

Overview and Scrutiny Management Committee: Holding the Executive to Account

Scrutiny Monitoring – 11 August 2016

Date	Portfolio	Title	Action proposed	Action Taken	Progress Status
16/06/16	Transformation Projects	Transformation Programme Update	<p>1) That the Committee are provided with a brief overview of the mechanisms in place to ensure that the Council's Management Team has effective oversight and control of the General Fund Revenue budget.</p>	<p>The Council's Management Team consider regular reports on the General Fund Revenue budget as well the HRA budget. The format has been revised to assist with greater scrutiny on the basis of Service Director responsibilities and this has been recently introduced for discussion by the Council's Strategic Leadership team. A brief outline will be circulated to the OSMC.</p>	End of July 2016
14/07/16	Housing and Adult Care	Learning Disability Residential Homes	<p>1) That, to provide context to the decision, the OSMC is provided with:</p> <p>a) an overview of the number of people with learning disabilities in Southampton that are supported in the various settings (residential homes, supported living, living with family etc) and the number of learning disability residential homes and supported living premises in the city.</p> <p>b) an outline of the longer term plans with regards to the de-registration of residential homes for people with learning disabilities in Southampton.</p>	<p>Overview of number of people with learning disabilities supported in various settings:</p> <ul style="list-style-type: none"> • There are around 2,000 adults with a learning disability registered with GP practices in the city. • There are 65 supported living properties in the city with around 220 clients living in them. The majority of these properties have 24 hours support, e.g. support staff during the whole day and a sleep-in or waking night. But there are some properties with floating support which may be only a couple of hours per day. • There are around 150 clients living across 92 different residential homes. • Around 35 clients live in shared lives • So collectively there are around 400 adults with LD living in residential, supported living or shared lives. • This means that around 1,600 adults with LD live in their own homes, with family or in rented accommodation. 	

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				<p>In relation to the potential for further de-registrations - two additional Learning Disability residential homes are due to deregister in the next few months. This is as a result of the support providers taking a proactive approach as they are also considering what service models are needed for the future.</p> <p>Deregistration could be a potential option for a small number of homes however before any proposals are put forward, discussions are needed with the care provider and landlord to establish their long term business intentions. A thorough consultation with clients and their carers would take place before any decision is made.</p> <p>It is worth noting that Hampshire County Council have indicated that they want to see a significant reduction in residential placements over the coming years and de-registration is one of the approaches they are considering in order to achieve this. As a number of providers work across Hampshire and Southampton it may be that this will also impact on some shared services in our area. We do work closely with colleagues in Hampshire and any developments would be progressed jointly where individuals are supported by both local authorities.</p>	
			<p>2) That, to avoid tenants getting into rent arrears, officers consider options for paying rent directly to the landlord from the housing benefit payment.</p>	<p>Some clients may be assessed as having capacity to manage their rent payments and others may not have the capacity to do this in which case appointeeship will be set up.</p> <p>The housing benefit application form includes the option for rent payment to be paid directly to the landlord from the housing benefit</p>	

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			<p>3) That, in recognition that support for the preferred option could be influenced by the level of housing/welfare benefit clients are eligible for, officers continue to work with partners to understand the potential impact that proposals relating to the provision, value and eligibility of benefits has on the client group.</p>	<p>department. This option will be highlighted to both those clients with capacity and the appointees of those without capacity as the simplest way of managing rent payments.</p>	
14/07/16	Leader	Council Strategy Performance – 2015/16	<p>1) That members of the Committee consider the draft indicator set and identify additional / alternative measures for the consideration by the Executive.</p> <p>2) That the Leader identifies a suitable transport measure for inclusion within the new indicator set.</p>	<p>There will be on going scrutiny of welfare impacts on the client group, working with key internal and external partners such as SCC's Local Taxations and Benefits department, the Financial Assessment and Benefits team, the landlord, care provider, and the clients/their appointee's (where relevant). The drive to maximise benefits will be central to the work undertaken with our partners, and we have already identified some potential early gains, to enhance this. More broadly, we will be observing closely the expected announcement in the early autumn on the Supported Housing sector overall, and any potential impacts to our learning disabled population, ensuring that there is an ongoing programme with council colleagues regarding any negative impacts.</p>	
				<p>Draft measures circulated to the OSMC 14/07/16.</p> <p>The Council strategy will include measure relation to the numbers of roads (A roads and unclassified roads) requiring structural maintenance. There are a number of other measures which are monitored as part of the Local Transport Plan but it would not be appropriate to include all of these in the Council Strategy.</p>	

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			<p>3) That the People's Panel is utilised to develop awareness of the reasons behind the reduction in satisfaction levels with the Council.</p> <p>4) That, recognising the need to improve outcomes for young people in Southampton through preventative action, the Executive pinpoints and incorporates the key drivers within the indicator set that will identify if the required improvements are being made, and sets appropriate targets that are stretching but achievable.</p> <p>5) That the Leader considers engaging universities to undertake research into the effectiveness of interventions in addressing some of the wider underlying issues behind the Council's performance in 2015/16.</p> <p>6) To improve resident satisfaction with the Council the Leader reviews approaches to communicating changes being implemented by the Council.</p>	<p>The next People's Panel survey (29/07/2016) will repeat the LGA benchmarkable question of satisfaction with council services, with some additional open and closed questions to unpick what is impacting on the overall satisfaction levels.</p> <p>The Council Strategy includes a measure relating to the number of Early Help Assessments undertaken, as well as a measure on the numbers of successful Families Matter results. We have consulted with the Early Help Manager who has confirmed that these are the most appropriate measure for preventative action to improve outcomes for children and young people in the city.</p> <p>The Leader will consider and explore this option.</p> <p>The Leader meets with the Communications Manager every week to review recent communications activity and discuss what is coming up.</p> <p>Communications officers and the Customer Insight manager meet with the Digital Transformation team weekly to understand which new digital products and services are going live and when, and to agree how these will be promoted to residents and other stakeholders.</p> <p>The People's Panel survey referenced item 3 will also support this work.</p>	

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			<p>7) That, when available, the Leader circulates to the OSMC the recycling 'heatmap' that has been commissioned.</p> <p>8) That a briefing note on developments in Southampton regarding Social Impact Bonds is circulated to the Committee.</p>	<p>Attached.</p> <p>Recent briefing delivered to CMT by Simon McKenzie attached.</p>	
14/07/16	Housing and Adult Care	Draft Housing Strategy 2016-2025	<p>1) That the Cabinet Member circulates to the Committee a breakdown of the 8% non-decent council owned housing stock by category (eg bathrooms, kitchens).</p>	<p>Of the approximately 8% properties considered 'non-decent at end March 2016, 7.4% related to "disrepair" items.</p> <p>The overall breakdown was as follows:</p> <ul style="list-style-type: none"> • Housing Health and Safety Rating System 0.04% • Modern Facilities 0.07% • State of Repair 7.4% • Thermal Comfort 0.5% <p>In determining whether something is in disrepair, the system essentially checks whether certain components are old (the Decent Homes Standard defines what old is per component) and whether it is considered in disrepair (i.e. has it reached the date where it was estimated that a capital replacement would be required). The reality is often that the component is not in "disrepair" (as if something is broken repairs will address this), but in a "tired" condition where a replacement is warranted.</p> <p>At March 2016, the following areas were identified as being in disrepair: Key Components (only 1 is needed for property to be considered non decent): Wall Structure (0) Lintels (0)</p>	

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				<p>Brickwork (182/1.13%) Wall Finish (110/0.68%) Roof Structure (0) Roof Finish (11/0.07%) Chimney (12/0.07%) Windows (114/0.7%) External Doors (175/1.08%) Boiler (6/0.03%) Heating Other (68/0.42%) Electrical Systems (460/2.85%)</p> <p>Non Key Components (2 or more are needed for property to be considered non decent): Kitchen (403/2.5%) Bathroom (442/2.74%) Heating Distribution System (0)</p> <p>It should be noted that certain properties that have been earmarked for regeneration have been deliberately excluded from capital programmes and will therefore remain to show as non-decent until they are demolished. At the current time such properties are believed to be approximately 1.5% of the 8% leaving a "genuine" non-decency of c.6.5%</p> <p>Works are being proactively undertaken to address the areas of non-decency either through improving the quality of information or undertaking works where necessary.</p>	
		<p>2) That statistics on housing adaptations be provided to the Committee detailing:</p> <ul style="list-style-type: none"> the number of adaptations undertaken in 2015/16 	<p>1. The number of adaptations undertaken in 2015/16</p> <ul style="list-style-type: none"> Adaptations in council properties - 1,119 adaptations (291 Major and 828 Minor) 		

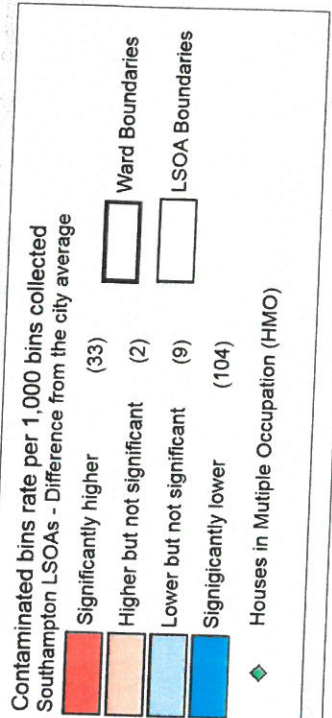
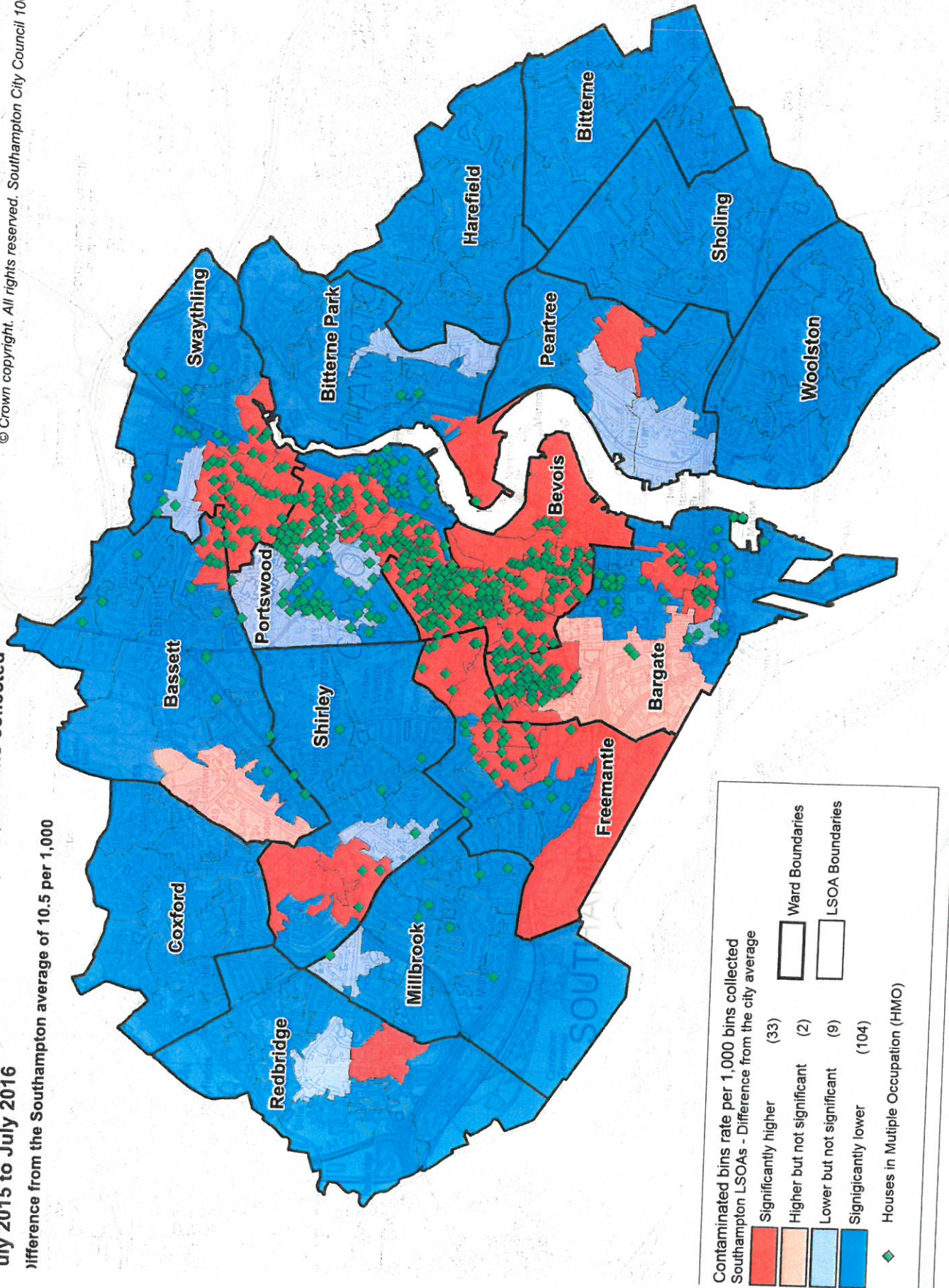
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			<ul style="list-style-type: none"> the average time from request to assessment being undertaken the average waiting time between assessment undertaken and adaptation commencing The number of individuals currently awaiting housing adaptations. 	<ul style="list-style-type: none"> Private rented sector – 57 adaptations in properties rented from private landlords (7) or housing associations (50). <p>2. The average time from request to assessment being undertaken</p> <ul style="list-style-type: none"> At the point of a request being received, the request could be progressed in one of two ways: <ul style="list-style-type: none"> Reablement to deal with assistance that does not immediately require an adaptation but may develop into one if the clients situation worsens over time. Adaptations Team to provide physical equipment and alterations to their home if considered economically viable. There is a three months target for the relevant assessment to be undertaken in order to progress a referral to the Adaptations Team to carry out either minor or major works. <p>3. The average waiting time between assessment undertaken and adaptation commencing</p> <ul style="list-style-type: none"> Once adaptation works are agreed they fall into the following categories and its these that will reflect in the figures previously provided* above: <ul style="list-style-type: none"> Minor: 3 months corporate target. Actual delivery rate for 2015/16 was 2.8 months Major: 9 months corporate target. Actual delivery rate for 2015/16 was 7.54 months 	

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				<p>4. The number of individuals currently awaiting housing adaptations.</p> <ul style="list-style-type: none"> • The figures available are those referrals made to the Adaptations Team within the 2016/17 budget. A proportion of these will already have had the works started, an order raised to a contractor or are awaiting orders to be raised. <ul style="list-style-type: none"> ○ Minor: 157 ○ Major: 103 • As a snap shot in time there are only 7 of the combined 260 that are showing beyond their corporate delivery target. 	

**Contaminated recycling bins / sacks rate per 1,000 bins collected
July 2015 to July 2016**

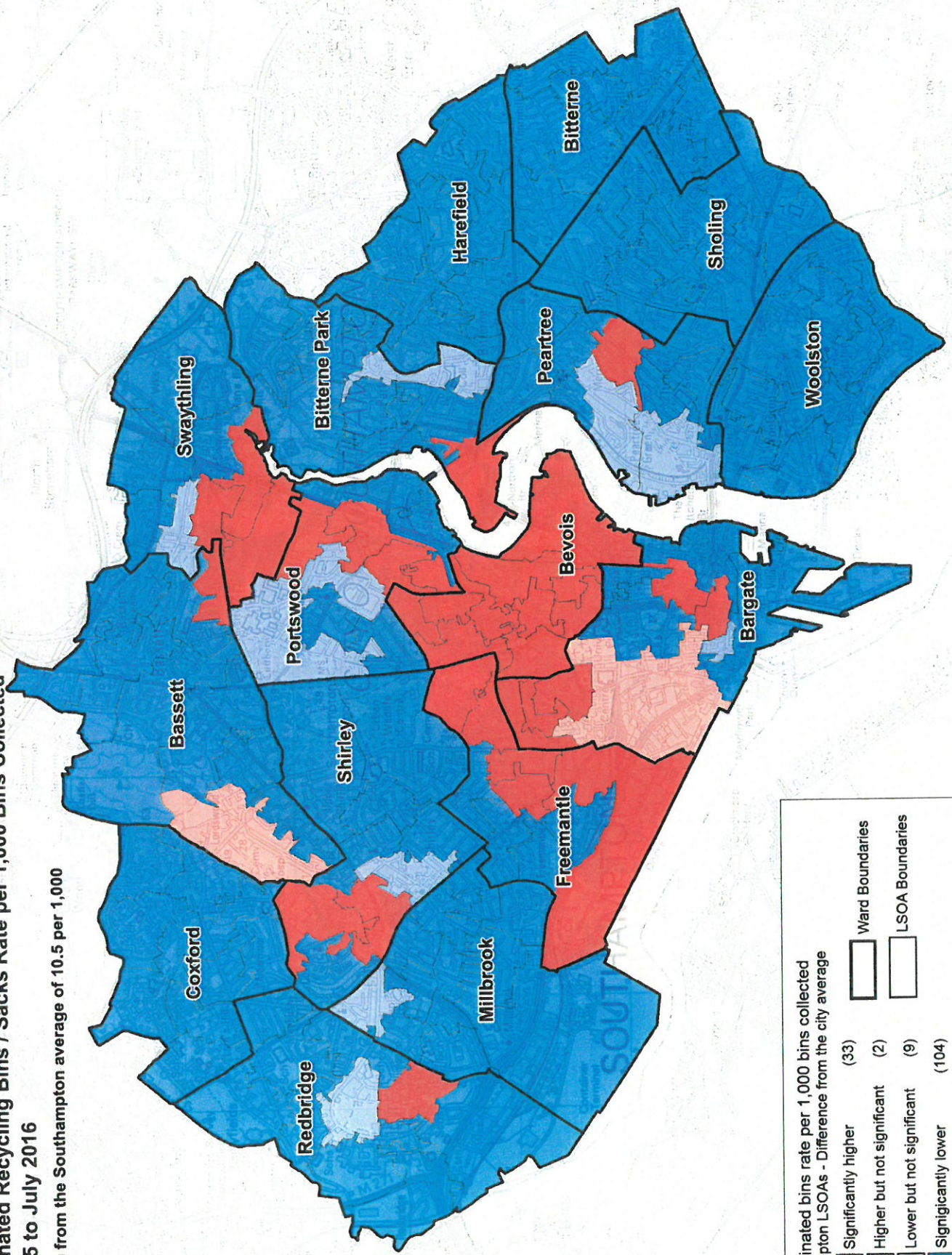
Difference from the Southampton average of 10.5 per 1,000

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**Contaminated Recycling Bins / Sacks Rate per 1,000 Bins Collected
July 2015 to July 2016**

Difference from the Southampton average of 10.5 per 1,000



Contaminated bins rate per 1,000 bins collected
Southampton LSOAs - Difference from the city average

Significantly higher	(33)	Ward Boundaries
Higher but not significant	(2)	LSOA Boundaries
Lower but not significant	(9)	
Significantly lower	(104)	

Report Template for Senior Management Meetings/CMT	
Meeting title	Corporate Management Team
Meeting date	22 June 2016
Report title	Edge of Care Social Impact Bond
Report author	Simon McKenzie, Service Manager, Children & Families

1 INTRODUCTION

Southampton has seen a significant increase in the numbers of children coming into care, rising to a high of 637 in the Summer of 2015. This is significantly higher than would be anticipated for a City of Southampton's size and demographics. Management actions were taken at the time and this has resulted in a drop in numbers however the number has hovered at around 600 since the beginning of 2016.

A decision was made to investigate the potential for developing a service to provide a rapid and intensive service to prevent children and young people coming into care and a successful bid for a development grant was made to the Big Lottery to investigate the options in particular in relation to applying for a Social Impact Bond.

Following a tendering process a consultancy company, ATQ, was appointed and have worked with the Children & Families Service over the last 5 months undertaking a feasibility study.

This has now been completed and the view is that the introduction of a service to prevent children coming into Local Authority care is both financial viable and in the best interests of the child.

2 RECOMMENDATIONS

Corporate Management Team agree to:

- A bid to the Big Lottery for part funding of outcome payments linked to a Social Impact Bond approach
- The subsequent development of an Edge of Care service using a Social Impact Bond approach

3 DETAIL

Background

As part of The Big Lottery funding can be secured for projects to improve service

provision. Both Essex and Greater Manchester have been successful with bids for Edge of Care services using a Social Impact Bond approach. The Big Lottery acts as a co-commissioner with Southampton as part of Social Impact Bond approach and provides funding of up to 15% of the total cost.

A Social Impact Bond involves an Investor providing funding to a provider for the service with payments by the Local Authority being made when successful. In our case the Local Authority will use a payment by results approach paying the Investor monies when a child they are working with is either prevented from coming into care or returns home from care.

This approach has the advantage for Southampton City Council in that only when savings are made does the Local Authority provide any funding. The Investor normally receives around 6-8% return on their investment and the provider is funded to provide the service. Due to the need for all parties to benefit the service is more driven and robust as a business project.

The most risk financially to the Local Authority is funding the Edge of Care service for children and young people who would not have come into care or would have returned irrespective. Thus the decision as to whether a child is suitable for the programme is critical and highlighted within the report. With the right systems and senior management overview this can be minimised.

4 PROPOSALS

The proposal is to initially bid for funding from the Big Lottery. As indicated they are willing to support programmes by providing up to 15% of the cost. A detailed financial analysis is included within the Feasibility Study in Appendix A. This bid needs to be made by July 23rd 2016.

If successful and concurrently with the Bid we will be engaging further with Investors to ascertain their interest. Initial discussions would suggest that as this approach for an Edge of Care service has been used before that this will not be an issue.

We will also need to engage further with potential providers so they are aware that we will be going out to tender for the service following the Council's procurement process. Again initial feedback is positive.

The procurement phase will provide the opportunity to refine the terms and conditions and requirements informed by guidance from the Corporate Management Team, Transformation Team, ICU and Procurement Team.

It is anticipated that the Edge of Care Service would be in place in the first few months of 2017.

5 RESOURCES/JOINT COMMISSIONING IMPLICATIONS

In order to contract the service there is the need for involvement from both ICU and the Procurement Team. Monitoring the contract and ensuring its effective operation will be required. £58,000 per annum is allocated to ensure this is achieved, this is likely to part fund a manager with Children & Families Service and ICU.

The Feasibility Study identifies potential savings and is dependent on the success of the provider in preventing and ensuring children move out of care. Following close scrutiny to ensure a realistic cost saving is identified it is anticipated savings are likely to be in the region of £2.6 million to £5.3 million over a period of seven years. The base figure of £4 million is considered the most likely outcome based on a 50% success rate. Section 5.2.8 of the Feasibility Study details financial assumptions.

6 IMPACT ON OUTCOMES

The reduction in the numbers of children in care will have a significant financial benefit directly through the reduction of care placement costs but also in terms of the knock impact e.g. 20 less children open to Children & Families reduces the need for one social worker and all associated costs.

As importantly it will have the impact of increasing the life chances of children in Southampton with strong evidence that children at home are more likely to achieve academically and find employment.

The input from the provider will ensure that families are more functional increasing the quality of life for children and their families as well as breaking the cycle of children coming into care on a generational basis. Potential benefits such as reduction in crime, increase school attendance and reduction in domestic abuse are all likely to be achieved.

Contact Details

Simon McKenzie

Email: Simon.mckenzie@southampton.gov.uk

Telephone: 02380 834501

