

<u>KEY DECISION</u> <i>No</i>
<u>DATE FIRST PUBLISHED</u>

BUDGET AND PERFORMANCE MONITORING REPORT JUNE 2016

WARDS AFFECTED

All

EXEMPT/CONFIDENTIAL ITEM

NO

1. PROPOSED DECISION

1.1 That Cabinet note the financial and performance positions of the respective Portfolios.

2. RATIONALE FOR THE DECISION

2.1 The Council is committed to the regular monitoring of both budgetary and performance information in order to ensure the delivery of efficient, effective and value for money services that meet the needs and expectations of the customers and communities that it serves.

2.2 The June monthly Budget and Performance Monitoring Report provides an analysis of budget and performance for each of the Council's Portfolios. The purpose of the report is to provide Cabinet Members with an overview of the budgetary position covering revenue and capital budgets along with key action being taken to ensure Portfolios remain within allocated cash limits. The performance section comments on significant issues around the delivery of services, the position of the Council's performance measures, and action required to address any identified concerns in relation to performance or service delivery.

3. FACTS SUPPORTING THE PROPOSED DECISION

3.1 The report aims to provide Members with a strategic overview of the Portfolio positions, which attempts to portray a rounded picture of the relationship between budget, service delivery and performance. Detailed performance indicator tables have been removed from the report and replaced by a summary assessment of key issues covering service delivery, performance measures, achievements, challenges and required action.

3.2 Detailed performance indicator information can be found on the Council's Performance Indicator database and the Council's website, which continues to publish detailed PI data in line with the principles of transparency.

4. IMPLICATIONS / RELEVANCE TO MEETING SAVINGS TARGET / PLANNING FOR 2020

4.1 Managing and monitoring of both budgets and performance is critical to achieving savings targets / planning for 2020.

5. RISKS

5.1 Risks Associated with the Proposed Decision

The risks are that failure to regularly and adequately evaluate the budgetary and performance positions of the Council's Portfolios could result in significant financial and reputational loss to the Authority.

5.2 Should this Risk be added to the Corporate Risk Register?

No

6 OTHER IMPLICATIONS

Legal - *None*

Financial - *The financial implications are implicit within the budget sections of the report*

Human Resources – *None*

Land and Property (Asset) – *None*

Anti-Poverty - *The implications are a number of key performance indicators set targets for and measure outcomes in relation to the anti-poverty agenda.*

Effects on existing Council Policy - *The implications are the performance of key PIs will be taken account when reviewing existing Council policy*

Effects on other Council Activities – *None*

Human Rights – *None*

Equalities - *A number of key performance indicators set targets for and measure outcomes for equalities issues*

Asset Management - *None*

Health - *The implications are a number of key performance indicators set targets for and measure outcomes for health.*

7 PREVIOUS APPROVAL/CONSULTATION

None

8 ALTERNATIVE OPTIONS AND IMPLICATIONS THEREOF

None

9 APPENDICES

None

Ian Roberts,
Deputy Chief Executive / Strategic Director Corporate Services

The Contact Officer for this report is Ian Roberts, Chief Executive's Department, Finance Division, Town Hall, St. Helens, WA10 1HP, Telephone: 01744 456022

BACKGROUND PAPERS

The following list of documents was used to complete this report and they are available for public inspection for four years from the date of the meeting, from the Contact Officer named above:

Budget working papers

Adult Social Care & Health, Children, Families and Young People and Education, Community Safety (incl. Housing Services), and Public Health and Wellbeing Portfolios - June 2016

Budget Monitoring Reports

1. Budgetary Issues

Revenue

Adult Social Care & Health

The Portfolio is carefully monitoring its spending across all services. As at the end of June 2016 the Portfolio is currently projecting a pressure on the budget for 2016/17 and as such is undertaking a number of key actions to manage the budget with the aim of producing a balanced budget position for 2016/17.

Budget pressures are forecast for 2016/17 due to increasing demand and costs for social care packages reflecting the complexity of the packages provided. This is in line with national and local demographic and demand projections.

In order to address variations the Portfolio will seek, where appropriate, to progress virements through the Corporate Finance Reporting process.

Following the government decision to delay implementation of Phase Two of the Care Act the Portfolio will utilise the available funding for Phase One in a way that ensures that the principles of the Care Act are adhered to and the utilisation is reflected in a range of service areas. This funding has been passported into base budgets for 2016/17 and an element of funding is also held within the Better Care Fund.

The current financial forecast reflects increases in the national living wage across a range of service provision from 1st April 2016 for which the Portfolio received passported funding in order to meet the estimated costs.

Physical Support – Frail Elderly Over 65

Within the frail elderly population, the Portfolio continues to review activity within both Residential and Nursing and Community based placements on a monthly basis, and to reflect activity changes, where applicable, with approved virements.

Costs associated with permanent nursing placements are projected to be greater than budgeted expectations reflecting an increasing trend over the past few months. This is more than offset by efficiencies identified in long term residential placements which is, in part, due to a number of transfers from residential to nursing placements and also due to people remaining in a community setting for longer. The Portfolio will continue to monitor this budgetary position. However, evidence does suggest the length of stay for residents once admitted has increased, possibly as a result of medical/care advances, and a consequent reduction in leavers from the service over a long period of time. Further net increases are seen in the provision of respite care.

Despite budgeted provision for an increase in domiciliary care packages, demand continues to exceed budget estimates. This is due to a number of factors, including fewer than expected residential placements, an increase in referrals and demand for domiciliary care, and an increase in complex care packages resulting in more intensive resource requirements to meet care needs.

Despite the increase in demand for community based packages, a review of expected income arising from Fairer Charging is expected to bring a shortfall in income. Work is ongoing to understand the position, however initial indications are that increases in existing packages do

not necessarily bring increases in contribution if the service user is already paying the maximum contribution. New service users, following assessment, may contribute less than previously forecast indicating contraction of allowable income to be taken into financial consideration.

- Across all areas the Portfolio is projecting a pressure of £254,000 in relation to service for the frail elderly.

Physical Support (Aged 18-64) and Sensory Support

Within residential and nursing care, and supported living placements there are forecast under spends and this is due to a small reduction in forecast packages. This is more than offset by pressures within community based services for this client group particularly in relation to the provision of domiciliary care.

Following a recent ombudsman ruling in relation to a long standing ordinary residence case the provision currently expected to be incurred has been reviewed and this indicates an expected reduction in required provision. The Portfolio will monitor this position going forward.

- The Portfolio is projecting an under spend of £56,000 within this service area.

Support with Memory and Cognition (Dementia)

This reflects those service users of all ages whose primary reason for support is due to dementia related needs.

Underlying pressures continue to exist for this cohort of service users despite increasing the budget and these are reflected in increases for nursing placements arising from vulnerable people presenting with dementia. There are budget pressures in relation to additional costs for increased support to service users with dementia. However, this is more than offset by one off health funding and a review as to the budgeted number of full cost packages that have now become jointly funded in nature.

There is a forecast budget pressure within community based settings reflecting an increase in demand for these services. The Portfolio will continue to monitor this service area closely and reflect any changes in activity within future reports.

- Across Support for Memory and Cognition services the Portfolio is projecting a current under spend of £147,000.

Support for People with Learning Disabilities

Within services for people with learning disabilities there are significant budget pressures across most spend areas including residential and nursing placements, supported living, day care, and domiciliary care, reflecting the increasing number of people receiving services with complex social care needs, the increasing longevity of people with severe learning disabilities, and the complex packages required to support them. In 2016/17 the department has managed, or anticipates the management of, 13 additional young people transferring to Adult Services from Children's Services equating to a minimum additional cost of £217,000 (full year effect). In addition a further 10 vulnerable people require support from Adult Social Care Services having been previously supported, in the main, by family/carers. This equates to a further full year cost of £393,000.

Across all services a number of packages have, following care management review and in line with council decision making processes, been increased to reflect the complex and increasing needs of these service users including, in some cases, the provision of one to one and night support.

Following legal challenge it has been determined that sleep-ins within supported living services

should be included in the calculation of national living wage and this has led to a review of the costs expected in this area. At this stage the total cost liability is not definitively known however the Portfolio is building in a forecast increased cost following initial negotiation and consultation with providers.

Following the transferring of responsibilities for service users in receipt of Independent Living Funds the Portfolio is monitoring the financial impact of this change in provision.

In light of the uncertainty surrounding the contribution from service users previously in receipt of a S64 grant payment, a revision has been made in respect of the expected income from this cohort of service users for 2016/17.

- Across Learning Disability service areas the Portfolio is reporting a pressure of £883,000.

Support for People with Mental Health Needs and Substance Misuse Support

Within services for people with mental health needs there are budget pressures, particularly within residential and nursing. A number of packages have, following care management review and in line with council decision making processes, been increased to reflect the complex and increasing needs of these service users.

- Across MH service areas the Portfolio is reporting a pressure of £109,000.

Assessment & Care Management

Forecast efficiencies are expected in this service area. This is predominantly as a result of carrying a number of vacant posts within this division. Staffing costs relating to the assessment following a change in law in respect of Deprivation of Liberty Safeguards (DoLS) are built into baseline budgets. Department of Health Grant funding received in 2015/16 is no longer available.

- A net staffing efficiency is forecast in Care Management equating to £101,000.

Although early in the financial year a small net under spend is forecast in Care Management non-staffing. At this stage of the year no variance is expected in relation to increasing resource requirements to meet the change in law in respect of Deprivation of Liberty Safeguards (DoLS). This brought a significant increase in costs of independent medical assessments and may bring further increases in costs arising from legal challenge and subsequent Court of Protection cases. Four councils, including Liverpool, are currently seeking leave for judicial review in order to challenge the financial responsibility for this change in law. The portfolio will continue to monitor this spend carefully in light of the evolving legal framework and associated guidance.

- Non-staffing net under spend is forecast and equates to £10,000.

Commissioning & Service Delivery (Including Information and Early Intervention, Assistive Technology & Equipment and Services for Carers)

- A net staffing efficiency is forecast equating to £47,000. This is as a result of carrying a number of vacant posts within this service area.
- A non-staffing efficiency of £213,000 across the division is forecast. This is predominantly in relation to a potential under spend arising from Care Act requirements.

Community Services

Staffing pressures exist within in-house services, primarily Supported Living, due to increasing demand and the complex nature of care packages. These are partly offset by efficiencies within

other in-house services. The Portfolio continues to review its structure and analyse the staffing costs on a monthly basis.

- The overall net forecast for Community Services staffing equates to a net pressure of £364,000
- Non-staffing efficiencies in Community Services are expected equating to £10,000.
- No variations are reported to date in respect of fee income.

Cost pressures continue to be managed, with an aim that the Portfolio will produce a balanced budget for 2016/17.

In line with the Budget Strategy and the proposals outlined as part of the Portfolio approach to achieve efficiency savings, one off capital costs associated with severance payments are expected in 2016/17.

Children, Families and Young People and Education

The Portfolio continues to actively monitor and review expenditure and demand pressures across all service areas with the aim of delivering a balanced budget in 2016/17. The main variations that have been identified to date are set out below.

Looked After Children

The number of looked after children, as at the end of June 2016 was 408 and this continues to cause a financial pressure for the Portfolio:

- £2.284m in respect of fostering and residential costs for looked after children;
- £157k in relation to family support packages that are put in place to reduce the likelihood of children being brought into care. Support packages are targeted towards those families that are considered to be at risk and, if successful, they avoid the need to incur significant residential or foster care agency costs; particularly as such cases often involve sibling groups.

A report to Cabinet on 25th May 2016 set out a number of planned changes to the model of children's social work within the Portfolio, which are intended to deliver a more effective and safer model of working and improve the financial sustainability of provision. In particular, changes which are designed to have a positive impact on safely reducing the number of looked after children include:

- the establishment of an Edge of Care Service to work intensively with families and young people who may require intensive support in order to reduce the risk of the child becoming looked after; and mitigate the potential for costly placement breakdowns / expensive emergency placements;
- the development of an enhanced offer to intervene with children and families when they are showing early signs of vulnerability;
- a review of the effectiveness and operation of the Fostering Team and a move towards a regional adoption agency for the Adoption Service in accordance with government directives; and
- the reorganisation of social work teams into a borough wide service that gives greater flexibility and support with consistency of social worker contact.

The above report also obtained support from the Care Demand Pressures Fund via the transfer of £3m to allow the Portfolio to deliver a managed budget in the short and medium terms

pending the reforms detailed above delivering a positive financial impact in the medium to long term.

Children with Disabilities

Direct Payments in support of families caring for disabled children is an area of financial pressure for the Portfolio. The level of financial support provided is determined according to an individual assessment of need and the budget pressure partly reflects an increasing complexity of need:

- a pressure of £70k is currently projected in relation to Direct Payments.

It is projected that there will be an underspend within the integrated Children with Disabilities service due to employee slippage:

- there is a forecast underspend of £70k arising from employee slippage within the integrated Children with Disabilities service;

Services for children with special educational needs or a disability will be subject to review ensuring that processes and services are centred on the needs of the young person and their family.

Children's Centres

It is forecast that there will be an underspend in the current financial year arising from a combination of employee slippage, which in part arises from action taken to freeze some non-social worker recruitment in this service area and minimising expenditure relating to non-staffing costs.

- an underspend of £229k is projected in respect of Children's Centres as a result of the factors detailed above.

Leaving Care Services

Budget provision for leaving care services can be particularly volatile. Demand and subsequently cost of services is influenced by the level of discharge from care and the complexity of the needs of the young person requiring support. The profile of young people currently supported indicates a pressure in 2016/17:

- a pressure of £467k is forecast based on the profile of young people who are expected to leave care and the requirements of individual care plans.

Other Services

As staffing vacancies arise, they are assessed as to whether they are essential to the delivery of front line services and non-essential posts are identified as potential savings. There is also a continued freeze on non-essential expenditure. In addition, it is projected that there will be an underspend against budget provision for residual pension liabilities. To date, there is an expected underspend of £74k across the Portfolio from these services which is additional to the savings detailed elsewhere in this report.

Community Safety (incl. Housing Services)

The Portfolio continues to monitor its expenditure across all service areas.

An efficiency of £200k has been identified within the Supporting People Service in the current financial year, based upon current service demand and the negotiated contract values that have been agreed as part of the ongoing efficiency review of Supporting People. Further variations include those reflective of activity where contracts are variable in nature. The service will be subject to ongoing financial review, in lieu of future commissioning intentions.

Further small variations are forecast in respect of staffing efficiencies equating to £60k. These are partly offset by non-staffing pressures predominantly premises and equipment related in

nature equating to £16k. An over achievement of income is reported equating to £18k.

Public Health

The Portfolio is currently monitoring it's spend across all services and trends are already being identified.

The Public Health element of the Portfolio is currently projecting an under spend for 2016/17. The projected position for the Wellbeing element of the Portfolio is that spend will be in line with the cash limit. Variations by each element are detailed below.

Funding for Public Health services is via a Public Health Grant allocation. The grant allocation for 2016/17 is £15.008 million. The funding is ring-fenced. This is an increase on previous financial years due to the transfer of commissioning responsibilities for 0-5 children's public health services from October 2015 to the Authority. However, in real terms, the Public Health Grant was reduced by £346,000 from the baseline allocation; this is on top of a reduction during 2015/2016 of £909,000.

Future spending priorities in Public Health are intrinsically linked to the overall objectives of the Public Health Grant.

The Public Health element of the Portfolio is reporting the following variations at this early stage of the financial year.

Substance Misuse

- A one off, non-recurrent, pressure in respect of the Drug Misuse in Adults contract expected. This equates to £77,000. This is due to the timing of the award of a new contract for the service being delayed; the saving of 7% on the contract value was built in for the full year, but the saving will only be made for the final quarter.

Oral Health Promotion

- The Oral Health Promotion service was brought in-house for 2016/17 in order to make efficiencies and the full year saving that will be made from this decision is £33,000.

Commissioning & Directorate

- Staffing efficiencies are now forecast in this service area equating to £90,000, for the year. This is predominantly due to vacant posts which have arisen which are not planned to be filled before the year end.

Healthy Living Service

- The recruitment of staff to a few posts within the Healthy Living Service has been delayed and this will create slippage in the current year of £70,000.

As the financial year progresses the Portfolio will identify variations to those commitments for services funded by a tariff (activity) basis and will continue to measure the impact of this in future years. There are a number of services for which activity is a key driver including the NHS Health Check Programme. Where scheduled bills have been received, the Portfolio will monitor activity and consider the impact on the forecast financial position.

Following closedown of accounts in 2015/2016, the Portfolio brought forward balances of £688,000, circa 5% of the original allocation. The Portfolio will consider this funding in 2016/17 and any funds to be committed will be considered by the Portfolio for future utilisation using the same principles for 2016/17 funding and committed via formal approval and decision making processes.

Any appropriate variations have been addressed through the utilisation of virements via the

Corporate Finance Reporting process.

The Portfolio continues to review services with a view to seeking better outcomes for people and value for money in 2016/17.

The public health budget is given via grant and carries conditions about how it can be used. However this 'ring fence' does not prevent the budget being used in an integrated way with other Local Authority budgets or pooled with CCG budgets to improve health outcomes for local people, as long as the core conditions within the grant are met.

Other Well Being Services

The Public Health and Wellbeing Portfolio also incorporates a range of services that aim to improve the wellbeing of the local population, and these include Culture and Arts, Youth Service, Library Services and the World of Glass.

There are currently no significant variations within the cash limited Wellbeing elements of the Portfolio.

Capital

Adult Social Care & Health

The Portfolio has identified proposals for 2016/17 and these are reflected in the latest Corporate Finance Report. The Portfolio will monitor the capital programme in particular the refurbishment at Brookfield Resource Centre. The Portfolio will consider using the increase in the Disabled Facilities Grant (£0.916 million) to replace the withdrawal of the long standing Community Capacity Grant (£0.536 million). This is subject to a decision making process.

Children, Families and Young People and Education

There have been no significant changes to the Capital Programme since the last report.

Community Safety (incl. Housing Services)

The Housing Capital Programme has, as in previous years, received additional funding from St Helens CCG and various Registered Providers and an Executive Decision has been signed off to agree how this funding, along with other funding streams, will be utilised in the current, and next, financial year.

Public Health

Any fully funded capital proposals will be requested through established council decision making processes.

2. Key Actions

Adult Social Care & Health

In light of the significant efficiency savings required in future years, and the current in-year pressure, where any savings can be identified in-year the Portfolio will take them as a way of addressing the current forecast pressure.

The Portfolio will seek to use additional funding identified by the government to support adult social care in order to manage service pressures. Where funding is currently non-recurrent, the Portfolio will analyse and maximise the funding whilst seeking alternative strategies with relevant partners where applicable.

In order to manage budget pressures the Portfolio is implementing a number of management actions, including a moratorium on non-essential spend and in line with other portfolios a freeze on all vacant posts subject to service needs.

The Portfolio continues to review social care packages to ensure value for money is being

achieved and service user eligible needs are being met. This is undertaken in partnership with providers and other portfolios/partners where applicable.

The Portfolio continues to review the level of authorisation for care packages to ensure rigour and scrutiny.

Care packages, across all teams and regardless of cost, will now be scrutinised and authorised by the Service Manager and all new packages will be recorded at panel meetings.

The Portfolio is implementing a range of initiatives, for 2016/17, in line with the objectives of the Better Care Fund for which the level of funding available for St Helens is £16.366 million. The Portfolio has agreed an annual plan with health partners and will seek approval via the Health and Wellbeing Board. Funding for the Better Care Fund is expected to increase from 2017/18. At this point in time the Portfolio awaits further guidance from NHS England as to the level and direct recipient for this increase.

The Council has entered into a pooled budget arrangement for the provision of Continuing Health Care, Funded Nursing Care and jointly funded packages with St. Helens CCG. The pooled budget is hosted by the council.

The Council and St Helens CCG will sign off an overarching Section 75 Partnership Agreement for 2016/17 incorporating the Better Care Fund, and Continuing Health Care and Nursing Care Pooled Budgets.

The Portfolio will also continue to focus on transparency requirements and late payments.

Children, Families and Young People and Education

Budgets will be closely monitored and reviewed to ensure potential pressures are identified at the earliest opportunity. Areas where efficiencies can be achieved are scrutinised with prompt implementation of appropriate actions to assist with working towards delivering a balanced budget.

Subject to the needs of the service, the Portfolio will not appoint to vacant posts alongside a freeze on all non-essential expenditure. These actions will help to both alleviate the budgets pressures detailed above and contribute towards successfully delivering future years savings targets.

Community Safety (incl. Housing Services)

The budget position will continue to be closely monitored and updates will be provided to Members throughout the year.

Although the forecast position for the Portfolio is a balanced budget, Managers will be reminded of the need to work within specified cash limits. This will include ensuring that any non-essential spend is prohibited.

Public Health

Any utilisation of funding will take into consideration local health and wellbeing need as identified in the Joint Strategic Needs Assessment.

The allocation of Public Health Grant has been finalised in 2016/17. However, this allocation needs to be considered in light of future years savings requirements. Utilisation will be in accordance with Public Health requirements to meet the criteria laid down in the government guidance.

The Portfolio, in conjunction with Council colleagues, will progress a number of decisions in

order to ensure contracts are fit for purpose focussing specifically on those contractual agreements due to come to an end in 2016/17.

Following a council decision the Portfolio has taken the lead for Integrated Child Health including Integrated Commissioning. This incorporates a range of services including children's community health services that come under the CCG's responsibility, such as speech, language and health services for children with additional and/or complex needs in line with SEND reform requirements following the introduction of the Children and Families Act in 2014. This is undertaken jointly with colleagues from the CYPS Portfolio and headed up by an Assistant Director within the Public Health Portfolio. It is hoped that improved outcomes for service users and improvements in the pathway from children to adult will be achieved. It is also expected to deliver efficiencies in procurement and service delivery.

In order to manage any budget pressures in Wellbeing service areas, the Portfolio has implemented a number of management actions in order to address the situation including a moratorium on non-essential spend.

The Portfolio will also assure its role within corporate processes and systems focussing on transparency requirements and late payments.

3. Budget Strategy and Zero Base Budget Review

Adult Social Care & Health

The Portfolio is developing a Budget Strategy, which addresses the challenging financial climate, the increasing demand for complex adult social care packages and the council wide strategic approach to managing challenges to 2020.

The Budget Strategy for 2017/18 will focus on continuing to provide high quality services and meet service user eligible social care need alongside the Council commitment to Personalisation and Safeguarding. It continues the focus on reviewing services and ensuring efficiencies are achieved. The Council is working closely with partners to manage the difficult financial situation and minimise risk to services.

The Portfolio will play an active role in the annual zero based budget review process. This will underpin the Portfolio Budget Strategy to meet efficiency targets for 2017/18.

Children, Families and Young People and Education

The Budget Strategy for 2016/17 sets out the key actions that will continue to be pursued in managing the financial pressures associated with the Portfolio. The strategy included significant service efficiencies that have been implemented or are currently being brought forward in order to deliver the required savings.

The Portfolio is currently evaluating potential options to deliver additional efficiencies over the period 2017/18 – 2019/20 as part of a zero based budget review that accords with the priorities for the Portfolio and are in keeping with the 2020 vision for the Authority.

Community Safety (incl. Housing Services)

The budget has recently been revised, as part of the Budget Strategy. The Portfolio will continue to take an active role in identifying potential saving areas, including service reviews, to meet future year's targets and address inherent pressures that the Portfolio faces.

Public Health

The Portfolio will prepare a draft spending plan for 2017/2018. This will focus on ensuring the Portfolio provides services that bring positive outcomes and ensures that services meet the needs of the population. The budget strategy for the Portfolio will be produced in the context of

the Public Health Outcomes Framework. The outcomes framework is focused on increasing healthy life expectancy and reducing inequalities in health.

The Portfolio is playing an active role in the zero based budget review and this will underpin the Portfolio budget strategy to meet budget requirements for 2017/2018. Within the wider context of Public Health services the Portfolio will, in line with other Portfolios, have a savings target.

The actual funding allocation for 2017/2018 is yet to be announced but the total Public Health pot will be reduced by 2.5% and, based upon this, it is estimated St Helens will lose circa £370,000 of funding. The Portfolio will consider the potential funding reductions in the coming months in order to inform a process to achieve a balanced budget.

Adult Social Care & Health, Children, Families and Young People and Education, Community Safety (incl. Housing Services), and Public Health and Wellbeing Portfolios - June 2016.

Performance Monitoring Reports

1. Portfolio Key Issues

Adult Social Care & Health

The key priorities for the Portfolio during 2016/17 are:

- Integration with Health
- Older People's Care Strategy
- Learning Disability Models of Care
- Intermediate Care.

Children, Families and Young People and Education

The priorities for the Portfolio over the next 12 months and beyond will focus on delivering the following:

- Improved management of Social Care Referrals;
- Improving Social Work Practice;
- Developing an enhanced Level 2 Need and Edge of Care service;
- Improving Safeguarding;
- Responding effectively to the growing Special Educational Needs demand;
- Development of a model of Partnership for St.Helens Schools.

Work continues to deliver significant improvements in performance through changes to the model of Children's Social Work. The model of school provision in the Borough will also need to change as a result of government initiatives and work is underway to develop an effective response to this, in order to maintain the highest level of academic attainment of young people in St.Helens.

The Government put forward a policy statement "Regulating Social Workers" which set out a number of proposals including:

- publishing new professional statements;
- setting new standards for qualifying education and training; and re-accredit providers against these standards by 2020;
- maintaining a single register of social workers;
- setting new, social work specific standards for continuous professional development;
- overseeing a robust and transparent fitness to practice system;
- overseeing a proposed new assessment and accreditation system for child and family social workers; and
- overseeing the required arrangements for success fully completing the Assessed and Supported Year in Employment.

The measures are part of a wider series of reforms that are currently included in the Children and Social Work Bill 2016 passing through Parliament and are likely to significantly impact on the Portfolio once passed.

Community Safety (incl. Housing Services)

At a national level, few policy announcements were made during June in the lead up to the Referendum on 23 June 2016.

A number of key announcements are still anticipated that will have a significant impact on both strategic and operational issues within the Portfolio. No announcement has been made on the proposed implementation of a cap on the rents for supported and specialist accommodation, which continues to delay remodelling and redevelopment of schemes at a local and national level. The Charlie Taylor Review into Youth Justice has also been delayed due to Ministerial change and is expected to be published in September 2016. This review is expected to support closer alignment with children's social care services and to highlight the importance of early intervention for young people entering the criminal justice system.

Merseyside Police have commenced consultation with Senior Leaders across the City Region on the new 'Community First' model which proposes significant changes to the policing model across the borough and pan Merseyside. Included within the proposals is the development of a Community Hub focusing on early intervention for both adults and children and the introduction of a Vulnerable Persons Unit, which will be sited across the 'Eastern Hub' of St Helens and Knowsley. The restructure is due to be completed over coming months and implementation is planned for January 2017. The operational implications for the Social Work and Communities Division are currently being assessed.

Work has commenced with Revenues & Benefits Services to understand the impact of the Benefit Cap reduction to £20,000 per household which is due for implementation in November 2015. Families affected by the cap have received correspondence from DWP and this has now been followed by a local letter advising people to contact Housing Options or their landlord for further advice. There are approximately 260 households for whom the revised Cap will impact.

At the end of the first quarter, the Portfolio is in a positive position to meet its savings targets for 2016/17. Work has commenced in renegotiation of Supporting People contracts for 2017/18 via remodelling and consultation with Providers. The planned reviews of Community Safety and the Youth Offending Service will commence in quarter two of the financial year.

Public Health and Wellbeing

The main Portfolio issues in June and July include:

- The re-launch of the NHS Health Checks Programme
- Improved breastfeeding performance following service access improvements.
- Tendering for drug and alcohol treatment services in the Borough.
- The refresh of the Joint Strategic Needs Assessment and the development of the St. Helens People's Plan.

2. Performance Indicator Summary

Adult Social Care & Health

The performance for June 2016 is positive with 18 of the 20 indicators reported on the Monthly Management Information Bulletin (MMIB) performing better than the monthly target.

The indicators that are reported as performing above target are:

- Percentage of adults aged 18-69 with learning disabilities in settled accommodation at the time of their most recent assessment.
- Percentage of initial strategy discussions undertaken within 1 working day of an adult safeguarding alert being made to the contact centre.

- Percentage of visits to an adult safeguarding victim undertaken within 2 working days of the initial strategy discussion.
- Number of adults receiving direct payments as a percentage of clients receiving community-based services.
- Percentage of the number of safeguarding enquiries that do not progress to a Strategy Meeting closed within 30 days of the Safeguarding concern being received electronically from the Contact Centre.
- Number of adults, receiving self-directed support in the year to 31st March as a percentage of clients accessing long-term community support.
- Percentage of Adults aged 18-64 with learning disabilities in employment.
- Percentage of older people discharged from hospital to their own home or to a residential or nursing care home or extra care housing bed for rehabilitation who are still at their place of residence 91 days after discharge.
- Percentage of the number of Safeguarding Enquiries which progress to a Strategy Meeting closed within 90 days of the Safeguarding Concern being received electronically from the Contact Centre
- Number of carers receiving self-directed support in the year to 31st March as a percentage of clients receiving community based services and carers received specific services aged 18 or over.
- Number of carers receiving direct payments as a percentage of carers receiving carers specific services.
- Percentage of people receiving social care and support services stating that they have enough control over their daily lives. (Adult Social Care Survey)
- Percentage of people receiving social care and support services satisfied with the services they receive. (Adult Social Care Survey)
- Percentage of people receiving social care and support services feeling safe inside or outside the home. (Adult Social Care Survey)
- Proportion of people who use services who reported that they have as much social contact as they would like (Adult Social Care Survey)
- Number of adults aged 18-64 admitted on a permanent basis in the year to residential or nursing care per 100,000 population
- Number of people aged 65 or over admitted on a permanent basis in the year to a residential or nursing care per 100,000 population aged 65 or over.

The 3 indicators that are not meeting the monthly target are:

- All delayed transfer of care (per 100,000) population aged 18 and over.
- Delayed transfers of care from hospital, which are attributable to Adult Social Care (per 100,000) population aged 18 and over.

These are inter-related indicators and are the average monthly number of delays per 100,000 of the over 18 population. The reported performance corresponds to the position at the end of May as the information is obtained from a Health database which reports one month in arrears. For the first two months a total of 19 individuals had been classed as delayed transfers of care of which 9 were attributed to Adult Social Care. This performance was far removed from expected performance as St Helens has for the past three years been within the top 5 out of 23 reporting councils in the North West. There is currently an investigation of the number of individuals being classified as attributable to Adult Social Care as the month of May saw a total of 7 when on average it has previously been 2 and this increase is not consistent with the activity being undertaken by the Integrated Discharge Team. The investigation is being led at Assistant

Director level as such a reported increase will impact on performance throughout the year.

- Quality of life (adult social care survey)

The outturn from the 2016 Adult Social Care Survey gave a composite score of 19.5 based on the answers to 8 separate questions. This is marginally (0.1) below the target and the previous year's outturn of 19.6. It is anticipated that the outturn will exceed the NW and national averages when published later this year, as has been the case in previous years.

Children, Families and Young People and Education

There are 39 key performance measures that fall within the Portfolio. Of these, 22 performance indicators had new data available to report in June, with 13 (59%) showing as meeting or better than target.

PIs that are on or better than target at the end of June include:

- Percentage of young people of academic age 16-18 not in education, employment or training.
- The percentage of children looked after with three more placements during the year.
- Average number of days between entering care and being placed for adoption.
- Number of first time entrants to the youth justice system who receive their first substantive outcome or court disposal per 100,000 population aged 10-17.
- The percentage of former care leavers aged 17-21 in employment, education or training
- Total number of attendances at Youth and Play Service provision.
- Percentage of schools with 'Outstanding' or 'Good' Ofsted inspection ratings (Primary).
- Percentage of schools with 'Outstanding' or 'Good' Ofsted inspection ratings (Secondary).
- Percentage of schools with 'Outstanding' or 'Good' Ofsted inspection ratings (Special).
- Percentage of looked after children who ceased to be LAC who were adopted.
- Percentage of re-referrals to children's social care within 12 months of the previous referral.
- Rate of Section 47s per 10,000 0-17 population (cumulative).
- Percentage of sentences issued to young people (aged 10-17) that are custodial.

Action to improve performance in areas where performance was below the required target is highlighted below.

The percentage of children becoming the subject of a Child Protection (CP) Plan for a second or subsequent time within two years of the end of the last plan has increased in June to 15.9%. This relates to 10 children who have returned to a CP Plan for a second or subsequent time out of a total of 63 children becoming subject of CP Plan. Low percentages reflect good performance as it is preferable for children not to have repeated intervention on Child Protection Plans. The June percentage is higher than the target (7.5%) and also higher than the same period last year (8.6%). The increase this month was due to several children being returned to plan due to adverse changes in circumstances that made the action essential. Four of the ten children had been discharged following unanimous agreement amongst all professionals present at the conference meeting to support the discharge of the Plan.

The average time (in days) between a local authority receiving court authority to place a child and the local authority deciding on a match to an adoptive family was 316 in June against a target of 300. The indicator is based on a cumulative three year average, with performance from 2014 and 2015 dragging the overall performance down. The "in month" performance for June

2016 was just 133 days, based on 3 adoptions. The adoption team continues to ensure that “family finding” commences prior to placement order being granted and as such children are being matched with adopters within a short timescale.

The rate of children in need per 10,000 population (aged 0-17) has increased in June to 509.1, which is higher than the same period last year and remains above the target of 490 and also above comparable regional and national averages. The Children in Need count includes children in care, on a Child Protection Plan, care leavers and all children currently being assessed to determine whether support is required. Therefore a wide range of work across all these specific areas to safely reduce the number of children receiving support from social care contributes to improving performance against this PI. The planned development and implementation of a more effective level 2 intervention is designed to reduce children in need numbers in the longer term. During this year the target is to stabilise the growth in Children in Need – work is being undertaken with other agencies to more effectively manage cases stepped down to prevent re-referral and also to prevent inappropriate escalation in the first place.

Whilst the actual looked after children population remains unchanged from May at 408 children, the number of looked after children per 10,000 population (aged 0-17) has increased in June to 112.4 and remains above the target of 105 and comparator regional and national averages. The increase is due to the latest ONS mid-year population estimates that saw the overall 0-17 population decrease. Work continues to safely reduce numbers by ensuring that adoptions, discharge of Care Orders at home and Special Guardianship Orders are completed within agreed timescales. The planned development of a more effective Level 2 offer and Edge of Care Service will help to reduce the number of children being looked after.

86.3% of single assessments for children’s social care were completed within timescale at the end of June, which is below the target (92%). However, performance remains higher than the 2015 national average of 81.5%. Some recent gaps in management have now been filled and differences in levels of performance across teams are being addressed, which will improve performance in the future.

The percentage of Education, Health and Care Plans (EHCP) completed within a 20 week period increased to 77% which is an improvement over last year’s performance (75%) but remains below the target of 80%. A Senior Casework Manager has been appointed from September to more effectively manage and coordinate the EHCP workload.

The Local Authority works with a range of services and agencies to seek information and advice on young person’s needs to contribute towards the development of an EHCP. The production of a needs assessment is dependent upon a timely response from supporting agencies and a target has been set of 6 weeks. The percentage of professional assessments (education, health and social care) completed within a 6 week period was 19% at the end of June which is below the target of 50%. The Senior Casework Manager appointed to start in September will also have a key role in working with other services and partner agencies to improve performance. The Education Psychology Service, a key service in producing needs assessments, will also have an increased staffing resource from September 2016, which will contribute to improving performance. In the immediate future all staff within the Additional Needs team have been made aware of the need to impress on other services and partners the need to meet the 6 week target for provision of needs assessments.

At the end of June, 90% of children in care had a health assessment in the previous 12 months, against a target of 96%. This equates to 269 out of 299 children in care who required a health care assessment. The published figure is always likely to be lower than actual performance because data is still being collated and input retrospectively by Health. Data is reviewed at a joint Children’s Social Care/ Health monthly meeting to ensure all processes are adhered to.

At the end of June a total of 560 referrals to Children’s Social Care had been received and 41 (7.3%) of the children had previously had an Early Help Assessment. The performance indicator was introduced to monitor the number of Early Help Assessments being conducted by partners

prior to referrals being made, in order to encourage more effective support at Level 2. The Service Manager has now proposed a more effective performance measure to monitor the number of Early Help Assessments conducted per 10,000 population and their outcomes. These proposals will be worked up into PIs with clear descriptions and definitions for approval at DMT before going forward to Cabinet approval as a replacement to this PI.

Community Safety (incl. Housing Services)

Overall, performance for June remains positive and builds upon the performance reported in April and May. However, the issue reported in the previous Portfolio Monitoring Report regarding the challenge of obtaining data from Merseyside Police on some of the Community Safety indicators has continued to impact on the June report. Whilst interim arrangements to manage the absence of the Police Analyst had been established, the data requirements have not been fulfilled and this has resulted in gaps on four of the indicators relating to domestic violence, hate crime and anti-social behaviour. Assurances have been received from Senior Officers within Merseyside Police that the information required will be supplied for the next reporting cycle.

In relation to the Tier 1 indicators, the number of new dwellings for affordable or social rent did not meet the expected target at the end of the first quarter, with only 16 new dwellings being completed. Due to the nature of house-building and the grant funding programmes, completions are often reported towards the end of the financial year and therefore it is expected that this indicator will realign as the financial year progresses.

Whilst overall performance in Housing Services is positive, the indicator HS-08 reports a significant drop in performance on time spent in B&B accommodation by households. This performance is due to the length of stay for a single person with no dependents who appealed against a non-priority decision. The Council had to accommodate the applicant during the time of the appeal and as such the usual performance figure of less than 2 weeks was significantly exceeded.

Strong performance within Housing Services has been reported in the delivery of interventions to tackle fuel poverty, with 107 households being supported during June. Fewer households with children were residing in temporary accommodation at the end of the first quarter and 21 private sector properties were returned to occupation or demolished as a result of intervention by the Council during this month. In relation to Community Safety, the rate of repeat victimisation for domestic violence cases managed by the MARAC is better than target and the number of serious acquisitive crimes met the target at the end of June also. The number of incidents of violence against a person exceeded target at the end of the first quarter and is being closely monitored by the Police and community safety team. A number of targeted initiatives to tackle violence continue to be supported.

Public Health and Wellbeing

Tier 1 Indicators

Of the 5 Tier 1 Indicators for which new data is available. 3 are performing better than target and 2 are worse than target.

Indicators where performance is better than target:

- Breastfeeding rates are above target for Quarter 1 (23% compared with a target of 22%). The infant feeding service has been operating extended hours 8 a.m.-8 p.m. and weekends, which will have contributed to this performance.
- Provisional results for alcohol related admissions to hospital per 100,000 population is below target (positive) at 846.8 admissions against a target of 914.
- The under 75 cancer mortality rate has decreased for the third consecutive quarter and at 159.8 per 100,000 the St Helens rate is well below target (170.3).

Indicators where performance is worse than target:

- The percentage of drug users that left drug treatment successfully who do not then re-present to treatment again within six months was 12.1%. The overall trend is up on the previous quarter but still below our local annual target of 13%. We are performing above the national average for opiates, and slightly below the national average for non-opiates.
- The under 75 mortality rate for circulatory disease has increased over the last year and at 96.2 per 100,000 is above the target of 86.4. The increase over the past year is mainly associated with the 65-74 years age group with 26 additional deaths in this age group.

Tier 2 Indicators

Of the 12 Tier 2 indicators for which new data is available, 4 are performing better than target, while 8 are worse than target.

Indicators where performance is better than target:

- The estimated chlamydia diagnosis rate per 100,000 15-24 year olds is 577.5 for Quarter 1, which is very slightly above the target of 575. This is an improvement on previous estimates, which had suggested that the borough was below target on this measure.
- Provisional figures for Quarter 1 2016/17 show that 69% of those people attending a healthy living programme service demonstrate a positive lifestyle change compared with a target of 60%.
- In Quarter 1 2016/17 there were 17,220 visitors to the World of Glass, which is 37.2% higher than the quarterly target.

Indicators where performance is worse than target:

- The borough's under 75 mortality rate from liver disease was 33.9 in Quarter 1 2016/17, which was slightly above (worse than) the target of 32.6.
- The rate of under 18 admissions to hospital for alcohol specific reasons (76.3 per 100,000) was just above (worse than) the target (75.0) in Quarter 1 2016/17. However, the value is an improvement on the same period in 2015/16 (76.9)
- In Quarter 1, 1117 visits were made to St Helens libraries per 1,000 population. This is slightly below the target of 1149 despite a number of libraries (including Billinge, Newton le Willows, Peter St, Rainford, Rainhill and Eccleston) exceeding targets.
- There were 204 active library members per 1,000 population. This was slightly below the target of 211. There were also 741 items borrowed per 1,000 members. This is 17% below the target of 902.
- The number of public IT hours (per 1000) was 401, which is 34% below target and continues a downward trend.
- There were 5286 visitors to the Citadel Arts Centre in Quarter 1 2016/17, which was slightly below the target of 5374. This reflects lower attendance than anticipated and two event cancellations.

3. Service Delivery

Adult Social Care & Health

Integrated Commissioning

Information, Advice and Advocacy

Contracts for these services end March 2017 and a review of these services are in progress to aim to re-tender this year. Stakeholder surveys and a stakeholder, provider and service user

event took place on 7th July in the Town Hall. Following the review a service delivery model will be developed and procurement started for a new service in April 2017.

Transforming Care (Winterbourne View)

The final Cheshire and Merseyside Transforming Care 2016 – 2019 Plan has been submitted to NHS England in June 2016.

The plan covers key areas that all Local Authorities and CCG's need to address over the next three years in order to support the repatriation of people with Learning Disabilities into local communities. The plan also outlines key targets in terms of bed usage and also measures to prevent people accessing acute Assessment and Treatment/Mental Health Beds.

Learning Disability Respite Service (Thyme Lodge)

A review of LD respite provision has been completed, which addressed areas such as emergency/transitional bed provision for the LD population, and capacity management.

Autism Day Services

An Autism Day Service to be operational from April 2017.

Older Peoples Forum

Following stakeholder engagement, the procurement process is now in progress for the retender of a Peoples Forum. A new forum is expected to be in place by October 1st, which will gather and represent the views of older people in St Helens in relation to Health and Social care.

Intermediate Care and Community Nursing

The extensive review of these services has been completed. The integrated commissioning team are finalising specifications ready for district nursing and intermediate care to go out to tender in September.

Falls Prevention

A strategy for tackling falls in older people in the community is being developed by stakeholder engagement with leads of intermediate care settings, extra care housing representatives and domiciliary care. Gaps and opportunities have been identified and action plans are being compiled to move forward.

A head injury protocol has been rolled out across all care homes to support them in keeping residents from attending A&E unnecessarily.

End of Life

St Helens Council in-partnership with Healthwatch and St Helens CCG launched the St Helens & Knowsley Citizen Charter and Healthwatch End of Life information booklet for End of Life Care in May. The Citizens Charter is 12 statements of expectations and commitments to support the people of St Helens & Knowsley to live well before dying with peace and dignity in the place of their choice.

Organisations across St Helens and Knowsley have committed to upholding the Citizen's Charter for End of Life Care in accordance with the needs and wishes of the person at end of life and others identified as important to them.

The End of Life information booklet has been produced with help from local people and gives information about how to plan before and after death.

Delayed Transfers of Care

A four day rapid improvement event facilitated by NHS Improvement took place in May at

Whiston Hospital to address delayed transfers of care (DTOC). Commissioners across the mid Mersey region, hospital staff, Bridgewater and 5Boroughs Partnership staff worked together to identify key areas that require improvement and have developed detailed action plans to address them. Progress is being made and the initiative will continue through the year with the identified workstreams.

Integrated Access St Helens (IASH)

IASH A&E

The installation of an emergency careline has been an efficient way in planning discharge from the A&E department as a temporary measure until a review is undertaken in the community. This service has been reviewed and referrals now processed through the IAS system. Through the additional funding from systems resilience the team have been able to extend their work with the frailty wards at Whiston hospital, this is working well and improving the collaborative response time for St Helens patients to assist with a safe discharge.

Brookfield Resource Centre

On the 28th June 2016 the service was given an overall rating of Good by the Care Quality Commission (CQC). Inspectors applauded Brookfield Support Centre for its up-to-date and accessible safeguarding policy; its personalised care records, listing service users' likes, dislikes and preferences; the knowledge of staff of the people they are supporting, and the thorough understanding of their life histories and what was important to them. Phase 2 of the refurbishment / rebuild is progressing and it is anticipated this phase will now be completed mid-July. It is still anticipated that the overall project will be completed by the end of the year.

The Transport Service continues to strengthen their partnership with Newton Community hospital to provide transport for home visits with therapists and patients when home assessments need to be completed as part of a planned discharge.

A Community Programme commenced in April 2016 and there are now sessions being delivered from a range of community services e.g. Citizens Advice Bureau, Public Health, Falls Team, Arts in the community, Affordable Warmth.

IASH Community Assessment Team

The two elements of this service, access and reablement, have been working with partner organisations to look at new ways of covering the whole range of IASH services. These include nurses working across multiple sites so they have the knowledge in place to respond when a particular area is under pressure.

The role of the Reablement Community Psychiatric Nurse has been developed so that they are on site to offer advice and support to IASH access staff when they are completing initial contact assessments with those with needs around their mental health.

Following the recent care management restructure the IASH service now responds to requests from the All Age Disability & Mental Health (AADMH) service to facilitate practitioner cover for attendance at Approved Mental Health Practitioner assessments. IASH and AADMH managers are also working together to deliver on electronic diary management for the All Age Service.

Children, Families and Young People and Education

Receipt and Management of Referrals

We propose to move to a model where the team referred to as the Multi-Agency Safeguarding Hub (MASH) is re-focussed to manage all children's referrals to streamline the process.

A bid has been submitted to the DfE Social Care Innovation Programme to develop a Pause Programme in partnership with Pause UK. The aim of the project will be to reduce the number of

children taken into care from women who have repeat pregnancies, through a targeted intervention over 18 months with women immediately following care proceedings. A decision on the outcome of the bid was anticipated in July but has now been delayed until September as a result of recent ministerial changes.

Social Work Practice

Work continues to develop a revised model and structure for Children's Social Work Teams to develop a borough wide service that gives greater flexibility and support. This will include ensuring consistency of a social worker supporting a family to improve outcomes and preventing the transfer of cases between social workers and teams.

A proposal has been submitted to take part in a national programme on a Front Line initiative on a new method of training social workers. This will help in the recruitment and retention of new social workers to St. Helens Council.

Level 2 Need

Work continues to create a Borough wide Level 2 service that will be in a position to intervene with children and families at an earlier stage than the current process. This team is likely to comprise of:

- The present priority families team
- Social Work Management and qualified social work staff
- Present family intervention workers
- Family intervention coordinators
- Health visitors with support from other teams, notably Education Welfare Officers, Education Psychologists and the Youth Offending Service.

The team will continue to work closely in relation to a range of community and preventative services provided by other agencies and partners.

Edge of Care Service

A new Edge of Care Service will be developed to work intensively with families and young people who may require intensive support in order to avoid the need of the individual to be looked after.

A bid has been submitted to the DfE for Innovation funding to develop an Edge of Care Plus service to deliver an enhanced Edge of Care Plus Service and to develop a "Safe Space" respite placement in the borough. The work would build on learning from the DfE's Wave 1 programme of pilot projects. A response is awaited from the DfE on the outcome of the bid.

Safeguarding Unit

Proposals to remodel the Children's Safeguarding Unit have been approved to increase capacity and ensure the coordination, consistency and effectiveness of safeguarding practice. A quality assurance function will be added in order to ensure the best possible outcomes for children and families.

In addition to the changes affecting Children's Social Work, the Portfolio's approach to schools will be developed around the following key areas:

Development of a model(s) of partnership for the St Helens family of schools

A proposed learning partnership model has been presented to primary and secondary headteachers on delivering school effectiveness services (SES). Secondary schools presently access SES inputs from a range of external advisers and believe it would be more beneficial to position a partnership as a facilitator and broker of services for secondaries, rather than as a provider. Primary headteachers are yet to feedback collectively on a selected model. However, recent experience signals that the LA's SES work in this phase is valued, so an option for

primary schools would be a partnership model that provides, facilitates or brokers SES. There will be further discussions with learning partnerships successfully established in other local authorities to develop intelligence and the views of primary headteachers will be sought, which will help shape the next steps.

Traded Services

The Department will lead a project to look at developing a traded services model of partnership with the schools which will encompass secondary, primary and special schools. The proposed model would maintain the benefits of schools working together in the borough for the children of the borough, regardless of the status of the school. Schools could be part of the partnership whether they were part of a multi-academy trust, an academy in their own right or a maintained school.

Academisation

The Council's policy on academisation is that it recognises that academisation is part of the education landscape, and it is for individual schools to decide on whether or not they wish to pursue that option. However, the Council is opposed to enforced academisation.

The LA has begun to put that policy into operation as follows. Rainford High School has decided to opt to become an academy. As this is a decision of the school, Officers are working supportively with Rainford to facilitate that transfer. However, where there is a concern of enforced academisation, the Local Authority is working with affected schools, Governors and the Regional School Commissioner (RSC) to support the schools in resisting this.

Special Educational Needs and Disability

Work has commenced on a new service delivery model to place individual children and families at the centre of our approach, rather than the current existing process that appears to be process rather than outcome driven.

A strategy for children with educational needs and disability is being developed with actions and a costed business case to increase local SEND capacity offering improved value for money and better outcomes.

Community Safety (incl. Housing Services)

Community Services has submitted a bid to the Department of Education Innovations Fund for investment into the planned Edge of Care Service for the Department as part of the wider transforming social care agenda. The bid, if successful, will provide additional resources to support the core team currently being developed to include an enhanced support service in relation to education, mental health and rebuilding relationships for children who are on the edge of entering care services. The bid announcements are expected in September 2016.

Operation Greenall

The Community Safety initiative to address possession of alcohol by underage people was funded on five occasions throughout June in response to large gatherings of young people in parks / open spaces within the Borough. In total 108 units of alcohol were seized during these initiatives. This Operation will continue throughout the summer months.

Community Safety Partnership Survey

The Community Safety Partnership Annual Survey commenced in June and will run until October 2016. This Survey invites local residents to provide their perspective on how safe they feel and how well the Council and its partners are managing community safety issues. The Survey also asks residents for their views on CCTV provision in the borough.

Smart Energy GB fund

This fund has been made available to help vulnerable 'hard to reach' groups in the lead up to the

roll out of smart meters. The Affordable Warmth team are developing a submission that could benefit local residents. By the Council applying for this funding it will enable us to raise awareness of the Smart Meter roll-out so people are prepared and understand what is happening by 2020. The campaign is to be specifically directed towards 'hard to reach' groups so they understand what a smart meter is, the national rollout and how to use their new meter to get their gas and electricity usage under control. We are currently developing our bid submission however, it will aim to engage communities, particularly those lacking basic digital skills, low literacy, no personal internet access, prepay customers, severe or profound deafness, learning disability, memory impairment, and private and social housing tenants.

Wargrave Big Local project

The Affordable Warmth team have been invited to become involved in this initiative that sees £1m of Big Lottery funding invested in Wargrave over the next 10 years. Affordable Warmth has been asked to submit proposals for improving health through warmth that contribute to the objectives of the project.

Public Health and Wellbeing

Re-launch of the NHS Health Checks Programme - linked with the new diabetes prevention programme

Insight work was undertaken across general practices to capture good practice and issues or misconceptions associated with the scheme. An action plan has subsequently been developed to address key themes around:

- Raising awareness of NHS Health Checks and ensuring access to all
- Ensuring effective pathways are in place and increase access,
- Effective training and support to those delivering the service,
- Effective data capture and sharing,
- Identifying and sharing good practice locally, regionally
- Linking with other programmes and work streams to ensure a joined up approach to tackling cardiovascular disease.

Initial issues have been addressed with attendance at the local Practice Manager Forum. The new 2016/17 contract was discussed and new payment methods included as part of this to generate better engagement and outcomes from the Health Checks programme.

The new Diabetes Prevention Programme service provider has been awarded the contract for delivery in St Helens and mobilisation meetings are taking place fortnightly to ensure the programme is ready for an October start.

Circulatory Disease Mortality - extending community blood pressure testing

A gap analysis was undertaken in conjunction with CHAMPS to identify how we are progressing against the multi-region strategy for Hypertension. This also provided us with an opportunity to learn from the other areas across Cheshire and Merseyside.

The local action plan has been updated and integrated with the action plans for NHS Health Checks and Diabetes Prevention to align work streams, given all projects are heavily focused on prevention, particularly CVD. A local Prevention Steering Group will be developed to deliver this new Prevention Plan.

Plans are being developed to scope those community organisations / services that we are engaged with to undertake blood pressure testing. As part of this an offer of training, data capturing and reporting is also being worked up so that partners can ensure Primary Care systems are kept up to date with community activity.

Proposals are also being developed to scope out how to increase self-management within the community. This will incorporate a communications plan to encourage self-management as well as promoting campaigns such as Know Your Numbers through to giving residents access to blood pressure monitors in carefully chosen community settings.

Alcohol Admissions

In June 2016, the Alcohol Liaison Nursing Service exceeded performance targets for the third month running in relation to the number of people assessed. They carried out 232 pre-admission assessments and 26 post admission assessments giving us a total of 258 assessments against a target of 173.

Public Health is monitoring the link between the number of assessments and the number of alcohol specific admissions to assess whether a high number of assessments impacts favourably on the number of admissions. The number of alcohol specific planned and unplanned admission is below target (positive) and has fallen since the previous month and the total number of emergency admissions has also reduced.

A competitive tender is current underway for drug and alcohol treatment services in the Borough and will build on the positive work to date. To obtain even more effective quality services, commissioning has been co-produced with service users.

An article promoting positive drinking behaviours in adult women was recently featured in the local free newspaper.

Breastfeeding

Actions to improve breastfeeding performance continue.

- The opening hours of the breastfeeding service have been extended to 8am to 8pm and weekend support is available. The number of women supported by the service has increased since this change.
- Insight work has been undertaken to inform a social marketing campaign in autumn 2016.
- A recent survey found broad support for breastfeeding among the public in St Helens.
- An infant feeding strategy is currently being developed across the council.

4. Key Priorities / Actions to Improve Performance

Adult Social Care & Health

The key priorities for the department are:

- Deliver on the priorities within the existing Budget Strategy and prepare for the next budget strategy, which will deliver the agreed efficiency savings whilst prioritising the eligible needs of service users.
- Develop more integrated services with Health
- Continue to work with independent sector providers to continue to ensure sufficient capacity of high quality, affordable Adult Social Care.
- Develop an on-line self-assessment portal to help manage demand for services.

Children, Families and Young People and Education

The key priorities will be:

- Implementing the changes approved for the Portfolio by Cabinet in May.
- Responding to the recommendations of the Wood Review into the future of Children's Safeguarding Boards.
- Recruit and retain social workers – The Front Line initiative would contribute to this.
- Develop a coordinated, high quality, SEN offer.
- Continue to support schools who have Ofsted judgements of Require Improvement/ Inadequate.

Community Safety (incl. Housing Services)

- Commencement of Service Reviews of Community Safety and Youth Offending Service during Quarter Two of 2016/17.
- Development of the core 'Edge of Care' Service team within Community Services.

Public Health and Wellbeing

Libraries

- The Schools Library Service is working with the St Helens Speech and Language team on a project called BLUSH (Books and Language Unite St Helens). We provide targeted materials to support TAs and SENCOs in addressing the issues of poor communication skills in pre-school age children, highlighted in the recent Save the Children report, 'The Lost Boys', where St Helens was cited as having the highest gap between boys and girls levels of attainment in the country. The scheme is being extended to Early Years Settings, with training being delivered to Nursery school staff this summer.

Adult and Community Services

- Adult and Community Learning will be continuing to deliver the Learn to Grow programme during the academic year 2016/17. The programme encourages those with mild to medium mental health issues back into learning and supports them in accessing either employment or volunteering opportunities.

Green Smart and Sustainable, and Growth (incl. Planning) Portfolios - June 2016.

Budget Monitoring Reports

1. Budgetary Issues

Revenue

Green Smart and Sustainable

The Portfolio continues to monitor its expenditure across all service areas. At this point in the year, the Portfolio is currently projecting a pressure on the budget for 2016/17. A number of key actions are being taken to manage the budget with the aim of producing a balanced budget for 2016/17.

In order to address significant variations, the Portfolio will seek to progress virements through the Corporate Financial Reporting process.

Waste Collection and Recycling

One of the main budget pressures affecting the portfolio is the income from the sale of recyclable materials with prices fluctuating on a monthly basis. A shortfall of £42,000 was reported last month this has since reduced to £33,000 as the resale price for materials has improved.

A shortfall in income for bulky collections (£25,000) was reported last month this has reduced slightly to £23,000. Requests for service decreased when charges for standard bulky collections and white goods were introduced in October 2015. A similar pattern occurred when the charge for special bulky collections was introduced in December 2014 but this has gradually recovered to just below pre-charging levels. The shortfall may reduce as numbers improve during the year.

Additional staff costs are currently being incurred on recycling and waste collection with a budget pressure of £70,000 forecast but this is offset by savings on fuel of £94,000. Income from additional recycling credits (£41,000) has been received relating to 2015/16 as the final outturn figure was more than the originally projected estimate.

Highways

A potential overspend on street lighting energy (£34,000) is anticipated, the level is dependent on the progress of the installation programme of the energy saving lanterns for the Invest to Save Scheme.

Licensing and Land Charges

Following a review of the staffing structure within the Licensing and Land Charges section, there will be forecast slippage of £13,000 against the budget due to delays in recruiting staff to vacant posts. The service has also seen an increase in activity levels and is currently forecasting additional income of £15,000 over budget.

Parking Services

The contract for Car Parking and Parking Enforcement Services was re-tendered during 2015/16 and resulted in a saving of £60,000 over the previous contract. However, due to a slight delay in implementation, there will be a one-off pressure in the current year of £15,000.

Golf Course

The Golf Course has struggled to meet its income target for a few years and a number of initiatives have been implemented at the Golf Course in an attempt to reverse the decline in visitor numbers. Currently, the income generated is broadly in line with last year and if this

current trend continues for the remainder of the year, the full year effect is a potential shortfall of £178,000.

Other

The portfolio is currently anticipating a shortfall on savings intended for 2016/17 of £120,000. There have been delays in the implementation of some of the service reviews but these are ongoing.

Universal Free School Meals introduced from September 2014 provided free school meals for all reception, year 1 and year 2 pupils. Meal numbers have increased and additional income is estimated at £104,000 above the budget on the Catering Service. The cost of school meals provision is funded from the ring-fenced Dedicated Schools Grant (DSG). The projected surplus in respect of the school meals service reverts to the DSG and offsets the total charges applied to schools for the provision of school meals.

The budget allocation in 2016/17 for Councillor Improvement Fund schemes is £400,000, plus £428,398 carried forward from 2015/16 (Total £828,398). Schemes approved to date in 2016/17 total £160,698.

Growth (incl. Planning)

The Growth portfolio has identified a number of budget pressure areas, which are leading to a projected pressure on the budget for the current year. The significant budget variations after the first three months of this year's activity, associated with the Portfolio are set out below.

Development Control

Activity levels within Development Control can vary greatly from one month to the next. Current numbers of applications are in line with the monthly number needed to meet the budgeted income target for small fees. However, planning income is impacted upon significantly by large planning schemes and the number of larger schemes that are progressed will have a material effect on the fee income at year end. A number of large schemes are anticipated but whether these materialise in the current year will not be known until the second half of the financial year. At that stage any significant variation against budget will be reported to Members.

Town Centre Rental Income

As reported in previous years, the Council has a rental sharing agreement with the landlords of the two main shopping centres. As vacancy rates increase within the Town Centre, so the amount of rental income generated reduces and the Council's share reduces by a proportional amount. This shortfall has been augmented, in some instances by the need for reduced rentals to be negotiated by the landlords, when retailers fall into difficulties or in order to attract new tenants to vacant units.

This budget pressure existed during the last financial year and was addressed in previous years as part of the Budget Strategy, with a reduction in income target of £372,000. The budget was not significantly reduced as part of the 2016/17 budget process as the impact of 2 large stores locating to the Town Centre in the second half of 2015 was expected to help address a significant part of the budget shortfall. However, since the budget was set, BHS has gone into liquidation and Fat Face has recently closed. The impact of these changes within the Town Centre is currently estimated as leading to a budget pressure of £385,000. This pressure will be exacerbated, or alleviated, by any further changes to occupancy levels and rental agreements within the shopping centres.

Capital

Green Smart and Sustainable

Initial discussions with the Contractor for the Windle Island Junction Improvement scheme have taken place. Their initial assessment of the scheme is in excess of the allocated funding. Further

detailed assessment and surveys on the statutory undertakers are required before costs can be finalised.

Approval was given by the Department of Transport in 2013/14 for £1.558m to improve infrastructure and enhance bus services over a 6 year period. Individual schemes are approved annually and four schemes have been approved for 2016/17, which will provide junction improvements at Elton Head Road / Lea Green Road, Dunriding Lane / Prescott Road, Freckleton Road / Prescott Road and improvements to the entrance to the Bus Station, Corporation Street. A delegated executive decision will be progressed to approve the schemes and award the contract.

Growth (incl. Planning)

There are no variations to report at this time.

2. Key Actions

Green Smart and Sustainable

The Portfolio budget will continue to be monitored closely to identify potential issues. Managers will continue to examine areas where efficiencies can be made, with early implementation of some efficiencies where possible and the identification of any potential areas of underspend. Every effort will be being made to achieve a balanced budget.

Growth (incl. Planning)

The budget position will continue to be closely monitored and updates provided to Members throughout the year. The Portfolio understands the need to ensure that expenditure is contained within the cash limit. Potential areas of underspend are being identified to seek to address budget pressures. Managers will be reminded of the need to work within the specified cash limit and to take action to address any areas of overspend. This will include ensuring that any non-essential spend is prohibited.

3. Budget Strategy and Zero Base Budget Review

Green Smart and Sustainable

The Budget Strategy report set out the key actions required to meet the agreed Cash Limits. Efficiency proposals for 2016/17 are being reported monthly as part of the revenue monitoring process.

Growth (incl. Planning)

The budget model has recently been revised, as part of the budget strategy. The Portfolio will continue to take an active role in identifying potential saving areas to meet future year's targets and address inherent pressures that the Portfolio faces.

Green Smart and Sustainable, and Growth (incl. Planning) Portfolios - June 2016.

Performance Monitoring Reports

1. Portfolio Key Issues

Green Smart and Sustainable

For Transport and Highways, delivery of Capital and Revenue Engineering programmes is key to achieving the Transport Plan and growth objectives. Investing further in street lighting services to reduce energy costs is also a priority.

To continue to improve the recycling levels through further service improvements and additions to service so that compliance with the 2020 target of 50% recycling is met.

To improve the environmental quality of the borough through education initiatives and enforcement actions, delivered by the Council's Environmental Wardens and third party staff.

Growth (incl. Planning)

The Combined Authority bid for ESF has been successful and will provide important support to those looking for employment. The procurement of the various elements of the £4.9m programme in St Helens has concluded with delivery commencing August 2016.

Work has commenced on the development of the new St Helens Local Plan. This will set out the Council's Growth aspirations for the coming years including making land available for significant developments and for increasing the housing offer in the Borough. This work will take 18 months to complete (due to legislative requirements). However, the development set out in the plan will be instrumental in transforming the Borough.

Work has commenced on the Town Centre Strategy- this will create the framework in which the Council and all the town centre stakeholders will develop the town centre to ensure it remains central to the Borough's offer for shopping, living and leisure.

The outcome of the Liverpool City Region (LCR) One Public Estate (OPE) bid is awaited. The application will complement the Council's strategic aims for the site and assist in identifying and bidding for funding to bring forward the remainder of the site.

2. Performance Indicator Summary

Green, Smart and Sustainable

There are 17 key performance indicators within the Green Smart & Sustainable Borough Portfolio (Tier 1 and Tier 2). The latest available data is for June 2016. New data was available for 11 performance indicators as of June, of which 4 (36%) are shown as meeting target. The performance indicators showing as performing on or better than target are:

- Attendance at activities and events supported by Sports Development was considerably better than target. The community events continue to be well supported.
- The number of visits to sports centres at the end of June is up on target by 39,000 visits, a very good first quarter.
- One visit to a high risk food establishment was completed in June as per the schedule.
- In the period to the end of June, a total of 216 alleyway inspections were completed, which was considerably better than target (50).

The performance indicators currently not meeting target are:

- The percentage of household waste sent for recycling has missed the first quarter's target of 44%, achieving 39.25%. In the period April-June tonnages for green waste has reduced by 180 tonnes compared to the same period in 2015/16. Kerbside collections also remain static.
- The cumulative total for the first quarter is that 496kg of waste has been collected per household, which is above the target of 452kg and the 2015/16 outturn of 478kg. Interventions are underway to remove additional residual wheelie bins from around 10% of residents who have acquired them. At the same time recycling promotions are taking place to reduce waste to landfill and improve recycling rates.
- The percentage of municipal waste landfilled is a combination of St Helens household waste plus the waste collected by Merseyside Recycling Waste Authority (MRWA) at their household waste recycling centres in St Helens. For the first quarter the percentage is 51% (above the target of 46%). Interventions to improve the both indicators above will positively impact on this indicator.
- The percentage of relevant land and highways that is assessed as having deposits of litter at an acceptable level is showing at 92% for the first quarter against a target of 95%. However this is an improvement on the outturn figure of 91% for 2015/16. Performance may be reflective of reductions in the number of cleansing operatives.
- For the first quarter the number of incidents of fly tipping stood at 521 against a target of 450. However, there have been fewer incidents of fly-tipping in June than the previous month. Three written warnings and a fixed penalty notice were issued.
- The overall cumulative position for visits to the golf course and driving range is below target by 2,626 visits. Both the golf course and golf driving range are below target at this point in the year. This is a disappointing start to the year with the price reduction not attracting the number of golfers anticipated.

Growth (incl. Planning)

There are a total of 13 key performance indicators (Tier 1 and Tier 2) in the Growth Portfolio. New data was available to report for 12 PIs in June with 4 (33%) reported as meeting target. Those indicators showing as performing on or better than target are:

- The number of people claiming out of work benefits is 12.5% showing a reduction of 0.4% against the previous quarter. Although rates locally remain above the North West and national average, the gap is narrowing.
- The total number of major and other planning applications determined within the timescales continues to show very strong performance, with targets met.
- Building Control continue to show strong performance with 90.4% of plans checked within 10 days (against a target of 82%).

The performance indicators currently not meeting target are:

- The latest rate of employment data (April 2015-March 2016) at 69.5% is marginally below the target of 70%. However, St Helens employment rate has increased by 2.4% compared to the previous 12 months and a greater rate of increase than the North West (1.6%) and England (1%) over the same period. A number of projects are progressing to improve the employment rate including the ESF Ways to Work programme.
- The latest data available to the period November 2015 shows an Incapacity / ESA claimant rate of 9.4% which is currently 0.1% off target.
- The latest self-employment rate data (April 2015-March 2016) at 7.1% is marginally below the target of 7.2%. The rate for St Helens remains significantly below regional and national rates.

- At the end of the first quarter, the number of Town Centre retail vacancies as a proportion of all vacant units was 9.3%, which is slightly worse than target of 9.0%. This indicator has been directly impacted by BHS going into liquidation and Fat Face closing.
- The number of net increases in dwelling stock for the first quarter is 118 compared to a target of 142. There are a total of 195 units under construction and permissions have been granted for an additional 518 units at 2 sites in Bold, so performance is anticipated to improve later in the year.
- Inward investment into the borough supported by Regeneration Services is not meeting target. Three companies have relocated to the borough against a target of 4 and 11 jobs have been created against a target of 19. A number of companies are expected to complete deals over the next few months and some companies are waiting for developers to complete new builds or refurbishments.
- At the end of June 90% of minor planning applications were determined within the timescale, narrowly missing the target of 91%. This is an improvement on last month and performance is expected to continue to improve as the year progresses.

3. Service Delivery

Green Smart and Sustainable

Environmental Health

Both Environmental Health and Trading Standards staff have been working on 'Think Before you Tan', which is an initiative funded by Public Health, aimed at reducing the risk of skin cancer. The initiative seeks to tackle the issue through the inspection and regulation of sunbeds. Of the 114 sunbeds tested 30% failed to comply with safety standards. Subsequent visits and advice have brought compliance.

The Environmental Warden team has had recent success in tackling businesses who have zero or inappropriate waste arrangements in place. Such businesses are often a source of complaint in the local community. Thirty businesses were issued with a S34 Notice, which required them to provide evidence that suitable waste arrangements were in place. Those failing to provide evidence (8 premises) were issued with a Fixed Penalty Notice of £300. The initiative targeted commercial businesses in areas which have been blighted by illegally tipped waste.

Trading Standards

Over the first quarter a number of visits have taken place with the Police as part of 'Operation Rogue Trader'. Five retail premises were visited all of which were targeted through intelligence received relating to either illicit alcohol or tobacco. Goods were seized at three of these premises.

Under Age test purchases were carried out over the first quarter with 20 premises visited. Two of the premises failed the test purchase with alcohol bought by under-age volunteers. Both owners were issued with a £90 Penalty Notice.

Parks, Landscape and Street Scene

Following the completion of the restoration of Victoria Park, the Council has been successful in its bid for Green Flag status after a thorough inspection process carried out by Tidy Britain.

Recycling & Waste

As a result of the increase in waste going to landfill, stricter controls will be imposed on side waste, heavy and contaminated bins, and households with more than one residual waste bin.

A review of clinical waste has been completed as the demand for the service has significantly increased. It is proposed to permit the diversion of this waste into residual waste bins.

Bereavement Services

A business case has been approved for the digital capture of the hard bound historical record books at the cemetery and crematorium. It will also provide the opportunity to modernise the service for the benefit of service users.

Careline and Security

The industry standard response time for the Telecare Services Association (TSA) is to reach a service user within 45 minutes. For the period, the average time for Careline staff to attend a property was 15 minutes.

The Security Services section is currently undergoing training to ensure all staff achieve Security Industry Authority (SIA) Licences. This will improve performance and service delivery. It will also allow the service to undertake private sector work.

Engineering

The second Invest to Save programme with an approved capital spend of £2.978m has commenced. Tender documents for the provision of 4,902 LED luminaires were placed on the CHEST in June 2016 and returned on 25 July 2016. The tenders are currently being evaluated.

A Multi-Hog road planer has been purchased. This will substantially speed up and reduce the costs of undertaking patching repairs.

Preliminary results from this year's highway condition surveys indicate a slight improvement in the carriageway condition on classified roads. Results are awaited for unclassified roads. The 2016/17 Capital and Revenue programmes were approved by Cabinet on 22 June 2016 and schemes are currently being designed and tender documents drawn up ready for implementation.

St Helens is leading on the production of a Carriageway Asset Management Plan for the Liverpool City Region (LCR) Combined Authority. Tenders are being invited for a consultant to manage the assessment and prioritisation of Structural Maintenance funding for carriageways to be allocated from 2017.

Recreation and Sport

The new Sport England Strategy references an increase in funding levels available for Inspired Facilities. The original scheme launched over 5 years ago provided grants up to £50,000 with no requirement for applicants to provide match funding. This was subsequently increased to £75,000 and a number of projects have been successful in St Helens. The new strategy increases the level available to £150,000 with a focus on the transfer of assets to local clubs from local authorities should they wish to take control of their facilities.

The first stage of a Leisure Management Options Appraisal, undertaken by KPP has been completed. The aim is to explore opportunities to improve performance and reduce the current level of subsidy. A report to Cabinet assessing the options will be submitted later in the year.

Funding has now been agreed to purchase new fitness equipment at Queens Park Health and Fitness Centre and Parr Swimming & Fitness Centre.

Growth (incl. Planning)

Development Plans

St.Helens is leading on delivering the Planning and Housing Devolution Agreement for the LCR Combined Authority and has resulted in significant additional workload. The

LCR Statement of Cooperation on Local Planning has now been agreed and endorsed by the Housing and Spatial Planning Board.

The Bold Forest Park Area Action Plan has been submitted to the Planning Inspectorate and a hearing will take place in August.

Works are progressing on various key studies, including Playing Pitch Strategy, Rail Freight Logistics Study and Strategic Housing Land Availability Assessment.

Development Control

A new Conservation Area has been designated in Earlestown and work has commenced on a Townscape Heritage bid to secure funding for improvements.

The Development Control service has, for the past two years been jointly the best Council for speed of determination of major planning applications.

4. Key Priorities / Actions to Improve Performance

Green Smart and Sustainable

The priorities for the Portfolio will be to:

- Maintain and improve the recycling percentage performance of the recycling service over the coming months.
- Continue to monitor performance and address areas where performance can be improved.
- Continue to focus on the implementation of the Council's Budget Strategy for 2016/17 and proposals for the 2017/18 Budget Strategy.

Growth (incl. Planning)

The priorities for the Portfolio will be to:

- To procure the delivery of the ESF programme and commence delivery as soon as practicable.
- To progress the St. Helens Local Plan to Preferred Options Stage, October 2016.
- To input into the Local Growth Fund (LGF3) and Sustainable Transport Enhancement Package (STEP) (Years 3-6) bids to ensure that St. Helens maximises its draw down of available funding.
- To adopt a completed St. Helens Town Centre Strategy.

Leaders, Corporate Services, Change and Transition, and Liverpool City Region Engagement Portfolios - June 2016

Budget Monitoring Reports

1. Budgetary Issues

Revenue

There are currently no material pressures within the Portfolios, and it is anticipated that all expenditure will be contained within currently approved cash limits. After the first quarter of the financial year, a significant underspend has been identified.

We are currently forecasting the employee slippage will be £568,000 greater than target due a number to staff being on maternity leave, vacancies that have arisen and a decision that has been taken about the non-filling of vacant posts within Corporate Services, in anticipation of future year's savings targets. This is an increase on the previously reported figure of £510,000 based upon decisions that have been taken about the non-filling of vacant posts. This figure is based upon assumptions around anticipated dates of vacancies arising and staff returning to the Authority.

Capital

There are no significant variations or additions to the two capital schemes for the portfolios that are already within the capital programme.

2. Key Actions

The budgets will be monitored throughout the year, to ensure that the portfolios contain expenditure within cash limits.

3. Budget Strategy and Zero Base Budget Review

The budget model has recently been revised as part of the budget strategy to include 2016-18. The Portfolios are playing an active role in the ongoing zero based budget review, which will underpin the Portfolios' strategy to meet savings targets over the coming years.

Leaders, Corporate Services, Change and Transition, and Liverpool City Region Engagement Portfolios - June 2016.

Performance Monitoring Reports

1. Portfolio Key Issues

All routine services have continued to be delivered over the course of the reporting period and there are no significant issues of concern in terms of the current delivery of services for the Portfolios to report. Good progress has been made across a number of service areas.

2. Performance Indicator Summary

The latest available data at the end of June shows that 2 of the 3 performance indicators are performing on target.

The Council Tax collection rate is marginally lower than target, with 27.7% collected against a target of 27.9%. Recovery action is being taken in accordance with procedures.

The Business Rates collection rate is currently equal to target at 31%.

Sickness absence is also estimated to be on target at the end of June, with 1.93 working days lost to absence per employee.

3. Service Delivery

The Portfolios can point to a number of achievements and progress in the following areas: Following completion of the Draft Statement of Accounts in June, the Accounts were placed 'on deposit' and made available for public inspection. Grant Thornton, the Council's External Auditors completed their investigatory and Value for Money audit work and have produced a draft audit report, which will be presented to the Audit and Scrutiny Commission on the 19th of September. The report as in previous years is overwhelmingly positive.

Work on the Whole of Government Accounts (WGA) return and the Capital Outturn (CO) and Revenue Outturn (RO) return forms was completed in accordance with the deadline of the 8th of July.

Following the presentation of an initial Budget Strategy 2017/20 Report to Cabinet on 22nd of June, the Zero Based Budgeting Review work commenced with the production of data packs to be distributed to departmental representatives and Cabinet Members during August. The consultation process on the 2017/18 budget also commenced with the Council's budget simulator going live. A whole systems review of the Council's activities under the heading a 2020 Vision for St. Helens is ongoing which will in turn inform, direct and change the budget process. The Scrutiny Commission was presented with the Budget Strategy Update 2017/18 and a task group to oversee budget scrutiny will be established.

The new structure for the Corporate Services Department was approved; bringing it in line with the other two council departmental structures.

The Benefits service commenced preparatory work for the introduction of the revised benefit cap, which will be introduced in late autumn. Government policy will see the maximum level of benefit for lone parents and couples being reduced from £26,000 to £20,000 per annum. It will predominantly impact on households with three or more children. It is anticipated that it will affect a further 262 households in the Borough in addition to the 23 households which are already capped. It is estimated that Housing Benefit will be reduced by a combined value of £10,800 per week as a result of this policy. In addition to work being carried out by the DWP, the Benefits Service has written to households potentially affected by this change and is working with other partner organisations including DWP, social landlords, Citizens Advice and the Carers Service to support affected households.

The Council's insurance contract was renewed for a further 12 months under the existing long-term agreement arrangements. The premium increased with public liability being the most significant element. The rates agreed are reflective of the current market position.

The development of a proposals tracking database was completed and released. The purpose of the database is to track the approval process for Key Decisions, other important proposals and the budget savings options proposals, allowing the Senior Management Teams to know which proposals are due to go where and by when.

The scrutiny work programme for 2015/16 has been completed and all reports have been submitted to Cabinet. The work programme for 2016/17 has been agreed at the Commission and the following topics will be reviewed:

- Improving recycling targets
- Integrating health and social care
- Regulation of Private Landlords
- Ensuring that the voice of the service user/child is listened to.

Performance Indicator Database Training has been arranged for scrutiny members to enhance understanding of portfolio performance targets.

The establishment of the Liverpool City Region Combined Authority continues to see an extended role for scrutiny. A further Development Day was held in June and the Committee are in the process of identifying their work programme.

The Systems Support team continues to implement upgrades to our Adult Social Care and Children's case management applications, in order to deliver the facility to meet the requirements of the recent reforms implemented by the Care Act 2014 and Children and Families Act 2014. Recent work includes the new Autonomy solution – which will allow residents to 'self-assess', and be signposted to services with the council or independently.

4. Key Priorities / Actions to Improve Performance

A comprehensive piece of work to inform the role and function of the Council by 2020 and determine the key strategic direction that the Council will need to take will be ongoing. Key elements of this will be the work required to create a People's Board and a new model of partnership working to deliver a new Communities Plan for St. Helens, as well the creation of a new Council Operational Plan supported by a clear Delivery Plan.

Due to the significant funding cuts anticipated for 2017/18 and beyond a large body of work will be required in reviewing the Council's options and ensuring the delivery of a balanced future budget. Further consultation on the future budget and a Zero Based Budgeting Review will be undertaken to identify areas of potential savings.

To continue to identify the opportunities and challenges stemming from the development of the Liverpool City Region Combined Authority for the benefit of St. Helens and its communities. The Corporate Services Portfolio will continue to carefully monitor and report back on the position in relation to the full localisation and 100% retention of business rates by 2020, the Government's business rate re-evaluation in 2017, and a number of other potentially significant financial risks that the Council faces.

Further priorities include the settlement of outstanding Equal Pay claims and implementation of the Apprenticeship Levy.

Following the British exit from the European Union, the Portfolios will now carefully monitor and review the implications for the Council and St. Helens, taking action where appropriate.