

## Appendix 1 – Summary of performance reports, Q4 2013-2014

What has gone well?	What needs watching?	What needs to be improved?
<b>Revenues and Benefits</b>		
<ul style="list-style-type: none"> <li>- Overall, a good year with most key measures achieved and customer satisfaction at a respectable level. This has been a remarkable performance considering the Service has seen staff reductions of over 30% and work increases of over 20% since 2009.</li> <li>- Policies and work processes on 2 new areas, Council Tax Support and Local Welfare Assistance have been highly successful, running within forecasted budgets</li> <li>- Single Person Discount review 2013/14 produced a best ever net increase of £152,770</li> </ul>	<ul style="list-style-type: none"> <li>- Council Tax collection (in year) was £768k below plan, although the value collected is £3.6m more than in 2012/13</li> <li>- Business rates collection (in year) was £542k below plan, although value collected is over £2m more than in 2012/13</li> <li>- Single Fraud Investigation Service - transfer of work and potentially staff will occur some time between Oct 2014 and Mar 2016 (date tba). Work has started on preparing for this change.</li> <li>- Discretionary Housing Payment expenditure outstripped 2012/13 demand by a factor of 3. Criteria &amp; awards will need to be tracked in 2014/15, with continued focus on budgeting/money advice etc</li> <li>- Universal Credit introduction in Portsmouth has been postponed, with no planned date currently known</li> </ul>	<ul style="list-style-type: none"> <li>- Based on savings targets (provided February 2014) over £1m savings not yet identified for the years 2015/16 to 2017/18. This as yet unmet requirement will place severe pressure on HB subsidy and income</li> <li>- Government has stated it will not provide funding for Local Welfare Assistance from April 2015. Work is in progress to identify what other support and funding options could be pursued.</li> </ul>
<b>Positive Family Steps Service</b>		
<ul style="list-style-type: none"> <li>- Second year 2013/14 targets met</li> <li>- Trajectory graph confirms confidence in meeting our three year targets (NB. 2014/15 is the last year of Phase 1 of the troubled families programme)</li> <li>- Successful Payment by Results (PbR) claim in the January 2014</li> </ul>	<ul style="list-style-type: none"> <li>- Barnardos/MST will have a high volume of case closures in next quarter - need to maintain flow rates into the services</li> <li>- Local evaluation behind schedule due to a combination of factors - first evaluation report now due April 2014</li> <li>- Emergence of detail about Phase 2 of</li> </ul>	<ul style="list-style-type: none"> <li>- Peer to peer review of our family intervention services - stalled</li> <li>- Retrospective PbR claim (historic claim going back to December 2010) not yet fully explored - plan in place to do so (visit to Bristol planned 6<sup>th</sup> April)</li> <li>- Movement of performance measures</li> </ul>

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<p>window</p> <ul style="list-style-type: none"> <li>- Positive DCLG families team visit on the 26<sup>th</sup> March 2014</li> </ul>	<p>Troubled Families programme (Summer 2014) - alignment to our current programme, funding for Troubled Families Co-ordinator post, eligibility criteria etc</p>	<p>used to capability charts (measuring trends rather than snapshots)</p>
<b>Integrated Commissioning Unit</b>		
<ul style="list-style-type: none"> <li>- Completed the restructure of the team with a permanent Head of Service and Deputy Head of Service in post</li> <li>- Finalised and agreed the s75 agreement with an integrated service spec between Adult Social Care and Solent NHS trust for the delivery of Learning Disability Service after an extended period of getting the partners to work together and resolve issues</li> <li>- In conjunction with stakeholders developed and submitted the Better Care Fund plan to the DoH which received positive feedback and assurance</li> <li>- Completed a remodeling report on Child and Adolescent Mental Health Service based on stakeholder consultation with recommendations for development and an options paper on pre-birth to 5 service model</li> <li>- Successfully completed the tendering of Mental Health supported living services with cash efficiencies achieved</li> </ul>	<ul style="list-style-type: none"> <li>- To continue to meet the business needs of its different stakeholders and balance the conflicting priorities of its partners, ensure that the growing remit of the Integrated Commissioning Unit is well managed and adequately resourced</li> <li>- To address increasing level of demand, ensuring high quality of services and outcomes whilst achieving cash efficiencies</li> <li>- Ensure key and high profile work programmes such as Better Care Fund, Pre-Birth to 5 pathway are on track and delivered within agreed timescale</li> <li>- Establish a robust contract management system overseen by a small contracts team</li> </ul>	<ul style="list-style-type: none"> <li>- Streamlined HR and budget management process across the council and Clinical Commissioning Group (CCG)</li> <li>- Improved contracts management across Children's and Adult's Social Care and Education</li> <li>- Effective management of health provider/s and engagement with the voluntary sector</li> <li>- Efficient governance arrangements across the CCG and council to minimize duplication, reduce bureaucracy and maximize efficient use of staffing resources</li> </ul>

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<ul style="list-style-type: none"> <li>- Completed remodeling of substance misuse service</li> </ul>		
<b>Adult Social Care</b>		
<ul style="list-style-type: none"> <li>- Better Care Fund programme has been submitted to and agreed by Department of Health - KPIs identified</li> <li>- Development of a Resource Allocation System (RAS) for Older People and Physically Disabled People (OP/PD) - now LIVE whilst the Learning Disability RAS is currently being developed</li> <li>- Changes to the statutory reporting requirements are progressing - Zero Based Review project established</li> <li>- Overhaul of client recording system started, removal of unnecessary fields/creation of outcome based fields. Mandatory training being developed to ensure accurate data capture and management reporting</li> <li>- AIS performance dashboard developed</li> </ul>	<ul style="list-style-type: none"> <li>- AIS upgrade to version 28.1SPS</li> <li>- Zero based review</li> <li>- Care Bill implications</li> <li>- Statutory Return Data</li> </ul>	<ul style="list-style-type: none"> <li>- Number of people receiving personal budgets</li> <li>- Number of people with a learning disability in employment</li> <li>- Number of people with a mental health problem in employment</li> <li>- Numbers of people with a learning disability living in their own home</li> </ul>
<b>Education and Strategic Commissioning</b>		
<ul style="list-style-type: none"> <li>- % schools that are either good or outstanding now just above 70% with approx. 75% of Ofsted inspections in this academic year so far judged good or outstanding</li> <li>- Estimate for all 2014 look promising for all key stages</li> </ul>	<ul style="list-style-type: none"> <li>- Monitor capacity required to deliver implementation of SEND reforms</li> <li>- Impact of info sharing protocols on improving the reach of data of families accessing health service</li> <li>- SEN places- all our special provision is forecast to be oversubscribed in 2014/5</li> </ul>	<ul style="list-style-type: none"> <li>- 5+ GCSE A*-C (inc E&amp;M) results have slipped back by 5% points from last year - validated results confirm</li> <li>- Improving school attendance</li> <li>- Condition issues at Harbour@Fratton to be resolved - financial feasibility on potential move to Vanguard</li> </ul>

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<ul style="list-style-type: none"> <li>- 2 year places remain sufficient - target numbers of 617 exceeded (635 funded)</li> <li>- Reshaped parenting offer</li> <li>- Good progress on implementation of SEND reforms - on track to be compliant with the new duties</li> <li>- Child support services vision, strategy and action plan in place - restructure underway</li> <li>- School organization - amalgamation of Milton Park schools; academy transfers completed for ALNS and Flying Bull; pre-statutory consultations underway for CPBS, Copnors and Meons/Moorings Way</li> </ul>	<ul style="list-style-type: none"> <li>- Budget pressure of £0.5m for current school sufficiency programme</li> <li>- Academy transfers for Miltoncross, Priory and Charles Dickens by Sept 2014; Newbridge and IBJ to follow</li> <li>- Universal Infant Free School Meals implementation</li> <li>- Future pressure on secondary school places - workshops planned with secondary heads in summer term</li> <li>- Working Anywhere/moving to electronic filing - impact on service delivery</li> </ul>	<ul style="list-style-type: none"> <li>- Pressure on Year R and year 3 places for Sept 2014 and 2015</li> </ul>
Children's safeguarding and social care		
<ul style="list-style-type: none"> <li>- Social work matters programme is evidencing ongoing impact via improvements in the quality of assessments and care planning</li> <li>- Joint Action Team continues to evidence impact and developments are ongoing with plans in place to further early help support</li> <li>- Adoption Scorecard for % children adopted from care increased from 11% to 15%</li> <li>- Fostering activity is showing annual increase exceeding targets set</li> <li>- Review of annual participation work</li> </ul>	<ul style="list-style-type: none"> <li>- Care pathway plans need on-going monitoring for consistency of quality</li> <li>- Need to ensure consistency of implementation of arrangements to address Child Sexual Exploitation</li> <li>- Progress of the Youth Offending Team action plan requires careful monitoring</li> <li>- Monitoring of service volumes, including duration of Child Protection Plans 2 years+ currently 11%</li> </ul>	<ul style="list-style-type: none"> <li>- Further development is needed of our strategy to effectively address NEET issues</li> <li>- Adoption A2 indicator outturn remains above England and threshold average, practice has been reviewed and tracking systems are in place</li> <li>- Sickness within the service is reducing but remains above PCC average at 10.8%</li> <li>- Budget pressures remain, outturn for 2013/14 circa £2m+</li> </ul>

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<p>indicates good levels of feedback and high satisfaction rates from service users in line with business plan priority</p> <ul style="list-style-type: none"> <li>- Local authority designated officer (LADO) continuing to have a positive impact in relation to referral numbers and response rates</li> </ul>		
<b>Housing and property services</b>		
<ul style="list-style-type: none"> <li>- Significant work has been undertaken to establish new build and major upgrade works to HRA properties and the main development projects are detailed in our business plan for 2014/15</li> <li>- We continue to seek new funding for improvement projects following successful bids this year</li> </ul>	<ul style="list-style-type: none"> <li>- The impact of welfare reform on our rental income opportunities continues; however, mitigation work is well underway to improve front-line support for residents</li> </ul>	<ul style="list-style-type: none"> <li>- We continue to work on developing long-term work programmes for non-HRA assets and this work will continue well into the 2014/15 business plan period</li> </ul>
<b>City Development and Cultural Services</b>		
<ul style="list-style-type: none"> <li>- Museums welcomed 276,000 visitors in the year which represents an increase of 12% from 2012, exceeding the target of 7%</li> <li>- Events attendance was 260,000 in 2013 and the target in 2014 is ambitious at 400,00 visitors.</li> <li>- Virtual visits to <b>Libraries</b> reached 100,000 – an increase of over 100%. The launch of Freegal, the music download service in Q4, will encourage further digital engagement</li> </ul>	<ul style="list-style-type: none"> <li>- The current Macmillan service in the libraries is well-supported and linked to key health outcomes for the city. However, alternative funding is required as existing funding is ending in 2014</li> </ul>	<ul style="list-style-type: none"> <li>- To digitize archives to increase access locally, and to attract global audience; staff capacity and budget constraints but funding and volunteer options are being explored.</li> </ul>

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<p>in 2014 .</p> <ul style="list-style-type: none"> <li>- First Employment &amp; Skills Plan progress for Portsmouth- the First Wessex housing development at Hilsea Bus Station site (59 dwellings plus 2 commercial premises on the ground floor). There is an advisory group to support this development with representatives from Highbury College, Jobcentre Plus, First Wessex, City Development and PCMI.</li> <li>- D-Day75 application to HLF - submitted 6 February 2014 and the outcome will be in May. Also progress on the D-Day Museum Trust - financial framework in place and the application submitted to the Charity Commission. Further to this, the Dulverton Trust have advised that the Trustees have pledged £50K to the D-Day75 project (subject to the support of the HLF).</li> <li>- Launch of "Enterprising Libraries" at the Central Library, a funded project until March 2014, to support creative starts ups in the city linked to the Intellectual Property and Patent Library support already in place and provide database information for marketing and research purposes for small businesses.</li> <li>- City Deal Sites progress:£48.75M grant</li> </ul>		

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<p>received from HMG 28<sup>th</sup> March- tender for professional support live</p> <ul style="list-style-type: none"> <li>- The Hard - continuing to work with colleagues as part of the council's project team delivering a new transport interchange at the Hard. Planning application is due to be submitted at the end of April 2014 and works due to start in January 2015.</li> </ul>		
<b>Corporate Assets, Business and Standards</b>		
<ul style="list-style-type: none"> <li>- The redevelopment opportunities identified through the review of the investment portfolio, and the engagement of asset holding external partners to consider shared services and regeneration of the city</li> <li>- Responsiveness to the high volume of service requests from the private rented sector, whilst successfully introducing Additional Licensing - a proactive approach which will improve standards in up to 3000 of the city's highest risk properties</li> <li>- Delivery of 218 new affordable homes by working with our housing association partners</li> <li>- Additional Primary Authority Agreements signed, demonstrating a continued emphasis on engaging and supporting businesses to improve both environmental health and trading</li> </ul>	<ul style="list-style-type: none"> <li>- We need to understand new business opportunities and risks around external funding and income to ensure that we can sustain services that will benefit the city e.g. Employment and Skills services, manufacturing, Telecare, enterprise centres</li> </ul>	<ul style="list-style-type: none"> <li>- We need to continuously review our workforce's skills to adapt to the changing demands e.g. Taking a strategic approach to investment assets, shifting consumer habits, increased support for the private rented sector, and new funding routes for employment and skills services</li> </ul>

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<p>standards in the city</p> <ul style="list-style-type: none"> <li>- Successful integration of the new Employment, Learning and Skills service, and gaining new contracts and funding to support more people in the city and the sub-region to gain skills and obtain work</li> </ul>		
<b>Transport and environment</b>		
<ul style="list-style-type: none"> <li>- Successful delivery of Tipner Park and Ride and Northern Road Bridge</li> <li>- Local Flood Risk Management Strategy (LFRMS) consultation has been completed</li> <li>- Parking Strategy adopted</li> <li>- We continue to collect and dispose of household waste effectively within the contract and within budget; the contractor continues to operate within all contract key performance indicators (which are cost and service based)</li> <li>- The first recycling data since the start of the Big Recycle showed a small increase in recycling rates - this will need at least 2 more quarters before a trend can be established.</li> </ul>	<ul style="list-style-type: none"> <li>- Parking income reduced due to park and ride operations</li> <li>- PCC have begun the formal process for procuring a new contractor to manage the recycling centre - issues surrounding opening hours and use by traders will need to be monitored during the procurement</li> <li>- ERC, the contractor who collects textiles, has agreed a reduction in income rates with the framework authority (Fareham Borough Council) - this will impact on the income received by PCC</li> <li>- New finance staff have begun working with the waste teams, and the lack of knowledge is initially increasing the workload on operational staff</li> </ul>	<ul style="list-style-type: none"> <li>- Constraints/affordability of PFI</li> <li>- Expected economic growth is likely to raise waste volumes, thus increasing waste management costs beyond any budget pressures</li> <li>- Contractual negotiations with Veolia are being led by HCC. There may be some savings, but it is likely to be a difficult and complex process similar to the PFI modernization project.</li> </ul>
<b>Community Safety and Licensing</b>		
<ul style="list-style-type: none"> <li>- The ASB Crime and Policing Bill has now become an Act introducing new tolls and powers in the coming year</li> <li>- First Shared Service Board meeting</li> </ul>	<ul style="list-style-type: none"> <li>- Impact of budget cuts for frontline services e.g. 6 community warden posts deleted leading into 2014/15</li> <li>- First stage of accommodation moves take</li> </ul>	<ul style="list-style-type: none"> <li>- Continued need for partners to be working together as in time of austerity there is a tendency to retreat into silo working</li> </ul>



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<p>held</p> <ul style="list-style-type: none"> <li>- Consensus from SPP responsible authorities to take the Delivering Differently work to the next stage</li> <li>- All crime reduced by 7%, and violent crime by 8% (q3 figures)</li> <li>- Domestic abuse scrutiny review completed - final report to be presented in July</li> <li>- Review of licensing fees (total cost recovery) focus on hackney carriage and private hire licensing</li> </ul>	<p>place weekend of the 6<sup>th</sup> June - workshops for managers planned</p> <ul style="list-style-type: none"> <li>- Large number of change related projects across the service - staff are working to capacity</li> <li>- Potential increase of private hire vehicle numbers and review of the hackney carriage and private hire licensing policies will not be met favourably by trade</li> </ul>	
<b>Public Health</b>		
<ul style="list-style-type: none"> <li>- PSHE pilot implemented and being extended due to initial success</li> <li>- Attracting investment - Portsmouth Gateway, Chances 4 change</li> <li>- Significant development of the JSNA has expanded reputation</li> <li>- Healthy Living Pharmacy evaluation achieved 93% satisfaction</li> <li>- Alcohol Interventions Team continuing to receive a high number of referrals</li> <li>- Alcohol work shortlisted for MJ awards</li> </ul>	<ul style="list-style-type: none"> <li>- Obesity rates for year R similar to the England average</li> <li>- Ongoing Tier 3 weigh management service arrangements to be agreed within the CCG</li> </ul>	<ul style="list-style-type: none"> <li>- Obesity rates in year 6 worse than the England average</li> <li>- 16-18 conception rates still above the national average</li> <li>- Pregnancy rate for school aged children (under 16s) needs reviewing as we have a very high number of 14 year olds getting pregnant</li> <li>- Pneumococcal vaccination rates, influenza vaccine in pregnancy and under 65s, and pre-school boosters were all below the national target and require improvement</li> </ul>
<b>Information Services</b>		
<ul style="list-style-type: none"> <li>- Demand for new work and improvements very high</li> <li>- Great results from recruitment campaign, high quality people</li> </ul>	<ul style="list-style-type: none"> <li>- PSN - Government requirements affecting business ability to deliver agile solutions for mobile and flexible working</li> </ul>	<ul style="list-style-type: none"> <li>- Poor perceptions laid down by customers based on a gap in their resource limitations to plan is prolific at present, meaning we have to</li> </ul>

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<p>recruited with good potential, lots of home grow opportunities for future secured</p> <ul style="list-style-type: none"> <li>- Good morale and energy in service</li> <li>- Continue to deliver good results for the business</li> </ul>		<p>overdo the due diligence on audit trails. The current blame culture is dissipating IS resource as the amount of time needed to cover backs is growing.</p>
<b>Customer, community and democratic services</b>		
<ul style="list-style-type: none"> <li>- Communications achieved £717,124 EAV</li> <li>- Creative design input on RISE and JLP</li> <li>- Print review - collaborative working with Portsmouth Uni</li> <li>- New web and intralink near to completion</li> <li>- Consultation review - reducing consultations 47%</li> <li>- Mod Gov implementation</li> <li>- Elections, FOI and CHD reviews</li> <li>- Pulse results - 62% staff feeling well-informed</li> <li>- FOI increase in requests by 36% with same resource</li> <li>- LGA coverage of new income work</li> <li>- Superintendent Registrar taking Regional Lead role on proposed changes to immigration bill</li> <li>- 1900 press enquiries dealt with</li> </ul>	<ul style="list-style-type: none"> <li>- Increased customer demand against a background of reduced resource across all PCC services is impacting service delivery - we plan to fully investigate and deliver recommendations around channel shift</li> <li>- Introduction of IER and delivery of elections (reliance on support from across PCC and increased costs)</li> <li>- Amount of corporate pull on services around areas such as creative design, income generation and consultation - as resource reduces and is reviewed in other services work lands with us and we do not have capacity and many areas of our service now self-funded to so this is adding risk to our delivery and staff - we are seeking to address this via forward planning with services and agreement on funding models</li> <li>- Potential issues with Coroner's Office and Medical Examiner role - watching brief.</li> </ul>	<ul style="list-style-type: none"> <li>- As per previous column</li> </ul>
<b>HR, Legal and Performance</b>		
<ul style="list-style-type: none"> <li>- Overall sickness absence reduced to</li> </ul>	<ul style="list-style-type: none"> <li>- Maintaining levels of support in light of</li> </ul>	<ul style="list-style-type: none"> <li>- Workforce planning</li> </ul>

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<p>8.4 days</p> <ul style="list-style-type: none"> <li>- Audit plan completed</li> <li>- Rollout of HR self-service to pilot services complete</li> <li>- New child protection cases now completed &lt;30 weeks on average</li> <li>- New print shared service with university</li> <li>- Ongoing and improving levels of support across the council and its partnerships</li> </ul>	<p>ongoing budget cuts</p> <ul style="list-style-type: none"> <li>- Tension between stronger governance and organizational efficiency</li> <li>- Ability of organization to seek/receive/act on constructive challenge</li> </ul>	<ul style="list-style-type: none"> <li>- Capacity planning for major projects and other work</li> <li>- Full development of L&amp;D offering</li> </ul>