

## Cabinet Meeting on Wednesday 16 October 2019

### Integrated Performance Report - Quarter 2, 2019/20



**Phillip Atkins, Leader of the Council said,**

“We can reflect on more notable successes over the last quarter as we continue to manage pressures resulting from both children’s and adults’ social care costs.

The cabinet recently approved plans to develop two new nursing homes with up to 100 beds each in Stafford and South Staffordshire. They will provide vital additional capacity in areas where the council is struggling to find affordable placements in the market.

We have also approved the ongoing commissioning of over 3,000 hours of reablement services. They will offer vital short-term support to people to help them recover their independence after a period of ill health.

Our efforts continue in finding children in care family homes. We launched our fostering campaign, ‘No Myths, Ifs or Buts... You Can Foster’, which aims to dispel popular myths around fostering. And we are building more new schools to meet increased demand for places.

The county council’s economic growth programme goes from strength to strength. We have now started construction of the Stafford Western Access Route, bringing multi-million-pound investment into the county town. Work is also under way on the i54 South Staffordshire western extension, which will bring 1,700 jobs to the site; while our business parks at Redhill and Four Ashes are now fully occupied.

While we have near full employment in Staffordshire, our efforts remain on securing better skilled, better paid jobs for our residents. This ensures Staffordshire remains a leading location to live, work and invest.



**Mike Sutherland, Cabinet Member for Finance said,**

“We have a duty to Staffordshire residents to ensure county council finances are managed carefully and effectively. The forecast outturn for quarter two shows an overspend of £4.3million, just under one per cent of the council’s overall budget. This is mainly attributable to children’s care services as demand in the area continues to increase. In addition, adult social care costs remain a real pressure for us.

We continue with spending controls and service reviews across county council operations whilst ensuring we protect our vulnerable residents.

The county council has planned savings which will total over £60million per year which presents us with challenges. We therefore ensure that we get the best value for money on any spending.”

**Report Summary:**

This quarterly Integrated Performance Report provides an overview of Staffordshire County Council's progress, performance and financial position in delivering against our Strategic Plan and Delivery Plan.

**Recommendation(s)**

We recommend that:

- a. Cabinet notes and challenges performance and advises of any further information and/or action required.

|                               |
|-------------------------------|
| <b>Local Members Interest</b> |
| N/A                           |

## **Cabinet – Wednesday 16 October 2019**

### **Integrated Performance Report - Quarter 2, 2019/20**

#### **Recommendations of the Leader of the Council and the Cabinet Member for Finance**

We recommend that:

- a. Cabinet notes and challenges performance and advises of any further information and/or action required.

#### **Report of the Director of Corporate Services**

##### **1. Summary**



2. The latest revenue forecast outturn for Quarter 2 shows a forecast overspend of £4.268m (0.9%), compared to the forecast overspend of £0.651m (0.1%) at Quarter 1. This is largely due to an increase in the forecast overspend in Children's Services. The challenges in terms of Adult's and Children's social care demand and costs continue in Quarter 2, 2019/20.

##### **3. Health and Care**

4. Quarter 1 reported that demand for residential and nursing care was relatively static. However, there now appears to be an increase in new admissions as well as the price rises. This will be explored further to determine the scale and underlying causes. The forecast additional cost to the council is now £14.659m in 2019/20 (previously reported at Quarter 1 as £9.7m). This will be mitigated by re-allocation of Physical Disability placement budgets, increases in client income, planned revenue carry forward and other one-off funding. However, given the unpredictability of price rises there may be further impact in 2019/20 and so this continues to be an area of high risk for the council.

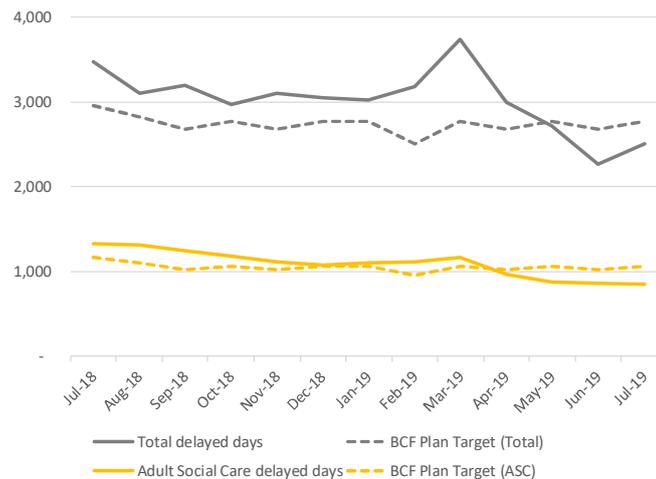


5. For longer term sustainability and to avoid a pressure in 2020/21 from price rises, work is continuing to mitigate this including:

- block booking beds at a lower cost per bed;
- reforms to the pathway to support the Dynamic Purchasing System (DPS);
- a more robust application of the council's Cost-Effective Care and Support guidance;
- in the medium and longer term, direct intervention in the market is being considered to increase supply.

6. However, managing the escalating prices in the provider market and developing cost effective alternatives quickly has proved extremely difficult. The ongoing associated cost reduction measures outlined below will continue to carry a high level of risk in the Medium-Term Financial Strategy (MTFS).
7. Cabinet on 18th September 2019 approved the development of two new nursing homes with up to 100 beds each in Stafford and South Staffordshire. The homes will be owned by the Council and operated by an independent provider or council. They will provide vital additional capacity in areas where the council is struggling to find affordable placements in the market.
8. Cabinet on 18th September 2019 also approved the ongoing commissioning of over 3,000 hours of reablement services from April 2020 from Midlands Partnership NHS Trust (MPFT) and Nexxus across Cannock, East Staffordshire, Lichfield, Tamworth and South Staffordshire. The Clinical Commissioning Groups will commission reablement services for the north of the county. Reablement services offer vital short-term support to people to help them recover their independence after a period of ill health. Around two thirds of people who receive the services need no additional long-term support at the end of the reablement period; around 85% of people who receive the services on discharge from hospital are still living at home three months later (compared to 82.9% nationally in 2017/18).
9. In July 2019, the total number of delayed days due to Delayed Transfers of Care increased to 2,509 following three months of recorded reductions, however this is still below the Better Care Fund target of 2,768 for the month. Year to date figures up to July 2019 show that Staffordshire has been within its overall BCF target for DTOCs this financial year. The position in August and September, however, is likely to worsen. Provisional figures show an increase in delayed days. Insufficient reablement capacity along with excessive waits for Discharge to Assess beds in the south of the county mean that many acute and community hospitals have seen increasing delays through the summer months. These issues have been escalated to the highest levels in our partner organisations and there is ongoing work to further the implementation of a full Discharge to Assess model across the county, but there is little confidence that we will see improvements in the short term.

**Figure 1: Delayed Transfers of Care, July 2018 to July 2019**



Source: Delayed Transfers of Care monthly statistics, NHS England.

10. The forecast outturn for the Health and Care Directorate is breakeven. There are a range of high risk MTFs savings within this position and the directorate is using one off funding streams as well committing to seek alternative savings options where necessary.

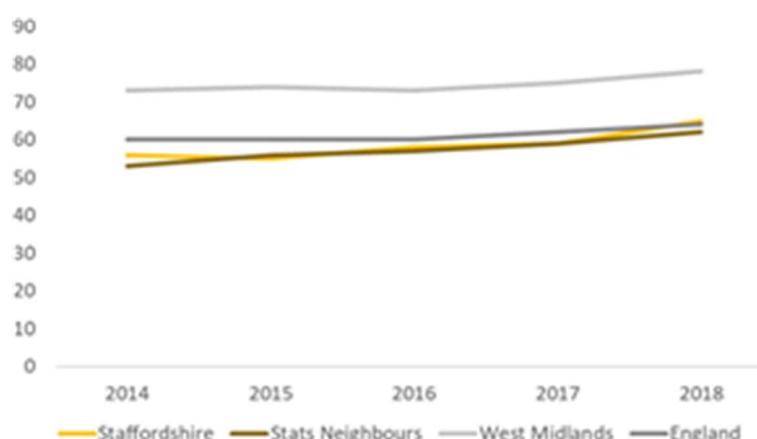
## 11. Families and Communities



12. Challenges continue within Children's Services in terms of demand, and measures are in place to mitigate against this. In July 2019, the number of Looked after Children in Staffordshire was the highest recorded to date (1,244; a rate of 74 per 10,000 which was higher than the national benchmark of 64 per 10,000 in 2018, but lower than the regional benchmark of 83 per 10,000 in Quarter 4, 2018/19). The number of children subject of a Child Protection Plan (788) was 16% higher than July 2018 (683). The rate is in line with the national benchmark from 2018 (47 compared to the national rate of 45 per 10,000).

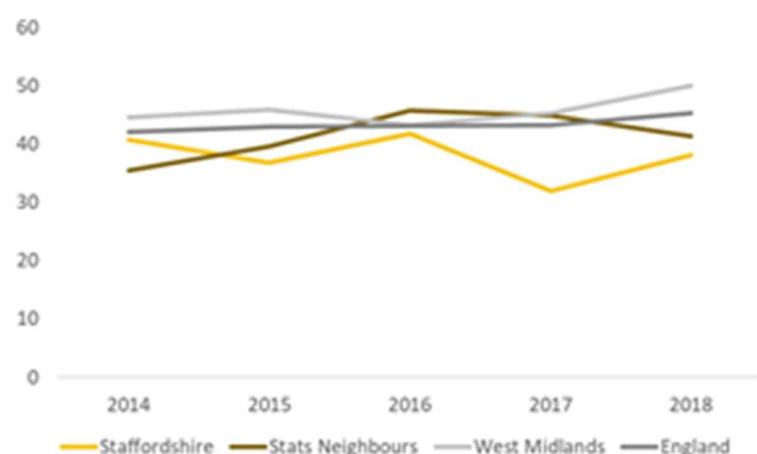
13. To help address this rise in demand the Children's Transformation Programme is moving to phase 2 and a business case has been developed. This outlines a new practice model that includes initiatives such as Family Group Conferencing and Adult Specialist Workers, and short-term stabilising activities such as implementing an additional gateway at Public Law Outline (PLO) stage. This sets out the duties the council has when thinking about proceeding with a case.

**Figure 2: Looked after Children (rate per 10,000), 2014 to 2018**



Source: Local Authority Interactive Tool (LAIT)

**Figure 3: Children subject of a Child Protection Plan (rate per 10,000), 2014 to 2018**



Source: Local Authority Interactive Tool (LAIT)

14. In September 2019, Staffordshire County Council launched its fostering campaign, 'No Myths, Ifs or Buts... You Can Foster', which aims to dispel popular myths around fostering. The council needs foster carers throughout Staffordshire and with over 1,200 children in care there is a need for more families to join. As at September 2019, there were 408 fostering households in Staffordshire. This is an increase compared with March 2019 (384). The number of children placed in a Staffordshire Fostering placement has also continued to rise year-on-year, with a 14.6% increase since March 2017. There were 706 children placed at any point with Staffordshire's foster carers between 1st April 2018 and 31st March 2019.
15. Plans to deliver the Written Statement of Action, which was developed in response to the SEND inspection, have been co-produced by groups involving parents and carers, education providers, Clinical Commissioning Groups (CCGs) and the local authority. Regular updates are being received and will be published

on the Local Offer website, which is the local area's publication of all the provision "they expect to be available across education, health and social care for children and young people in their area who have SEN or are disabled, including those who do not have Education, Health and Care (EHC) plans."<sup>1</sup>

16. The Building Resilient Families and Communities (BRFC) programme works with complex families who often cut across police, health, education and local authority systems and are identified as being vulnerable. It takes a whole family approach to tackling these issues through a key working approach, working with families until their situation has improved. Since 2015 Staffordshire County Council has attached 5,991 families to the Building Resilient Families and Communities programme against a target of 4,680. Of these, 2,534 (58%) families achieved significant and sustained progress, which places Staffordshire County Council mid table nationally. Of those families that complete their support, only 2.5% return into services.
17. A new report for Staffordshire County Council says that over the last five years around £60million, plus land costs, has been invested in building new Staffordshire schools to meet increasing demand. An anticipated £300 million will be spent on building new schools and creating extra places to ensure there is enough capacity to meet the expected growth in demand as the county's population grows.
18. Staffordshire County Council's Libraries Service recently backed the Summer Reading Challenge campaign, inspired by the 50<sup>th</sup> anniversary of the first moon landing. They asked 4-11 year olds to borrow and read any six library books during the summer holidays. More than 10,500 children from across Staffordshire took part and over 6,500 completed the challenge. In 2018, 72% of children surveyed at a selection of libraries across Staffordshire said that they thought they were better readers at the end of the Challenge than at the start.
19. As part of the countryside estate review the Royal Society for the Protection of Birds (RSPB) have taken on management of Consall Nature Park from Monday 23<sup>rd</sup> September. The site will remain fully accessible to the public and local arrangements, such as the use of the visitor centre for community meetings, will continue.
20. The Anglesey Archive has been secured for the nation and allocated to Staffordshire Record Office. This has been done under the Acceptance in Lieu of taxation scheme.
21. Over the past few months several Trading Standards prosecutions have achieved successful outcomes in the courts highlighting their key role in protecting the vulnerable, removing doorstep criminals, protection of the food chain and prevention of fraud from the tax payers' purse.

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<sup>1</sup> [www.thelocaloffer.co.uk](http://www.thelocaloffer.co.uk) (*Section 4.1 SEND Code of Practice, January 2015*)

22. In Families and Communities there is a forecast overspend of £5.113m (3.6%), predominantly due to a £5.987m (4.9%) overspend in Children’s Services. The latter is mainly due to higher expenditure on Looked After Children (LAC) in independent sector placements and also children with Special Guardianship Orders (SGO). The forecast overspend on these areas is £10.916m, based on a standstill position. The service is intending to put in actions to avoid further growth and manage price.

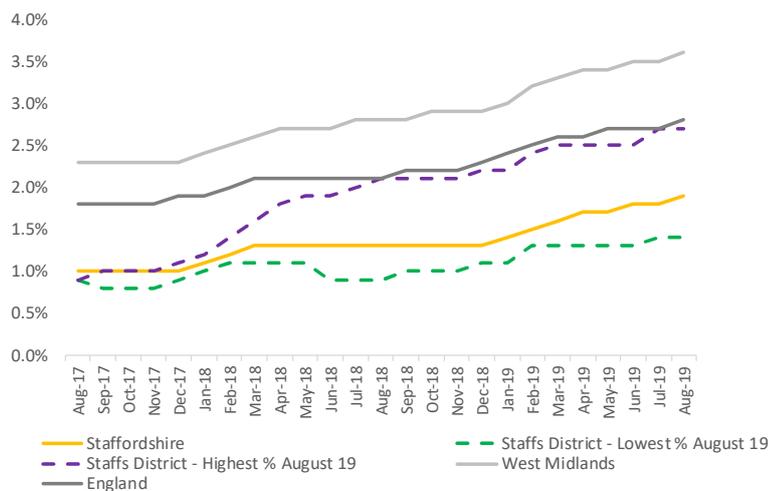
### 23. Economy, Infrastructure and Skills

24. The Economic Growth Programme is continuing to drive forward the economy in Staffordshire. Completed and current projects within the programme have created and safeguarded a total of 9,019 jobs and delivered 2,290 houses between 2014 and August 2019.



25. The proportion of Staffordshire’s working age claimant count population has increased slightly from July 2019 (1.8%) to August 2019 (1.9%). Both the regional and national averages have seen a similar small increase. Claimant rates in Staffordshire remain lower than both the regional (3.6%) and national (2.8%) averages.

**Figure 4: Claimant Count, August 2017 to August 2019**



Source: Office for National Statistics (ONS).

26. Due to its unique location and quality environment, Staffordshire faces continued pressure for growth. Growth that increases the prosperity of Staffordshire residents, higher valued jobs and good quality sustainable new homes is welcomed, but associated with growth is the requirement of infrastructure, in the broadest sense, to support it. Through the preparation of the Strategic Infrastructure Plan (SIP), the council now has a clearly articulated county wide infrastructure requirement identified to support the planned growth through the district councils’ local plans and Infrastructure Delivery Plans. The SIP creates an opportunity, through Staffordshire County Council’s leadership role, to lobby and press for long term coordinated investment in Staffordshire, at scale. This will contribute towards preventing unplanned unsustainable growth, which does not

have the required associated infrastructure, that is so vital to further enhance the quality of living that is associated with Staffordshire.

27. Work is also progressing to develop potential pipeline projects to complement the Local Industrial Strategy, which builds on local strengths and will deliver on economic opportunities in Staffordshire.
28. Staffordshire's Infrastructure Plus partnership has been identified by Government's Cabinet Office as a best-practice case-study for local highway delivery. In the last quarter the partnership has also been a highly commended finalist of the prestigious national MJ awards highway management category and won the Local Councils Roads Innovation Group (LCRIG) Department for Transport award for collaboration.
29. Major work has commenced on the Stafford Western Access Route which will enable millions of pounds worth of new housing and business development to take place. It will also improve traffic flow in the town centre, particularly by the railway station. The road is being funded by developers and with £15.5million secured by the Stoke-on-Trent and Staffordshire Enterprise Partnership through the Government's Local Growth Fund.
30. Highway improvements in Burton have been completed over the summer. The improvements included the resurfacing of Shobnall Road and Forest Road and improving access in and around the railway station.
31. Following Staffordshire County Council's declaration of a 'Climate Emergency' Staffordshire school children are leading a new campaign to help reduce air pollution outside their schools; encouraging parents and children to opt for more sustainable travel and encouraging drivers parking outside schools to turn off their engines. Over the next two years, the Air Aware Staffordshire campaign hopes to work with around 25 schools in priority areas, engaging with over 8,000 pupils and 1,500 parents. It is estimated that around 400 deaths per year are attributable to poor air quality in Staffordshire.
32. In Economy, Infrastructure and Skills there is a forecast saving of £1.974m (2.8%), Based on high level forecasts of costs, tonnages and income it is forecast that there will be a £1.5m saving in this area in 2019/20. This represents an early delivery of future MTFS commitments and robust contract management of the existing waste contracts. It is important to note that the waste management spend is demand led and variations should be expected in year.

### 33. Corporate Services



34. Sickness absence has continued to increase month-on-month, and now stands at 11.85 days lost per employee (August 2019), an increase of 9% from the beginning of the year, and by nearly 10% from the same period last year. Long term absence accounts for nearly three-quarters of all days lost, with the number of days lost having increased by 11% since last year; short term absence has increased by 5% in the same period. Psychological absence has continued to increase, and now stands

at 3.27 days per employee, up 8% from last year. Staffordshire County Council continues to record sickness absence levels which are higher than the national average for public sector employees in 2018 (8.5 days) and this is something that will be addressed in the county council's new People Strategy.

35. To support the new council offer and digital journey there have been changes to the #DigitalStaffordshire homepage and the Staffordshire County Council website. A new and improved 'report it' functionality went live in September 2019. As well as a significant visual change, including added icons for all categories and defects, there are now more options for residents to report.
36. As part of the Community Engagement days initiative through #DoingOurBit, from October 2019 there will be a push to encourage every member of staff to go out into the community and use their professional skills to support a community project important to local people. Council staff could be spending a day or two-half days actively helping to increase community capacity across Staffordshire.
37. The People Helping People programme is how we support citizens to help themselves and one another to improve their communities and act on the things that matter most to them. As part of this, the People Helping People Fund allows each county councillor in Staffordshire to invest in projects which help families who need some support, or which help people to stay healthy and independent. County councillors are looking for local projects to jointly invest in with the community, which allow great activities to expand, or to get something started in areas where activity doesn't happen. The fund remains open for applications until December.
38. To date, 53 fund applications have been received. As at Quarter 2, ten projects have so far been supported, receiving a total of £6.4k but generating £20k value in match funding and support-in-kind. This gives an overall return on investment of over 3:1. Supported projects cover a wide range of areas, from mental health support for targeted cohorts of children, to unlocking the next phase of a £220k community hub investment.

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1. Finance Quarter 2 Summary
2. Finance Quarter 2 Detailed Report
3. Revenue Forecast Outturn 2019/20
4. Capital Forecast Outturn 2019/20
5. Financial Health Indicators 2019/20

## Contact Details

**Report Commissioner:** Andrew Donaldson  
**Job Title:** Head of Strategy  
**Telephone No.:** 01785 278399  
**E-Mail Address:** [andrew.donaldson@staffordshire.gov.uk](mailto:andrew.donaldson@staffordshire.gov.uk)

**Report Commissioner:** Rob Salmon  
**Job Title:** County Treasurer  
**Telephone No.:** 01785 276350  
**E-Mail Address:** [rob.salmon@staffordshire.gov.uk](mailto:rob.salmon@staffordshire.gov.uk)