2016. More than 640,000 users have visited the website so far this year and viewed 2.26 million pages.	The performance of this area of the directorate positively contributes towards the objectives, “Enhance Portsmouth reputation as a city of innovation and enterprise and stimulating economic growth “and also “ a city with a distinctive culture established as a national and international destination”	Realising future savings targets is a risk to delivering long term sustainability of the visitor services to deliver the strategic outcomes for the city and contribute to the growth of the visitor economy
A number of release were made from the Community Infrastructure Levy to be applied to fund specific infrastructure and supporting and recreational facilities to support development in the wards of Drayton and Farlington , Milton and Central Southsea	The performance of this area of the directorate positively contributes towards the objectives, securing high quality urban environment encouraging sustainable development and economic social regeneration	Recruitment to vacant positions has completed and management now in place to maintain current management of CIL for the specific ward infrastructure .

# Areas to watch

**What is currently an area that may not be achieved or may not go as well as hoped? What needs to happen to change this? Please refer to key measures and/or benchmark data.**

Area of concern	Impact	Plans to address risk
Coroners Service : Computer System currently used by the service (IRIS) is not fit for purpose and host server at HCC under review . PCC to decided on options .	Budget implications. Integrity of data. Impact on service delivery. Unsure of budget implications and timelines to ensure minimum impact of service delivery and integrity of data.	IT project identified and resource assigned. PID brief completed and benchmarking in progress
City Centre Development : re-evaluate the Northern Quarter site in the context of the wider retail city centre.	Negative impact city reputation/ visitor and retail economy and growth and jobs	Develop sustainable growth and delivery plan The Northern Quarter and city centre are now being considered alongside the City Deal sites, with initial scoping work undertaken in conjunction with Savills and Gensler
Archive accreditation Portsmouth libraries and archive service applied December 2015	Library services will be able to continue to deliver the strategic outcomes related to formal and informal learning for city	Portsmouth Library and Archive Service intends to apply in October - December 2015 Archive Accreditation covers all aspects of archive provision: storage, documentation, and access. As part of our application we are working on and will also be submitting a Digital Preservation Policy.
South Parade Pier redevelopment	The performance of this area of the directorate positively contributes towards the objectives, securing high quality urban environment encouraging sustainable development and economic social regeneration	South Parade Pier Ltd have intelligence through public consultation on preferred options .Repairs to steelwork and securing the safety of the pier will continue to be key for the authority Development work is on-going including partial lifting of the closure order. The award of the Coastal Communities funding of £50,000 will be used to replace one of the flat roofs .The anticipation is the Pier will in part be re-opened for early summer 2016.
<b>Proactive business account management:</b> system to be developed that would provide improved business intelligence to support economic development.	The performance of this area positively contributes towards the objectives, "Enhance Portsmouth reputation as a city of innovation and enterprise and stimulating economic growth "and also " a city with a distinctive culture established as a national and international destination" and is a key driver in the continuing growth of the visitor economy	Economic Growth Manager now in place to take forward the action plan for the economic development team to support the growth agendas for the city

# Areas to watch

**What is currently an area that may not be achieved or may not go as well as hoped? What needs to happen to change this? Please refer to key measures and/or benchmark data.**

Area of concern	Impact	Plans to address risk
<b>Invest in Portsmouth website</b> is now live but there are issues with access to the content management system, which are preventing us from being able to edit the website ourselves. This was raised with IS in October, but they are yet to resolve the issue. Use of the Invest in Portsmouth website is very low	The performance of this area of the directorate positively contributes towards the objectives, "Enhance Portsmouth reputation as a city of innovation and enterprise and stimulating economic growth "and also " a city with a distinctive culture established as a national and international destination"	Significant costs have been incurred to re-launch the website .A marketing plan to improve its use and the number of leads coming from the website is now a priority. In addition , is the liaison with IS services in both councils to resolve the challenges to PCC controlling the content and uploading onto the new site
Physical footfall Museums are almost 8% less than in 2015 at 248,714 but significant is the overall drop of 33% on group visitors particularly use by UK, foreign and Language Schools is down.	Target will not be achieved and visitor numbers in decline affecting learning outcomes and secondary income. Changes to the National Curriculum (September 2014) have had some impact e.g. Tudors previously part of the Southsea Castle offer is no longer on the primary curriculum. Secondly, the Children's Television exhibition (Portsmouth Museum) has not attracted school visits as anticipated.	An anniversary year in 2014 therefore figures were inflated . Southsea Castle up by 8,876 (10.10%) as low season events continue to attract visitors  Mitigation: <b>Short term-</b> to investigate the decrease in Foreign / Language School Visits.  <b>Medium term:</b> D-Day Museum transformation plans include an offer targeted at primary, secondary and tertiary education as well as adult groups + Language Schools and involves a Teachers Advisory Panel. Figures will start to build from the end of 2017
Physical visits to Libraries: In Q3 the figures were 210,872 .Figures for December are always lower but the target for 1 million visits may not be achieved However, virtual visits have reached 37,968 and are on track to reach 25 % increase over 3 years .	Target will not be achieved and visitor numbers in decline affecting learning, numeracy and literacy outcomes . Readings standards will decline. Loss of access to information, wellbeing, employment and enterprise. Lack of 'safe spaces' and 'enabling places' , which creates an important community environment that is conducive to wellbeing	Bookfest has now moved to 14 February to 6 March (World Book Day) which is predicted to increase physical footfall  Digital access continues to be developed and E-audio and E-books which continues to increase since its launched in July 2015 at 1146 issues this quarter

# Areas of concern

**What has not gone well this quarter? What milestones have not been achieved? What areas require improvement? Please refer to key measures and/or benchmark data.**

Area of concern	Impact	Plans to recover situation
Seafront performance management and seafront strategy requires a review and refresh for members detailing progress and key challenges to shape service delivery and channel resources To also improve the current performance information and to track progress on the seafront strategy and master plan .	The performance of this area positively contributes towards the objectives, “Enhance Portsmouth reputation as a city of innovation and enterprise and stimulating economic growth “and also “ a city with a distinctive culture established as a national and international destination” and is a key driver in the continuing growth of the visitor economy	A cross service working group will be established to take forward the refresh of the seafront strategy and subsequent action plan  Key KPIs will be established for the resulting action plan and to also provide a regular summary for the public domain, both to improve transparency and support the progress of key actions .
Guildhall Renaissance Programme : The Portsmouth Cultural Trust are developing a fund raising programme for a phased 17m phased sympathetic refurbishment of this iconic Grade 11 listed building. A Statement of Significance has identify areas of significance to aid refurbishment plan decisions. Key documents are awaited to aid decision making on the future phased development.	The performance of this area positively contributes towards the objectives, “Enhance Portsmouth reputation as a city of innovation and enterprise and stimulating economic growth “and also “ a city with a distinctive culture established as a national and international destination” and is a key driver in the continuing growth of the visitor economy	The draft business plan to identify priority areas and business opportunities are awaited from the PCT along with the external funding programme for Phase 1. Discussions internally on capital funding ,maintenance and support will continue based on these plans for development and the success of the funding programme .

# Risks

**What are the major risks in your directorate at present? How likely are they to become live issues, and what will be the implications? Is any assistance needed to manage these?**

Risk	Impact (please quantify)	Current plan to manage risk
Cemeteries: limited availability of land for religious communities supply only 5 years based on current death rates	At the stage we can no longer offer space conducive to requirements other options to be considered but may not involve the Local Authority . This is acceptable under statutory requirements .	An adjoining plot to the existing space has been prepared adding a further 10 years therefore at current death rates we can now expect a total of 15 years. Working with neighbouring authorities with view to a joint venture for burial grounds. In addition , updated the regulations to ensure we can maximise the space that is currently available .To present the updated regulations to the Committee next financial year .

# Projects

**Which major projects is your directorate leading on? What is the status of these and are there any issues that need to be highlighted?**

Project	Overall status	Issues to highlight
<b>Hard Interchange</b> :the project started on site 1 <sup>st</sup> September and the hoardings are erected. The building has been demolished and the site is being prepared for new waterproofing and the new building foundations. The construction phase is expected to be completed in September 2016	In delivery phase. The new building and public realm areas are in construction. The access to Portsmouth Harbour station, loW ferry and Gosport ferry will change to the northern edge of the site in early April. The construction of the interchange building and bus apron will complete in Autumn 16, with the final works completing in early 2017.	Change to access will require communication to all key stakeholders.
<b>Hotwalls Studio</b> securing £1.75 million from the Coastal Communities fund (BIG Lottery) £40,000 by the Partnership for Urban South Hampshire and Portsmouth City council a £100,000 capital contribution. The Hotwalls Studios creative quarter will see 13 working artists' studios established in the scheduled / grade I listed arches on Broad Street, along with a commercial eatery, manager's office and interpretation area .	On budget and on target except for Minor delays with the capital works programme of the bespoke glazed frontages to the studios which has now been resolved and frames ordered. Roof of the searchlight structure in a far worse condition than anticipated. A repair scheme has been designed by the project architects / engineers and the contractor has now commenced this work. Flexibility had been built into the project programme in terms of anticipated delays	Bids on the eatery premises closed on the 15 <sup>th</sup> January 2016 and with an agreement set to be in place by early February. The application period for the studios will run from February to April 2016. The Canteen will create approximately 14 new full and part-time jobs The application process for studio tenants is now open. The closing date for applications is 25 <sup>th</sup> March 2016. Selection criteria have been developed and a selection panel arranged. Options are currently being explored for the future facility / development management of the Hotwalls Studios and wider site. A decision is anticipated in March 2016
<b>City Deal</b> : HCA have exchanged contracts with Radian at Tipner East for the land to construct the first 80 homes, detailed planning permission has been obtained and Radian hope to start work on site later this year. PCC have appointed Savills as lead planning consultancy for master planning of Tipner West and Horsea, they are making good progress.	On Budget and on target	Key milestones : aim to submit planning application by January 2017. Transfer of Firing Range to PCC programmed for April 2017.
Recent benchmarking process has highlighted that value for money could be improved through a review of the long term contract currently in place for the recreation facilities across the city .This has resulted in a Procurement Project for the Leisure Facilities contract currently in place	The procurement timetable has commenced.	Following the Benchmarking Consultants report which has been analysed and challenged, cabinet approved for PCC to re-procure the Leisure Facilities contract .There may be a negotiated settlement of the NIB and this has been taken into account within the overall budget.

# Performance Update

## Q3 October 2015 – December 2015

### Housing & Property Services

# Highlights

**What has gone well in Q3? What milestones have been achieved? What areas of your business are performing well? Please refer to key measures and/or benchmark data.**

Highlight issues	Significance/impact	Risks to maintaining performance level
Property investment - £32.5m invested to date in to 3 commercial assets which are anticipated to produce a combined unleveraged return of 6.3%.	Creating a diverse property investment portfolio to generate income for the council.	<ul style="list-style-type: none"> <li>• Lack of stock</li> <li>• Capacity in the market place.</li> <li>• Resource</li> </ul>
Brunel Wing rebranded and successful letting of four floors.	Generate regular income for the council. Making maximum use to council owned property.	
Continued delivery in the HRA housing capital programme.	Providing quality family homes for our residents of the city.	<ul style="list-style-type: none"> <li>• Change in legislation (e.g. Right to buy)</li> <li>• Market pressures</li> <li>• HRA rental reductions.</li> </ul>
Continued good performance on the Utilities Management programme with over 1.9MWp of Electricity being generated by our Solar PV installations providing an annual income for PCC of £350,000 a year.	Generate regular income for the council and reduce carbon footprint.	
Dunsbury Hill Farm, new business park – planning permission received for FatFace unit. Construction has commenced.	Generate long term rental income for the council. Demonstrates deliverability and capability.	<ul style="list-style-type: none"> <li>• Inflation</li> <li>• Resource</li> <li>• Market demand.</li> </ul>
Somerstown Central lease completed and the GP have relocated in their premises.	Providing the residents of the area a community building where they can access a number of vital services.	<ul style="list-style-type: none"> <li>• None to report.</li> </ul>



# Areas to watch

**What is currently an area that may not be achieved or may not go as well as hoped? What needs to happen to change this? Please refer to key measures and/or benchmark data.**

Area of concern	Impact	Plans to address risk
Youth Services – need to extend offer to include weekend provision. Aim to offer minimum offer of 1 weekend session per club by mid 2016		
FatFace – lease close to completion.	Could cause delays to the programme.	Intense officer activity to complete the lease.
Non-resident landlords continue to purchase leasehold flats on the open market and sub-let.	Increase in neighbour complaints and delays and increase in costs caused by landlords challenging works	Communications to be reviewed
Pressures on Education capital funding and high priority projects not being funded.		
Deletion of in-house porter function which will reduce service levels expectations for PCC services.	Post and removals will be carried out on a less frequent basis	This is the proposed new way of working to deliver savings
HRA viability	Support services recharges continuing to increase whilst income (rents) fall due to changes in Govt policy is putting significant financial pressure on the HRA to the point that services to tenants must	Review over the summer to review services and repairs and maintenance plans.

# Areas of concern

**What has not gone well this quarter? What milestones have not been achieved? What areas require improvement? Please refer to key measures and/or benchmark data.**

Area of concern	Impact	Plans to recover situation

# Risks

**What are the major risks in your directorate at present? How likely are they to become live issues, and what will be the implications? Is any assistance needed to manage these?**

Risk	Impact (please quantify)	Current plan to manage risk
HRA Govt Policy (Rent Reduction, Pay to Stay and High Value Vacant Assets)	(£400m over 30 years)	Reduce the Repairs and Maintenance Programme – review services currently funded by tenant rents to establish what services are reduced/cut.
Continued Pressure from GF to help deliver GF savings	Share of the £31m required over the following 3 years	As above
Lack of control of business overheads	With savings being shared amongst all services rather than the focus being on reducing overheads as the priority (support services), customer demand isnt being taken into account.	As above

# Projects

**Which major projects is your directorate leading on? What is the status of these and are there any issues that need to be highlighted?**

Project	Overall status	Issues to highlight
Housing Developments – Havant Sites, Arthur Pope House, Wellington Street Phase 2, King William Street, Nessus Street	Ongoing	
Operational Developments – Eastern Road, Corben Lodge, Hilsea Lodge, Medina House	Ongoing	
Commercial Acquisitions – New Depot, Investment Property Portfolio	Ongoing	
Commercial Developments – Dunsbury Hill Farm	Ongoing	
Utilities Management and Solar photo voltaic scheme (inc the installation of a further 2.8MWp of panels)	Ongoing	

# Performance Update

## Q3 October 2015 – December 2015

# Transport, Environment and Business Support

# Highlights

**What has gone well in Q3? What milestones have been achieved? What areas of your business are performing well? Please refer to key measures and/or benchmark data.**

Highlight issues	Significance/impact	Risks to maintaining performance level
Continued good progress on the Flood Defence, Hard Interchange and Dunsbury Hill projects.	Major infrastructure projects contributing to the economic development of the region.	Uncertainty over Government funding for Southsea flood defences. (See Risks).
Commissioning of modernised Eastern Road/Airport Service Road junction.	Replacement of obsolete technology to improve traffic flow and save energy. Improved access and safety for pedestrians and cyclists.	None
Conversion of the old Moneyfields Avenue bus link to a shared cycle/pedestrian route.	Prevention of illegal use by motorists. Improved safety for cyclists and pedestrians, and extension of the city's cycle network.	None
Successful introduction of bus lane enforcement in the city.	Improved flow of buses around the city, and reduction in bus delays.	Resource intensive in the early stages. This should reduce as drivers modify their behaviour.
Improved satisfaction with Real Time bus information and the Park & Ride service.	Encourages bus travel and use of the Park & Ride service.	None
Highly successful 'Safe Drive Stay Alive' campaign.	1000+ students and pupils received the interactive presentation.	Short term seasonal campaign.
'Be Bright' cycle campaign run jointly with the police.	Accident prevention through engagement with 419 cyclists.	Short term seasonal campaign.
All KPIs achieved on the City Deal Solent Jobs pilot, and Employment, Learning and Skills (ELS) contracts.	Positive outcomes for people with the greatest barriers to work and progression. Income above forecast for Q3.18 month extension of the Work Choice contract.	Referral rates are low to some programmes. The availability of work placement opportunities with PCC and other employers.

# Areas to watch

**What is currently an area that may not be achieved or may not go as well as hoped? What needs to happen to change this? Please refer to key measures and/or benchmark data.**

Area to watch	Impact	Plans to address risk
Delivery of some schemes within the Local Transport Plan capital programme is slow due a back-log of quotes within the PFI call-off contract.	Some initiatives due for delivery this year may extend into the next financial year.	The PFI and Highways teams are working towards a resolution to issues with the PFI call-off contract, to enable orders to be placed in a timely manner.
Recruitment and retention of highways design, site supervision and project specialists.	Delays to the Local Transport Plan and Capital Infrastructure projects.	Recruitment of appropriate resources is underway to deliver the proposed schemes.
The delivery of Active Travel initiatives	Increased demand from Rights of Way issues has impacted on the staff resources available to deliver these initiatives.	Other team members are providing support to achieve delivery of the key tasks.
Low referral rates to some Employment, Learning and Skills (ELS) programmes.	Local people not benefitting from the service, and unmet KPIs.	Continuous liaison with the DWP and Job Centre directly, and through the Prime Contractors. Bidding for further contracts to support future provision of the service, and ensure people who will benefit from these services have access to them.
New funding models for Employment, Learning and Skills initiatives make it more challenging to draw down allocated funding.	The service is entirely funded by contracts that draw on national funding to deliver services for local people.	Work with partners to put forward strong bids for initiatives that will have a demonstrable impact on the local community.

# Areas of concern

**What has not gone well this quarter? What milestones have not been achieved? What areas require improvement? Please refer to key measures and/or benchmark data.**

Area of concern	Impact	Plans to recover situation
The recent failure of the sea wall at Southsea has demonstrated the fragility of the Southsea flood defences.	This has emphasised the need to permanently address the damaged and deteriorating sea defences to reduce the risk of flooding, and subsequent risk to the health and safety of local communities.	Temporary remedial works funded by the Environment Agency have been carried out. Director level meetings with agencies and partners, including the Environment Agency and the LEP, will continue to prioritise the flood defence scheme.
Sourcing placements for clients on the Community Work Placements programme.	People on the programme will be unable to fulfil the completion requirements and gain important experience and skills.	Requesting support from all Directorates and external businesses in offering work placements to clients on the programme. An event is planned for May 2016 to bring businesses and employment programme clients together, and create more placements.
Low attendance on Community Learning courses and recruitment and retention of people on Traineeships.	Targets for participation may not be met, and people will not be able to take up the learning opportunities available to them.	Seeking assistance particularly to promote traineeship (pre-apprenticeship) placements throughout the Council.



# Risks

**What are the major risks in your directorate at present? How likely are they to become live issues, and what will be the implications? Is any assistance needed to manage these?**

Risk	Impact (please quantify)	Current plan to manage risk
That the Southsea Coastal Flood Defence scheme will receive insufficient grant funding and contributions, affecting the progression of the city's flood prevention strategy.	The Southsea Coastal Flood Defence scheme is now the second largest scheme in the Environment Agency national programme. Recent damage to the sea wall demonstrates the impact of not investing in this part of the city's infrastructure.	On-going discussion with all funding and approval bodies including DEFRA, the Environment Agency and the Solent LEP will be required to obtain the necessary financial contributions to secure government funding for this scheme.
Upcoming changes in funding streams and Government decisions on the Work Programme will affect our ELS programmes. The market remains highly competitive with a number of nationally recognised service companies involved in bidding for reduced resources.	This could lead to fewer programmes and reduced support being delivered in Portsmouth.	The ELS service is continuing to work with internal and external partners to bid for contracts, and ensure that they are delivered to the highest standards.

# Projects

**Which major projects is your directorate leading on? What is the status of these and are there any issues that need to be highlighted?**

Project	Overall status	Issues to highlight
North Portsea Island Flood Defence scheme	Construction Phase 1 is complete. Phase 2 will commence April 2016.	None
Southsea Flood Defence scheme	The Outline Business Case is due for submission by June 2016. This requires extra economic information that will be included in the June 2016 submission.	There is a risk around government funding for this stage of the flood defence programme (outlined on previous slide on Risks).
Hard Interchange scheme	Under construction and proceeding well.	None
Dunsbury Hill Farm Link road scheme.	Under construction and proceeding well.	None
The Traffic Management Centre IT infrastructure upgrade.	Project started.	None
Eastern Road Water bridge	At Project Initiation stage	None
Junction and signalling improvements at key sites around the city, e.g. Southampton Road and Eastern Road.	This is part of an on-going programme. These projects are currently on target.	None
Residents' Parking review programme	Initiated August 2015	7 of 36 schemes have been reviewed so far. No issues
City Deal Employment programme	Bid submitted to the LEP for the City Deal Solent Jobs Pilot.	None. Now awaiting response.

# Performance Update

## Q3 October 2015 – December 2015

Directorate of Community and  
Communications

# Highlights

**What has gone well in Q3? What milestones have been achieved? What areas of your business are performing well? Please refer to key measures and/or benchmark data.**

Highlight issues	Significance/impact	Risks to maintaining performance level
Continual improvement across Revenues & Benefits and KPI's including collection rates will be achieved if not exceeded.	<p>Processing speed for housing benefit/council tax support improved on 14/15 and anticipated to be ahead of KPI .</p> <p>Collection of council tax/business rates. improved on 14/15. Council tax collection anticipated to reach levels experienced prior to the abolition of council tax benefit.</p>	Unexpected resource unavailability – this will be managed as part of our usual resource planning.
Improvement in sickness absence – 15% reduction equating to 381.9 days year to date	Improved attendance, improved performance and capacity	capacity
<p><b>Web/customer services/channel shift</b> - online use continues to rise, with 41% more online transactions in Q3 (26,870) than in the same quarter last year and a 118% increase in the number of web forms submitted.</p> <p>The amount of income through online payments increased by 19% in Q3 (compared with Q3 in 2014/15) with £2.3M paid via the web.</p> <p>In the same period, offline customer contacts continue to decrease with 24% fewer visits to customer services in ground floor reception, a 9% drop in transactions processed by cashiers and a 4% drop in calls</p>	Supports the savings required from channel shift	Until additional online functionality becomes available as part of the channel shift programme, there is a risk that the rise in web use and the drop in offline customer contact will plateau.
<p><b>Media management</b></p> <p>£356K of media coverage generated (measured against equivalent advertising values) in October, November and December, with £24K of coverage on the budget and budget consultation - contributing to a year to date total of £741K.</p> <p>Fostering generated £15K of coverage</p>	The media coverage generated enables the council's key messages to be communicated, building reputation and supporting marketing objectives, without print or advertising costs.	Risks to maintaining performance in this area include changes to the media landscape that are outside the team's control and would be impacted by any future changes to resources within communications.

# Highlights

**What has gone well in Q3? What milestones have been achieved? What areas of your business are performing well? Please refer to key measures and/or benchmark data.**

Highlight issues	Significance/impact	Risks to maintaining performance level
<p><b>Marketing and communications</b> - marketing strategy completed for UTC Portsmouth and report agreed by board, resulting in a six-month marketing officer confirmed to support student recruitment.</p> <p>New communications strategy, brand and initial communications developed for the Health and Care Portsmouth programme - securing the communications lead for the programme within the team and additional resources to deliver in 2016/7 and 2017/18.</p> <p>Marketing objectives achieved in Q3 include: fostering achieved 63 enquiries and 13 approved carers - saving the council £351K in fostering agency fees; adoption achieved 70 enquiries (highest ever for Q3) and 8 approved adopters; take up of Health checks is up to 47% for the year to date; 20% of staff took-up flu vaccinations.</p> <p>Beware of lurking trolls e-safety campaign shortlisted for the Local Government Chronicle children's services category</p>		

# Areas to watch

**What is currently an area that may not be achieved or may not go as well as hoped? What needs to happen to change this? Please refer to key measures and/or benchmark data.**

Area of concern	Impact	Plans to address risk
Elections and referendum – referendum date requires planning during may implementation and additional pressure on core team also challenges in resourcing all roles	Staff taken off of core duties to cover may cause impacts across service areas  Potential additional cost to run elections	Utilisation of core DoCC staff Utilisation of PCC staff, Incentivise and reward for paid staff roles Marketing campaign
Sickness absence – still needs significant improvement	Ability to maximise performance and the impact to staff morale.	Continue to carefully monitor and address as required.
Universal credit – no complete roll out plan yet from DWP, although new claims single (no children) customers will commence in Portsmouth from 28 <sup>th</sup> March 2016.	No significant impact anticipated to the housing benefit caseload.	Continue to monitor and work closely with DWP.

# Areas of concern

**What has not gone well this quarter? What milestones have not been achieved? What areas require improvement? Please refer to key measures and/or benchmark data.**

Area of concern	Impact	Plans to recover situation
Increase in FOIs and LGO complaints	Failure to meet deadlines, potential compensation	Communication, training and information to link officers, on-going monitoring

# Risks

**What are the major risks in your directorate at present? How likely are they to become live issues, and what will be the implications? Is any assistance needed to manage these?**

Risk	Impact (please quantify)	Current plan to manage risk
Maintaining performance levels in 2016/17 with reduced resource and budget.	Processing speed and collection rates, customer satisfaction levels.	These will be managed via Directorate Reviews.
Risks around statutory changes impacting Revenues and Benefit.	Increasing workloads and potentially impacting the tax base.	Monitoring and careful forecasting of any impact.
On-going trend for increase in number and complexity of FOIs	Failure to meet targets	Greater co-ordination of more persistent FOI applicants to prevent scatter-gun approach.  Review of information on the web



# Projects

**Which major projects is your directorate leading on? What is the status of these and are there any issues that need to be highlighted?**

Project	Overall status	Issues to highlight
RBE transformation.	Financial appraisal being completed, final decision anticipated March 16.	If decision made to not to enter a partnership, the major risks continue around reducing budgets and resources. These will be managed via directorate reviews.
Channel Shift	On target .  Project in flight with circa £270k savings forecast for 206/17	Discussing with systems thinking a co-ordinated approach to running two significant corporate programmes in tandem.

# Performance Update

## Q3 October 2015 – December 2015

### HR Legal & Procurement Directorate

# Highlights

**What has gone well in Q3? What milestones have been achieved? What areas of your business are performing well? Please refer to key measures and/or benchmark data.**

Highlight issues	Significance/impact	Risks to maintaining performance level
Staff sickness across council continuing to reduce. Now 8.33 days per employee per year	Reflects combination of effective HR support, management action and wellbeing initiatives	Increased pressures on staff due to headcount reductions.
57 apprenticeships currently in post or being recruited	Provides opportunities for young people and enables council to “grow our own” talent	New government targets likely to require approx. 170 new apprenticeships each year
Voluntary Redundancy scheme	115 staff accepted VR, greatly reducing need for compulsory redundancies	Take up of future schemes likely to be limited unless scheme is enhanced
Audit Plan on track to complete 100% by end of year (91% complete so far)	Allows a comprehensive view of the level of assurance that exists across the organisation	Budget reductions in Internal Audit allow less scope for slippage
Improvements to contract management, including Strategic Contracts Board and new contract management dashboards	Improvements to management and value of major strategic contracts	Maintaining buy-in from service departments
Directorate budget forecasting under-spend (£60k as at end Dec15)	Directorate continue to make efficiency savings and create new income streams	Efficiency savings increasingly difficult to find, and income not assured in long term
Performance on child protection cases continues to be strong (65% closed within 26 week target)	Major area of risk for all councils given serious implications of service failure. PCCs continues to out-perform other councils in region	Large number of cases at pre-issue stage
New contracts to provide internal audit services to other councils	Additional income and resilience for directorate	Income not assured in longer term

# Highlights

**What has gone well in Q3? What milestones have been achieved? What areas of your business are performing well? Please refer to key measures and/or benchmark data.**

Highlight issues	Significance/impact	Risks to maintaining performance level
Successes on major litigation and prosecutions	Ensures council's interests are protected and statutory functions are carried out effectively	High dependency on skilled staff members within legal team
Staffing reviews and restructures support well by HR with no successful Employment Tribunal claims	Council's ability to downsize effectively if crucial as funding cuts continue	Reducing capacity in HR
Traded services offer (2016-18) pulled together and published	Consolidates traded services provision, especially to schools and improves interface between the council and its clients	Transition to new traded services team

# Areas to watch

**What is currently an area that may not be achieved or may not go as well as hoped? What needs to happen to change this? Please refer to key measures and/or benchmark data.**

Area of concern	Impact	Plans to address risk
Highways PFI – establishing team and developing skills taking time due to capacity and recruitment issues	Limits ability to make progress in improving effective management of contract	Recruitment underway to fill vacant posts. New and existing team members being trained
Spend on consultants and external legal advice, increasing	Additional costs to council	Analysis of expenditure to identify areas where it can be reduced. Considering additional in-house resource if cheaper
New government targets for creation of apprenticeships will require step-change in approach	Likely to mean 170+ apprentices per year.	Strategy and action plan being developed
Sickness levels only reducing gradually, and remain high in some areas	Lost productivity, including in areas with large cost pressures, e.g. Adult Social Care	On-going management action and increased wellbeing initiatives
Member training – take up of training still low, especially in some key areas	Members not equipped with right skills and knowledge to perform statutory roles	Training offer continually being reviewed and strengthened
Performance Management	Members and senior management unable to gain assurance about performance or take remedial action	Performance reporting strengthened, as mandated by GAS Committee

# Areas of concern

**What has not gone well this quarter? What milestones have not been achieved? What areas require improvement? Please refer to key measures and/or benchmark data.**

Area of concern	Impact	Plans to recover situation
Contract for supply of agency staff causing concern due to relationship issues with client department	Poor value money due to supply of staff from other agencies	Negotiation with client department and supplier to produce options

# Risks

**What are the major risks in your directorate at present? How likely are they to become live issues, and what will be the implications? Is any assistance needed to manage these?**

Risk	Impact (please quantify)	Current plan to manage risk
Reduced capacity resulting from budget savings	Inability to provide effective support and governance, increasing risk and driving more external cost to consultants etc	<ul style="list-style-type: none"> <li>- Pursue additional income streams</li> <li>- Interventions</li> <li>- Channel shift/Management self-sufficiency</li> <li>- Joint working</li> </ul>
Recruitment & retention of key staff as economy continues to grow	High dependency on key staff. Quality of service provided by directorate will suffer	<ul style="list-style-type: none"> <li>- Workforce planning</li> <li>- Succession planning</li> <li>- MSPs where appropriate</li> </ul>
Reduced effectiveness of governance (due to lack of capacity, complacency, political requirements)	Increased risk of legal challenge, poor performance, fraud and poor VFM	<ul style="list-style-type: none"> <li>- "smarter" governance through effective business partnering</li> <li>- GAS Committee providing political mandate</li> </ul>
Increased dependency on external income (volatility/lack of security)	Majority of existing contracts run for 1-3 years. Increasing numbers of staff now funded through income	<ul style="list-style-type: none"> <li>- Develop wider client base</li> <li>- Focus efforts on securing other public sector clients</li> </ul>
Project risks	Major projects risk non-delivery or cost over-runs if governance is poor or key advice is not received from legal, procurement and HR	<ul style="list-style-type: none"> <li>- Early input to projects</li> <li>- Effective governance</li> </ul>
Pay Structure – several issues impacting on pay structure including National Living Wage, increased job responsibility and retention in key roles	Pay structure will become less adequate over time, creating equal pay risks and recruitment/retention issues	<ul style="list-style-type: none"> <li>- pay analysis and benchmarking being carried out</li> <li>- Engaging with LGA</li> <li>- Possible future need to fundamentally review pay structure</li> </ul>

# Projects

**Which major projects is your directorate leading on? What is the status of these and are there any issues that need to be highlighted?**

Project	Overall status	Issues to highlight
Contract Management Improvements	On track. Strategic contracts board established and new dashboards developed	New approach requires different focus and significant engagement throughout the organisation
HR Self Service	On-going project, with increased functionality being rolled out over time	Inconsistent usage across the organisation. Limitations on development time due to other pressures on EBS team
Employee Benefits Portal	On track. Tender process carries out for supplier (now appointed) and staff surveyed on range of benefits	None
Apprentices	52 apprentices now in post or being recruited	Increased government target will require step change in approach
Multi Action Teams (MATs)	On track	Delivery plan due to commence June 2016
Health Blueprint	Agreed by Health & Social Care exec	Requires ongoing engagement of partner organisations
Combined authority/devolution	Effective support being provided by Strategy but outcome dependent on wider considerations	
Children's Social Care budget savings plan (support from Strategy Unit)	Plan agreed and being delivered	Significant risks to savings



# Performance Update

## Q3 October 2015 – December 2015

### Financial and Information Services

# Highlights

**What has gone well in Q3? What milestones have been achieved? What areas of your business are performing well? Please refer to key measures and/or benchmark data.**

Highlight issues	Significance/impact	Risks to maintaining performance level
Q3 Budget and Performance Monitoring reports taken to Council on time.	Strong financial governance and public accountability	Reduction in resources
Q3 Treasury Management reports taken to G&A&S on time and all activity remains within approved policy and limits	Strong financial governance	Reduction in resources
Successfully paid 9,000 internal and external staff on time.	Delivery of high quality service	Reduction in resources System failure
Forecast in year collection rates exceeding Financial Services business plan targets: Council tax 95.64% (target 95.2%) Business rates 99.4% (target 98.5%)	Maximising the resources available to the Council	Staff absence/reduction in resources
Currently exceeding investment returns target for new investments	Maximising the resources available to the Council	Financial stability of Global Financial Institutions
Employee Benefit Portal completed gateway 4	Opportunity to make savings from salary sacrifice schemes. Ability to offer staff a range of benefits as part of recruitment and retention strategy	Take up levels by staff Implementation date slippage

# Highlights

**What has gone well in Q3? What milestones have been achieved? What areas of your business are performing well? Please refer to key measures and/or benchmark data.**

Highlight issues	Significance/impact	Risks to maintaining performance level
EBS availability within performance standard of 98% availability in working hours	Maintaining a robust financial management system	Ability to complete annual upgrades as planned with minimal downtime
Intervention in Purchase to Pay process entered redesign stage	Maintaining resilience of financial services' operations with reduced resources	Staff sickness/absence/turnover
Overall budget forecast for 2015/16 expected to be £1.5m underspent at Q3. Education & Children's portfolio budget deficit reduced to £1.8m and Health & Social Care portfolio reduced to £1.9m following budget action plans agreed by Cabinet on 3 <sup>rd</sup> December	Supporting the organisation/clients to deliver savings targets	Failure to achieve all savings proposals approved by members on 3 <sup>rd</sup> December
Development of standard budget monitoring/forecasting process interim model towards future BI solution	Maintaining resilience of financial services' operations with reduced resources	Reduction in resources &/ or increase in demands on service.
Development of online iexpenses process	Maintaining resilience of financial services' operations with reduced resources	Resources

# Highlights

**What has gone well in Q3? What milestones have been achieved? What areas of your business are performing well? Please refer to key measures and/or benchmark data.**

Highlight issues	Significance/impact	Risks to maintaining performance level
Operational performance continues to be excellent	99.99% system availability same as Q2 Incident resolution continues to be high at 96% within SLA, just 1% less than last quarter	Potential staff reductions due to councils savings targets
Our customer survey indicates that customer satisfaction still remains high (99% same as last quarter)	Minimal complaints	Risk of inaccurate representation
2605 requests received, this represents a reduction of 10% from the previous quarter, of which 2148 were resolved.	Less new customer requirements	Understanding new requirement trends
Full support provided to the accommodation programme for our health partners into the Brunel Wing	Helping to support the Portsmouth Health and Care Blueprint	Understanding the needs of our different customer base

# Areas to watch

**What is currently an area that may not be achieved or may not go as well as hoped? What needs to happen to change this? Please refer to key measures and/or benchmark data.**

Area of concern	Impact	Plans to address risk
Quality and robustness of financial evaluations provided for significant Council decisions with wide ranging financial impacts	Poorly evaluated decisions with poor financial outcomes	Maintenance of in house financial expertise through succession planning. Structured trainee programme
MMD trading position	Maximising resources available to the Council	Cost reduction targets to improve the profitability of MMD have been set
Bank reconciliations more up to date than last quarter- now 1 month behind target of 4 weeks after month end following staff turnover and diversion of resources to other time constrained issues	Inability to provide assurance that all income and expenditure has been accounted for.	Other projects complete. Staff turnover covered by interim support
Business Continuity Plan yet to be table top tested this financial year	Maintaining resilience of financial services' operations with reduced resources	Review & publish revised plan. Update financial systems disaster recovery plan

# Areas to watch

**What is currently an area that may not be achieved or may not go as well as hoped? What needs to happen to change this? Please refer to key measures and/or benchmark data.**

Area of concern	Impact	Plans to address risk
Highways PFI contract- future financial impact?	Cuts to other services if contract cost cannot be reduced	Strategic renegotiation phase underway
Payroll & IS capacity to bid for and successfully take on new payroll business	Loss of potential income	Competitive pricing model and delivery of high quality product
Lack of progress in documenting Portsmouth's Digital Strategy	Lack of exploiting opportunities	Set up a Business Transformation Group to start to look at focusing on key areas
The provision of an integrated IT connectivity and information sharing with our health partners	Lack of cohesion	Reviewing integrated technology solutions and full engagement with the Interoperability programme
9180 'incidents' raised (i.e. customer problems), 10% more than last quarter	More issues encountered by PCC staff	More emphasis on Problem management to fix root causes of customer issues.
We helped 188 staff that walked into the IS area support with their IT requirements.	We helped a number of staff on an ad-hoc basis, 76% less than the previous quarter	Appreciate that this is a reduction. Monitor the relevance and value of this service

# Areas of concern

**What has not gone well this quarter? What milestones have not been achieved? What areas require improvement? Please refer to key measures and/or benchmark data.**

Area of concern	Impact	Plans to recover situation
Payment performance targets at 86.4 % compared to target of 92%	Delay in payment to suppliers . Reputational damage	Understanding underlying causes of delay P2P intervention
Recent increase in volume and complexity of FOI enquiries	Diverts officer time from other priorities	None- statutory duty to respond
Staff response to the customer survey continues to be low	Not a true measure of how the service is perceived	Undertake a new customer survey process to provide a more realistic measure
36 mandates have been received for new projects, this new work exceeds the resource currently available - of which 20 Projects successfully closed	All new work is prioritised but this will mean that some current projects will be put on hold as resource is diverted onto higher priority items	Revise the governance process, invite attendees from other directorates, ensure transparency of the prioritisation process.

# Risks

**What are the major risks in your directorate at present? How likely are they to become live issues, and what will be the implications? Is any assistance needed to manage these?**

Risk	Impact (please quantify)	Current plan to manage risk
Resources – requirement to provide significant share of the Council's savings target	Reduction in service delivery e.g. income collection, provision of advice and management information for effective decision making by budget holders	Review of processes and prioritisation on 'important' i.e. with significant financial impact. Including risk based budget monitoring , materiality of transactions, automation of processes, reduce risk aversion
Maintaining financial resilience arising from staff reductions	Reduction in service delivery and financial control	Implementation of Business Intelligence solution and associated re-configuration of Finance Support.
Restoration of financial systems post 'event'	Impact on trading services/ external clients	Revisit and update Disaster recovery plan
Pay	Unable to compete in the financial market to attract, recruit & retain appropriately skilled staff	MSIs, use of interim staff , employee benefits package and Trainee programme
Not achieving savings targets authority wide	Reduction in Council resources impacting on future year's budgets.	Risk based budget monitoring. Quarterly reports to Council. Briefing meetings with portfolio holders
Bringing forward closing of accounts deadline- new statutory deadline from 2016/17	Reduction in time to complete accurate statutory reports	Interim soft close of accounts during year Review of internal materiality levels and review of processes
Inability to meet customers expectations via new technology that is in general use by other organisations or day-to-day personal use	Inefficient ways of working across PCC	Ensure we really understand customer expectation and work to remove any barriers that may stop us fully exploiting them.



# Projects

**Which major projects is your directorate leading on? What is the status of these and are there any issues that need to be highlighted?**

Project	Overall status	Issues to highlight
Employee Benefits Portal ( jointly with HRLPI)	Gateway 4 complete & supplier selected	Approved budget savings dependant on success of scheme. Ability to offer staff as range of benefits as recruitment and retention incentives.
Community Bank	Agreements with investors in place and first instalment paid	Latest estimates are that the council would get £3.6m back after 10 years, assuming a 6% return on investment. On a more cautious estimate of a 4% return, the council estimates it would get £2.1m over 10 years.
Business Intelligence	Review of EBS hardware upgrade requirements completed	Future savings of service dependant on successful implementation of a BI model
Development of standard budget monitoring/forecasting process interim model towards future BI solution	Pilot programme completed	Maintaining resilience of financial services' operations with reduced resources

# Projects

**Which major projects is your directorate leading on? What is the status of these and are there any issues that need to be highlighted?**

Project	Overall status	Issues to highlight
The Working Anywhere programme has been completed and over 1800 staff were moved, between 3/14 and 8/15	45 moves taken place. Enabling 1800 staff to now work on a more mobile basis.	Staying within PSN compliance regulations
Government closed the super connected voucher scheme	297 vouchers have been issued to SME's across the city enabling them to take advantage of high speed broadband	None