

Appendix 1 - Q4 Director Summaries

ADULT SOCIAL CARE		
What's going well	What are our challenges ?	What are our immediate priorities?
<p>Implementation of the 'System1' client record system.</p> <p>System1 went live for ASC in March 2019. This enables NHS and social care professionals to view patient records and inform decision making and communication by knowing of each other's involvement.</p> <p>Older Persons Care Homes.</p> <p>In line with the Cabinet Member decision in November 2018. ASC engaged with residents and families and enabled people to move to new accommodation from Edinburgh House by the end of April 2019. This was earlier than planned as relatives decided to move their loved ones more quickly than had been anticipated.</p>	<p>There has been a rise in the number of people with challenging behaviour resulting from a learning disability. Within Portsmouth, 90 people with a learning disability amount to £8.5m of the ASC budget commitment.</p> <p>The residential care market continues to experience challenges locally with 9% of residential care homes being rated as inadequate and 31% requires improvement as at May 2019. Portsmouth CCG and ASC continue to work together through a 'Quality Team' to help providers improve quality and CQC ratings, the team are currently working with 11 providers. There continues to be a waiting list for assessment in community Social Work and ASC have used existing staff to lead a piece of work analysing the demands on the community service. Providers remain under pressure financially both nationally and locally. ASC has a programme of engagement with providers set up in 2019 and is considering how to support the market in addition to cost of living rises.</p>	<p>The saving target for 2019/20 is £966k and progress against savings are reviewed monthly within the service and discussed with the portfolio member.</p> <p>Whilst the service continues to have an estimated underlying budget deficit of £2.5m. , the ASC strategy is linked to moving back into financial balance by 2021/22. The budget position continues to be reported in line with council procedures.</p> <p>The central priority for the current year will be to ensure the ASC strategy is deliverable, with the anticipated savings requirements and methodology being regularly monitored and reported. The MTFS will also act as the vehicle for identifying future ASC savings to meet the corporate requirements.</p> <p>Community Independence Service</p> <p>This service is configured to provide intensive support to people at home, using a reablement approach to prevent avoidable admission to hospital, long term care and care packages at home. Initial feedback from residents and colleagues is positive and the service continues to develop as an ASC priority making an impact on unnecessary hospital admission.</p>

CHILDREN, FAMILIES AND EDUCATION

What's going well	What are our challenges ?	What are our immediate priorities?
<ul style="list-style-type: none"> • Plans for the implementation of a Family Safeguarding Model: good collaboration with adult services and successful piloting of the family version of the Up2U programme on which to build • Significant redevelopment of the Teach Portsmouth branding and website - well received by schools • School capital programmes (condition); reception of plans for the rebuild of Mayfield School • School capital programmes (sufficiency); priority expansion schemes at Admiral Lord Nelson School, The Portsmouth Academy and Charter underway and all on track • Development of a strategic SEND accommodation strategy • Implementation of the new elective home education protocol • Procurement and implementation of new school meals catering contract from Sept • The new targeted health visiting, ECHO, programme • Lower number of total open cases in children's social care • Implementation of more co-production of child protection plans through whiteboard technology • Better quality plans indicated through audit 	<ul style="list-style-type: none"> • Rise in secondary fixed period exclusions and permanent exclusions - focus on Castle View Academy and Charter Academy • Pressures on the Through Care, Fostering and Care Leaving services as a result of the increased numbers of looked after children and care leavers • Some workforce turbulence through maternity cover • Increased challenge by the courts of some of our practice • Pressure on the SEN team because of the higher numbers of children with Education, Health and Care Ps; backlog of work building up • Pressures on the High Needs Block school funding and Home to School Transport budget because of increased numbers of children with complex needs and rising transport provider costs • Continuing difficulty in finding good care placements for children with complex needs • Pressure on special school places - temporary solution required for Mary Rose Academy places • Pressures on school budgets - for both academies and LA maintained schools 	<ul style="list-style-type: none"> • Challenging schools with high levels of fixed term and permanent exclusions • Exploring ways of redeploying resource to relieve pressure areas and support system improvement • Delivery of school capital programme - condition and sufficiency • Delivery of the three elements of the Stronger Futures sustainability programme • £800k refurbishment of building in Fratton (previously The Harbour School) in order to provide space for Mary Rose pupils from Sept 2019 • Integration with the CCG • Deployment of DfE school management resource advisers (SMRAs) to support LA maintained schools that are facing budget pressures • Closure of Willows Centre for Children and expansion of Cliffdale Primary Academy from Sept 2019

PUBLIC HEALTH		
What's going well	What are our challenges ?	What are our immediate priorities?
<p>Commissioned services</p> <ul style="list-style-type: none"> • Adult drug and alcohol service <p>Underwent systems thinking redesign, findings are being embedded, working underway to improve data quality.</p> <p>Additional funding secured; i)capital funding for premises ii)supporting children affected by parental alcohol use</p> <p>Partnership working</p> <ul style="list-style-type: none"> • Clinical Commissioning Group <p>Merging commissioned functions where appropriate. This will including sharing resources and potential to pool funding on programme areas</p> <p>Main benefits from PH services perspective; 9)better join up of sexual health commissioning (remove false barriers between funding / provision) ii)opportunity to improve join between mental health and addiction services iii)link / support into Primary Care Networks as they develop</p>	<p>Uncertainty!</p> <ul style="list-style-type: none"> • Funding <p>Still no update on public health grant / BRR</p> <p>Some clarity on funding for NHS Agenda for Change pay rise (funding is apparently going to go direct from NHSE to providers of public health services)</p> <p>Lots of funding opportunities are very short term – 1 yr funding – challenge to recruit or develop good people in that context, and providers unlikely to invest in the city</p> <ul style="list-style-type: none"> • Mandate <p>Still no response from government on the consultation they held into mandated functions a year ago!</p> <ul style="list-style-type: none"> • Structures of NHS partners <p>Significant change</p> <p>Commissioned services</p> <ul style="list-style-type: none"> • Sexual Health <p>Pressure in activity levels but currently managing within budget</p> <ul style="list-style-type: none"> • Adult drug and alcohol service <p>Significant cost pressure coming from price rise in cost of single drug (buprenorphine) – price increased by 600% in the last year – creating a</p>	<p>Commissioned services</p> <ul style="list-style-type: none"> • Section 75 arrangement for health visiting and school nursing services <p>Progressing section 75 arrangement with current provider Solent (work led by Children's directorate).</p> <p>Potential risk to public health budget if this is not achieved within the given timescale (end June 2019) noting that the 2019/20 budget allocated from the public health grant has reduced</p> <p>Partnership working</p> <ul style="list-style-type: none"> • Air Quality <p>Chairing and supporting with health information to air quality board</p> <p>Strong links with transport and planning teams, as well as environmental health</p> <p>But, is complex!</p> <ul style="list-style-type: none"> - Responding to ministerial directive is first priority - Risk of legal challenge on anything we do – will inevitably disappoint someone somewhere - Really an infrastructure problem

<p>Linked into STP workstreams</p> <p>Primarily Population Health Management, Prevention - overall STP prevention programme, children and young people's prevention, Local Maternity System prevention</p> <p>Contribute to clinical executive group</p> <p>More opportunities to influence will arise as future shape of Integrated Care System develops</p> <ul style="list-style-type: none"> • Homelessness and healthcare <p>Held workshop to hear from people with lived experience of homelessness and their healthcare experiences</p> <p>Taken findings to CCG clinical advisory group – informing commissioning intentions</p> <p>Developing bid to PHE for additional funding (one off) to pilot new approaches</p> <p>Working with cross party homelessness reduction group – working with independent chair to better understand the data we hold across the council</p>	<p>Senior capacity</p> <ul style="list-style-type: none"> • Part mitigation hoped to be new senior intelligence post. However, this will not provide greater technical analytical capacity in itself. Also low capacity in specialist public health advice. Risk being not able to input with breadth and depth to offer sufficient advocacy for a population based, preventative, evidence informed approach <p>Other</p> <ul style="list-style-type: none"> • Harm reduction work for events Disappointing that The Loop were unable to get permission to operate at South Central festival from the Home Office, especially when they have previously outlined a supportive position 	<p>Need integrated public transport and active transport infrastructure to offer acceptable alternative to private cars</p> <ul style="list-style-type: none"> - Hard to deliver this in timeframe required by central govt - Also Need to recognise health and economic co-benefits - Challenge of ensuring that any proposed CAZ does not worsen inequalities, and Need to be considerate of links to IoW and other ferry linkages

REGENERATION

What's going well	What are our challenges ?	What are our immediate priorities?
<p>Generally the Directorate has met the objectives for this year. The Directorate has been working to ensure statutory duties are met and that we are focussed on the key tasks that contribute to our corporate priorities and the regeneration of the city. We have made adjustments to some teams to enable delivery of important objectives such as improving air quality, the development of strategic sites and planning for Brexit.</p>	<p>The continuing uncertainty around Brexit negotiations has impacted our Local Transport Plan with resources being diverted to putting in place mitigation measures on the approach to the port.</p> <p>Significant issues arising from Tipner consultation for the Local Plan due the effects of air quality issues so we are currently reviewing the plan timetable.</p> <p>Risks around consultation on major schemes such as coastal defences with the extra cost of delivery that may result.</p> <p>The need to continually bid for new funding to deliver programmes and projects requires horizon scanning, good communication with Members, stakeholders and funding agencies; and to ensure we have skills and resources in place to deliver them.</p> <p>Capacity issues caused by key staff vacancies with the need to employ agency staff to ensure that we continue to move forward on important work.</p>	<p>There is a focus on cross directorate and collaborative working to ensure that projects offering a significant contribution to our corporate aims are involve all relevant contributors and stakeholders.</p> <p>There are is also strategic developments of key sites that are in the early stages of programme management and careful engagement of third parties is vital. It is important that strategic development schemes and other large projects with a high profile are adequately resourced and that communications are expertly managed.</p>

HOUSING, NEIGHBOURHOODS AND BUILDING SERVICES

What's going well	What are our challenges ?	What are our immediate priorities?
<p>Waste Management - the introduction of the wheelie bins across the city has run smoothly. There are indications in the service level measures of the positive impact on the waste tonnage and recycling rates (including the volume of galls collected). These will be seen against the Q.1 waste measures.</p> <p>Leamington House & Horatia House - the rehousing element of the project continues to be managed well. All households will have been made an offer of alternative accommodation in Q.1. The cabinet agreed the next steps in February 2019 and work is underway to decommission etc.</p> <p>Street homelessness and rough sleeping partnership strategy - the partnership group has formed well with an independent chair selected. Funding for the work has been agreed in principle by the MHCLG for 2019/20 (the formal notification will be received in Q.1). That will support the ongoing night bed service. A bid has been submitted to the Rapid Housing Pathway fund to build on the accommodation first model and we will be informed in Q.1 if we are successful. The last rough sleeping count (20th March - recorded 7 rough sleeper with 41 individuals in the night bed service)</p>	<p>Homeless approaches continue to rise which places pressure on the available temporary accommodation. This is a reported national trend and relates to the additional burdens arising from the Homeless Reduction Act 2018. Additional burden funding will be confirmed in Q.1. A bid for (Private rented sector access funding) has been made as part of a plan to reduce the use of B&B/Hotel temporary accommodation</p>	<p>Homeless - Addressing the use of B&B/Hotel use as temporary accommodation (May 2019).</p> <p>Waste Management - preparing the introduction of a food waste trial (Summer 2019).</p> <p>LH & HH - creating and agreeing the community engagement consultation (April - May 2019). Aim will be to commence the consultation in June 2019.</p>

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CULTURE, LEISURE AND REGULATORY SERVICES

What's going well	What are our challenges ?	What are our immediate priorities?
<p>The Libraries target to increase virtual visits by 5% from 2017 to 2018 was significantly surpassed by an actual increase of 39% This is not due to different methods of data collection but the virtual figures reflect the general movement to access services on line and with greater frequency and confidence.</p> <p>In addition very high use of music streaming as subscription allows more hours daily and e-loans supported by increased percentage of Bookfund spend.</p>	<p>Cemeteries strategy delay.</p>	<p>D-Day 75 and resource and impact on remainder of operation and other project was a risk and concern</p>

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FINANCE AND INFORMATION SERVICES		
What's going well	What are our challenges ?	What are our immediate priorities?
<p>Strategic Partnerships:</p> <ul style="list-style-type: none"> Partnerships with the IOW Council and Gosport Borough Council remain strong, the partnership with the IOW Council has been extended to include Internal Audit <p>Annual Budget Setting:</p> <ul style="list-style-type: none"> The Council approved a balanced Revenue Budget for 2019/20 within the statutory timescales The Council's approved Budget for 2019/20 was in accordance with the Medium Term Financial Strategy -achieving £4m of savings and retaining good financial resilience The Council approved its Capital Strategy for 2019/20 (a new statutory requirement) The Housing Revenue Account Budget and associated rents for 2019/20 were consulted with residents and approved by the Cabinet Member for Resources 	<p>Budget pressures - care sector</p> <p>Future savings targets</p> <p>Capacity in Financial Services to provide the financial support and evaluation for the delivery of the Administrations existing and emerging priorities</p> <p>Universal credit</p> <p>Capacity to provide effective coverage for the vacant Support Services Director</p> <p>The Council's pay structure is not market competitive across Finance, IT and Procurement</p> <p>The Council has an underlying need to borrow to fund the approved capital programme and hedging strategies need to be deployed to manage interest rate volatility associated with the uncertainty of Brexit</p> <p>EBS Project Progress</p> <p>Implementation of Northgate systems in Revenues and Benefits to simplify and enable further automation and digital customer access portals</p>	<p>Preparing the Budget for 2020/21 and the next 3 years</p> <p>Closing the Accounts for 2018/19</p> <p>Supporting Adult Social Care and Children's Social Care to design and implement Financial Sustainability Plans to eliminate their underlying deficits</p> <p>Preparing for the Fair Funding and Business Rate Retention Reviews and responding to associated Government consultations</p> <p>The disposal of Victory Energy Supply Limited for the best possible price</p> <p>Financial evaluation and support to the Council's major projects and priorities including:</p>

• The Council's Treasury Management Strategy was approved by full Council

Provision of timely, accurate & relevant management information:

• Budget monitoring information continues to be reported on time

Treasury Management Activities:

• All capital sums invested were securely returned
• Borrowing of £34.5m was undertaken at lower than budgeted (and benchmark) rates

External Income:

• The Council successfully applied to become a Business Rate Retention Pilot for 2019/20 against very strong competition and with limited numbers of available applications. It is expected that it will provide an additional £1.6m for the Council in 2019/20

• Income from external payrolls - the Council now has 18 external payroll clients generating gross income of £280k

• Additional Voluntary Contributions by employees - this results in a National Insurance saving for the Council (currently amounting to £200k) as well as an improved pension for the employee

Training - The service currently has 6 apprentices and 5 other staff in professional training

- The Two Towers
- Tipner regeneration (City Deal)
- The new City Centre Road
- Sea Defences
- Transforming Cities Bid
- Affordable Housing provision
- Acquisition of Lakeside, North harbour

ERP replacement

Management of the Council's Treasury Investments (Security, liquidity & yield)

Realignment of the Council's Budget to the new Portfolio structure

Recruitment to key posts including Deputy Director of Finance, Interim Head of IT Services, Finance Manager for Children's Services

HR, LEGAL AND PERFORMANCE		
What's going well	What are our challenges ?	What are our immediate priorities?
<p>HR</p> <ul style="list-style-type: none"> • Employee Wellbeing: campaigns such as mental health awareness week, cancer screening, wellbeing champions, time to change pledge and disability confident employer. The Workforce Wellbeing Co-ordinator has been instrumental in achieving success and running the campaigns. • Absence levels have bottomed out and in terms of days lost long term equates for 6.49 days, medium 1.39 and short term is 2.8 days. • Apprenticeships: <ul style="list-style-type: none"> • The public sector apprenticeship target of 2.3% of headcount (132 apprentices, 82 in PCC and 50 in Schools) was achieved in quarter 4 and is likely to be exceeded by around 5 apprentices once providers have entered all the starts onto their digital accounts. • The public sector target for 2019/20 is 126. • Procurement for the Social Work degree Apprenticeship has commenced with an expected start date of September 2019. • Working group across the SHIP region has been set up by PCC for the OT Degree Apprenticeship. 	<ul style="list-style-type: none"> • Resources - to become a disability leader and continue with wellbeing initiatives, resources will need to be maintained and or increased. • Management of long term absence, which equates for the majority of absence. • Continuing to maintain management and staff engagement. • Sorting out relationship between BI data and EBS data to help services make sense of trends (BI data will be more accurate but not comparable to EBS data) 	<ul style="list-style-type: none"> • Raising awareness with all staff and achieving senior management buy in. • Embedding new Occupational Health provider • Social work degree apprenticeship

• Levy spend has increased with the requirement to pay back any of our levy fund to the government now having been pushed back to April 2021 (£36,380). However this is likely to be pushed back further as we increase apprenticeships numbers, introduce more higher level apprenticeships and share our levy pot with employers in the city as agreed in Employment Committee.

Internal Audit

• 99% of the audit plan is complete or is in progress.

• The audit plan shows 2 critical exceptions
Strategy

• Success in OPE Portsmouth Harbour bids with programme support funding as well as schemes in Gosport

• Support to a range of services on activities important to individual directorates