

Appendix 1 - Q4 Director Summaries

ADULT SOCIAL CARE

In order to provide a social care service that meets the needs of Portsmouth residents, meets the Council's statutory duties and manages the demands of increasing needs and costs, Adult Social Care (ASC) has been developing a service wide strategy covering changes in the way we work from 2018/19 to 2020/21. Implementing the ASC Strategy will achieve outcomes for residents and work toward financial balance. By 2022, our aim is that ASC in Portsmouth will be:

- Delivering services that have technology at the heart of the care and support offer;
- Working in way that recognises the strengths that people have, and have access to in their networks and communities - and draws on these to meet their needs;
- Working efficiently and responsively, using a reablement approach centred around the needs of the customers;
- Delivered through a market based on individual services to people that meet their needs and help them achieve the outcomes they want to achieve and keep them safe;
- Delivered, (where appropriate) through PCC residential services in one service area to enable quality and maximum effectiveness.

This strategy will enable ASC to be financially stable and sustainable.

These outcomes align to the priorities in the 'Blueprint for health & care in Portsmouth' published in 2015:

- Improve the range of services people can access to maintain their independence
- Give people more control, choice and flexibility over the support they receive
- Do away with multiple assessments and bring services together in the community
- Bring together services for children, adults and older people where there is a commonality of provision, including a family centred approach
- Create better resources and opportunities for vulnerable people and their carers.

What's going well	What are our challenges ?	What are our immediate priorities?
<p>ASC preparing to move to redesign domiciliary care for Dec 19. The model for care and support and for the technology to support this is in draft ready for discussion with our existing providers as part of soft market testing ahead of seeking interest to move to this new way of working. ASC have a plan, co-produced with the HIVE, to pilot a Community Catalyst approach that will stimulate the growth of community resource, and include the development of micro-enterprises. ASC are also redesigning their first point of contact for ASC OPPD services to ensure a preventative, strengths-based approach to assessment.</p> <p>Measures of an effective reablement service have been developed to enable clearer sight of outcomes for people and the service. We are working on better understanding the pathway from hospital discharge to returning home with a strong reablement offer, to remove obstacles that can cause people to be placed in long term residential care.</p>	<p>The planned redesign of domiciliary care is anticipated to challenge providers in Portsmouth. Keeping abreast of and assessing the wide range of technology in the market along with upskilling staff accordingly.</p> <p>We continue to have a challenge around co-producing services and supporting service users using Direct Payments.</p> <p>We continue to have a delay in Community Connector assessment.</p> <p>ASC continues to be challenged by the budget position, and managing the budgetary impact of higher levels of need and planning admission rates to maximise usage whilst maintaining quality.</p>	<p>Working with the HIVE to develop information and advice capacity and with providers to design the cost model for domiciliary care.</p> <p>Implementing a strengths-based approach in practice that sees statutory services as one of a range of options for meeting need. Recruitment to the Community Independence Service to expand the reablement capacity and work with people to be more independent.</p>

CHILDREN, FAMILIES AND EDUCATION

What's going well

- Broadly positive staff survey results; the workforce continues to be dedicated and resilient with many examples of excellent practice across the Directorate, despite significant pressures (see challenges)
- SEND Local Area Inspection by Ofsted and CQC - recognised strong partnerships and practice in Portsmouth
- School capital programmes: priority expansion schemes at Admiral Lord Nelson School, The Portsmouth Academy and Charter and all essentially on track; local reception of the plan to replace Mayfield School has been broadly positive
- Good initial recruitment to the leadership and adult worker posts for the Family Safeguarding Model to prevent more children coming into care. LAC numbers have at least stabilised; it is too early in the scheme to see a reduction in numbers
- Successful application to implement the Mockingbird Family Model of foster care
- Early Years Peer Review focused on Speech Language and Communication recognised excellent practice in many Portsmouth nurseries

What are our challenges ?

- Caseloads in the locality teams in CSC have risen because a number of the teams are carrying vacancies; recruitment is difficult, including agency.
- Strong pressures on the Through Care, Fostering and Care Leaving services as a result of the increased complexity of the needs of looked after children, and a significant rise in the number of care leaving unaccompanied asylum seekers. We continue to struggle to find good care placements for children with complex needs and we continue to have challenges with the quality of placement planning and timeliness of pathway plans for care leavers. More staff are needed to cope with the increase in care leavers.
- Rise in secondary fixed period exclusions and permanent exclusions - particularly at Castle View Academy and Charter Academy
- Continuing high (compared with statistical neighbours) levels of first time entrants to the youth justice system, with too many young people receiving a criminal justice rather than welfare response

What are our immediate priorities?

- Recruitment of experienced social workers to address pressures of caseloads within locality services and enhance service resilience
- Expanding and improving our Care Leavers Service and improving placement planning for LAC
- Implementing the Family Safeguarding and Mockingbird programmes to reduce LAC numbers and strengthen foster care
- Challenging schools with high levels of fixed term and permanent exclusions; new approaches needed to reduce exclusions
- Reviewing options for reducing the unnecessary criminalisation of young people on first offence
- Continued delivery of school attendance and teacher recruitment and retention campaigns
- Continued Delivery of school capital programme - condition and sufficiency
- Integration with the CCG
- Review of Beechside to identify options for providing short breaks to more disabled children.
- Supporting maintained schools develop effective financial sustainability plans
- Developing an effective plan for managing High Needs Block pressures

<p>ECHO programme delivered by Health Visitors in Portsmouth is beginning to demonstrate good outcomes for children and families and has gained National interest as a model of innovative practice</p> <ul style="list-style-type: none">• Young care leavers in the new Staying Close programme (supported living flats next to Tangiers Road) are very positive about their support and DFE have agreed a further year's support	<ul style="list-style-type: none">• 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• Pressure on special school places: temporary solution in place for Mary Rose Academy places; capital bid to support SEND transformation of accommodation has been submitted• Increase in the number of children needing a short break service in the city.• Pressures on school budgets - for both academies and LA maintained schools• While progress continues to be made in increasing payment by result claims under the Troubled Families scheme, we still at risk of not being able to make all potential claims with the potential loss on one off PBR funding.	
---	--	--

PUBLIC HEALTH		
What's going well	What are our challenges ?	What are our immediate priorities?
<p>Commissioned services</p> <p>Partnership working</p> <ul style="list-style-type: none"> • Clinical Commissioning Group <p>Merging commissioned functions where appropriate. This will include sharing resources and potential to pool funding on programme areas. Paper taken to Health, Wellbeing and Social Care Cabinet in July 2019 to outline this direction for public health. Currently defining the operating model.</p> <ul style="list-style-type: none"> • Linked into STP workstreams <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>	<p>Director of Public Health vacancy and overall senior capacity</p> <ul style="list-style-type: none"> • Director of Public Health due to leave post in November 2019. Interim post to be recruited. Likely to be a gap in Director post. • In addition, consultant in public health due to start maternity leave in mid-January 2020. Recruitment in progress. Should DPH and consultant post both be vacant this will leave a substantial gap in ability to input with breadth and depth to offer sufficient advocacy for a population based, preventative, evidence informed approach. <p>Uncertainty!</p> <ul style="list-style-type: none"> • Funding <p>We are expecting the public health grant to continue for another year, but this may be dependent on the government remaining in power which could change with discussions around an election. Current plans for this government outline that the grant will remain in place, and will remain ring-fenced. The grant is likely to have the same value or possibly have a small uplift, but this will possibly be offset by new commissioning responsibilities currently being met by NHSE being transferred to public health.</p> <ul style="list-style-type: none"> • 	<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). Section 75 remains to be approved. Cost pressure incurred in 2019/20 to be taken from reserve. 2020/21 budget resolved.</p> <ul style="list-style-type: none"> • Solent Sexual Health Contract – working with providers to look at the opportunities to manage demand while maintaining services and to fully understand potential cost pressures. Also evaluating the service to compare with other areas of the country, and exploring opportunity for a “vanguard” style intervention with the service.

<p>Homelessness and healthcare</p> <p>Awarded PHE funding through nationally competitive process bid to pilot a new approach for supporting healthcare needs for individuals who are homeless.</p> <p>Working with cross party homelessness reduction group and sharing data across the council. Making links with national bodies who are interested in improving healthcare and exploring infection risks in people experiencing homelessness.</p>	<ul style="list-style-type: none"> • Structures of NHS partners <p>Significant change ongoing in the wider H10W system.</p> <p>Commissioned services</p> <ul style="list-style-type: none"> • Sexual Health <p>Pressure in activity levels but currently managing within budget. Increasing need for provision of newer testing and treatment options such as a desire to improve provision of LARC, the demand for provision of pre-exposure prophylaxis of HIV, improving options for managing HIV in the long term, and for testing and treatment of relatively newly identified STIs.</p> <p>Setting up pathway for women to access Long Acting Reversible Contraception for non-contraceptive purposes - potential cost pressure if activity not understood</p> <ul style="list-style-type: none"> • Adult drug and alcohol service <p>Finding a way forward to utilise the capital funding secured for alcohol treatment premises</p> <p>Significant cost pressure coming from price rise in cost of single drug (buprenorphine) – price increased by 600% in the last year – creating a cost pressure ~£80-100k. We are monitoring this and have responded with the service to look at alternatives where clinically appropriate.</p>	<p>Partnership working</p> <ul style="list-style-type: none"> • Air Quality <p>Currently chairing and supporting with health information to air quality board but this will be challenging to maintain with DPH leaving. Helped by strong links with transport and planning teams, as well as environmental health.</p> <p>Have finalised response to JAQU (our plan to meet the legal requirements imposed by the government mandate) but we will have to consult the public on aspects of the plan. Consultation may be interrupted by a purdah period in the event of a general election.</p> <p>The currently submitted plan, while it may allow us to discharge our legal requirements, is probably not sufficient to deliver the ambitions the administration have expressed about reducing air pollution and achieving a modal shift in transport.</p>
--	---	--

REGENERATION		
What's going well	What are our challenges ?	What are our immediate priorities?
<p>The Directorate has been progressing well with services and initiatives that ensure that our statutory duties are met and that we are focussed on the key tasks that contribute to the Council's corporate priorities. The major projects that are in various stages of initiation and delivery are ambitious and will have a make significant impact on the city's regeneration and economic growth. We have made progress on key investment sites such as Lakeside and Dunsbury Park and improvements to the Port as well as the sea defences projects. At the same time performance in services such as Planning, Employment and Skills, Enterprise Centres and Road Safety has either met or exceeded targets.</p>	<p>The changing context for the strategic vision of the City such as the climate change emergency affecting the development of the City Vision and the Directorate's priorities.</p> <p>Continuing uncertainty around Brexit has and will continue to impact our Local Transport Plan with resources being diverted to putting in place mitigation measures.</p> <p>Issues arising from the Tipner consultation for the Local Plan due to the effects of the proposed build on habitat for birds.</p> <p>Risks around consultation on major schemes and issues arising from the Ministerial Directive from DEFRA on Air Quality that are affecting economic development and projects in the city centre.</p> <p>The need to continually bid for new funding to deliver programmes and projects.</p> <p>Capacity issues caused by key staff vacancies and recruitment challenges continues to affect delivery.</p>	<p>Recent legal rulings and subsequent advice by Natural England regarding water quality and management issues in the Solent, will have significant impact on the speed of housing development in the region. We have worked closely with other local authorities to draft an interim strategy for Natural England's consideration November 2019. This strategy that will allow housing development without adverse implications to the Solent Special Protection Area.</p> <p>Preparation for Brexit to mitigate the impact on the transport network and the local economy is underway.</p> <p>Production of the Transforming Cities Fund Outline Business Case and the Air Quality Local Plan Outline Business Case.</p> <p>These additional areas of work have required changes to roles and extra pressure on staff.</p>

HOUSING, NEIGHBOURHOODS AND BUILDING SERVICES

What's going well	What are our challenges ?	What are our immediate priorities?
<p>Waste Management - preparation is underway and going well for the introduction of a food waste trail. The trial commenced on the 16 Sep to approx. 8k households and will be evaluated after 3 full months. Extension to include blocks of flats planned to start in October 2019.</p> <p>Leamington House & Horatia House - 9th August milestone - all households rehoused (without legal action), Demolition feasibility underway - Ridge consultants appointed. Community consultation concluded with excellent levels of engagement, feedback results to be reported back to Cabinet in October 2019.</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 by the MHCLG for 2019/20 and confirmed in the spending review 2020/21. That will support the ongoing night bed service. Rapid Housing Pathway bid successful to recruit 'navigator roles' - navigator roles being recruited. Joint bid with Public Health submitted and successful - locate health resources into the homeless day service (implementation in Q.3).</p> <p>Homelessness - Rent it Right launched to secure privately owned properties to be used as temporary accommodation.</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.</p> <p>Night bed service operating close to maximum capacity.</p>	<p>Homeless - Addressing the use of B&B/Hotel use as temporary accommodation.</p> <p>Homeless Strategy and Tenancy Strategy preparation of final version to be agreed by housing cabinet (October 2019)</p> <p>Waste Management - evaluating the food waste trial</p> <p>LH & HH - rehousing complete/securing the blocks. Preparing the cabinet report (October) to report back the engagement feedback and agree the next steps.</p> <p>Brexit preparations underway</p>

CULTURE, LEISURE AND REGULATORY SERVICES

What's going well	What are our challenges ?	What are our immediate priorities?
<p>Day Story continues to benefit from the impact of D-Day 75 commemorations in terms of visitor numbers and income, which is reflected in the positive footfall stats which are exceeding targets planned</p> <p>Summer reading challenge 2019 was hugely successful with over 1800 children completing the challenge. This is an increase of 6.8% on last year and is the most successful year Libraries have delivered since its inception</p> <p>Victorious delivered a safe and successful festival which was reflected in the positive visitor figures in excess of 150,000</p>	<p>Increased demands upon staff is an increasing challenge to be able to continue to deliver savings and generate income without impacting our ability to deliver services to the quality that the city deserves</p> <p>The complexity of the cultural estate and the investment that is required into a number of ageing facilities to deliver a 7 day a week service is both a challenge for priorities and pressure on landlords maintenance and on the staff to maintain safe , accessible and high quality services</p>	<p>To ensure that all areas and levels across the directorate are working efficiently and are focused on delivering and achieving service priorities.</p>

FINANCIAL 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>Provision of timely, accurate & relevant management information:</p> <ul style="list-style-type: none"> Budget monitoring information continues to be reported on time Statutory financial statements delivered within timescale & received an unqualified audit opinion on 2018/19 accounts <p>Treasury Management Activities:</p> <ul style="list-style-type: none"> Borrowing of £57m was undertaken at lower than budgeted (and benchmark) rates 	<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>The Council's pay structure is not market competitive across Finance, EBS 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>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>Financial evaluation and support to the Council's major projects and priorities including:</p> <ul style="list-style-type: none"> 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 <p>ERP replacement</p>

<p>External Income:</p> <ul style="list-style-type: none"> • 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 £290k • 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 • Investment of surplus cash balances continue to exceed Libor rate <p>Training - The service currently has 6 apprentices and 5 other staff in professional training</p> <p>Committed, motivated professional staff</p>		<p>ERP replacement</p> <p>Management of the Council's Treasury Investments (Security, liquidity & yield)</p> <p>Recruitment to the key post of Deputy Director of Finance.</p>
--	--	--

CORPORATE SERVICES		
What's going well	What are our challenges ?	What are our immediate priorities?
<p>Director of Corporate Services now in post.</p> <p>Occupational Health and EAP provider contracts bedding in well and transferring to BAU with a continuing focus on wellbeing.</p> <p>Resource to retain Armed Forces Covenant Gold standard in place.</p> <p>Traded services for HR with GBC and CCG going well, as is the PortCreative marketing, communications, design and digital traded agency approach.</p> <p>Web/intranet platform replacement project progressing on target.</p> <p>City Vision project underway.</p> <p>Voter registration and election readiness.</p> <p>Complaints and FOI responses on time turnaround. (Q2 FOI responses are at 80% completed on time compared to 72% for the same period last year. Work is under way to increase FOI response times to 90%).</p> <p>Customer channel shift to on line progressing.</p> <p>LFFN project on target.</p>	<p>Long term sickness absence</p> <p>IT:</p> <ul style="list-style-type: none"> • disaster recovery • network resilience • operational provision - service desk customer satisfaction • systems housekeeping • staff survey responses/themes • financial model • major projects (O365) planning and governance <p>HR BP capacity and senior structure</p> <p>Approach to workforce aspects of PSED</p>	<p>IT - review of service model, strategy, future funding model, DR project, customer satisfaction, programme management</p> <p>Refresh Digital Customer Transformation project and align with IT strategy/roadmap</p> <p>Interim Head of IT in place.</p> <p>Staff survey results - action planning and staff engagement.</p> <p>Focus on wellbeing to reduce sickness absence</p> <p>Prepare for LFFN mobilisation.</p> <p>Developing our approach to address PSED (workforce)</p> <p>Forming the new Directorate and developing the vision, purpose, culture.</p>