

People's Department update on red risks

General purpose and audit committee

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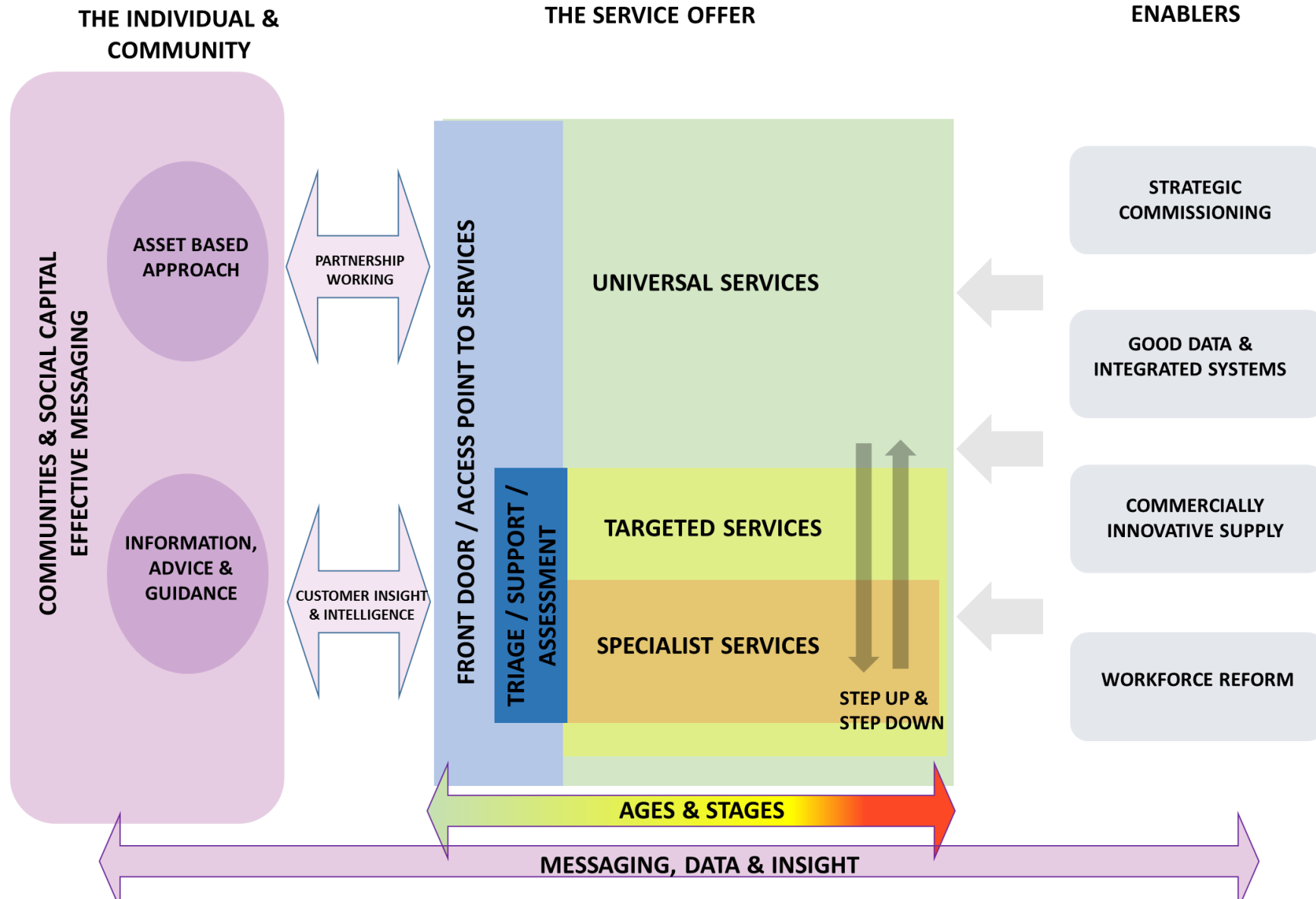
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Vision

DELIVERING FOR PEOPLE IN CROYDON

- Empowering communities to support and take responsibility for themselves and each other.
- Empowering individuals and families to be personally and financially resilient, to maximise their independence and quality of life and live in housing appropriate to their need.
- Reducing inequalities in poverty, housing, health & education.
- Enabling individuals of all ages to reach their full potential through education and learning.
- Enabling individuals and families to have a single, joined up and holistic service (within the Council and with partners) and as early as possible.
- Safeguarding and protecting children and vulnerable adults from harm.
- Ensuring that Croydon is place where all communities thrive and residents can benefit from the economic growth taking place in the borough.

People's Department Operating model



People Department ways of working

- Being outcome focussed rather than input, process or service focussed.
- Promoting personal responsibility and independence and when appropriate using a preventative approach and intervening early to stop problems from escalating.
- Using insight and intelligence to better understand the needs of our communities, enabling resources to be allocated in a more targeted way.
- Using evidence based interventions and the latest innovation to drive improvement.
- Using co-production of services and adopting an asset based approach when working with individuals, families and communities.
- Seizing the opportunities that arise through devolution so that services reflect and are tailored to the priorities and needs of local communities.

Case study – People's Gateway Enablement and Welfare Service

Designed around the customer journey, Gateway establishes a single front door, via a wide-ranging initial assessment of the customer's situation and needs, breaks down traditional barriers between services, both statutory and voluntary. It aims to provide an innovative, holistic, multidisciplinary, and preventative response to households heading towards crisis, rather than acting in an ad-hoc or piecemeal manner as is often the case in local authority interventions.

Critically support is linked to the resident owning and taking actions to support their future position, with the aim of providing a single sustainable solution for families and individuals.

Client X + 2 dependants

- Initially placed in out of borough nightly let accommodation (410 days), at a cost of £3,952.40.
- Gateway support enabled move to private rented at a cost of £2,722.00, to cover deposit, rent advance, and removal fees.

Client's experience

- Felt overwhelmed when placed out of borough, but now very happy, could not imagine returning to Croydon.
- Children (both under five) are well settled, the eldest is looking forward to going to primary school next year.
- Assistance also supported securing part time employment in health on a salary of £25k.
- Described property as nice and large. It is run by managing agents whom client describes as professional.
- Client explained that the Intervention team offered guidance on how to look for PRS locally, provided essential budgeting information, and provided assistance with fees to secure the property. Client felt this conversation helped give them direction and the confidence to secure the property.

Overview of current risks

Dedicated Schools Grant (DSG)

Risk Ref: CFLCS0034 (Red Risk)

Risk: Changes to the DSG and Education Support Grant (ESG) funding regulations, alongside rising demand on specialist DSG budgets due to an increasing population and increasing parental expectations will adversely impact the budget position of the council, schools and private early years providers.

Impact: The Council's general fund will be impacted, schools will move into deficit positions and private early years providers will face cost pressures that could lead to business failure.

Controls: Discussions with Early Years provider market to understand budget pressures. Responses to Government's consultation will outline impact of proposed funding changes on Croydon.

Future: Lobby to highlight comparative low per pupil rates Croydon receives. Council budget savings. Schools monitored quarterly. Those in deficit meet with LA staff to review budget positions and cost efficiencies.

Unaccompanied Asylum Seeking Children

Risk Ref: CFLSCF0015 (Red Risk)

Risk: Continuing rise in unaccompanied (minors) asylum seekers where there is a statutory obligation to provide care/housing and a reduction in Home Office funding for them and the risks of placing children we do not know in placements outside of the borough. There are additional increases in relation to trafficked children and missing children.

Impact: Significant service and staff resources pressures, with pressures on placement supply in house and in the independent sector, and pressures on school places and LAC health services.

Controls: Continued work with UK Border Agency to ensure that only appropriate young people are placed. Increased use of the rota to place young people in other boroughs.

Future: Additional health service commissioning arrangements. Further engagement with Home office and Association of Directors of Children Social Services. Implementation of the National Dispersal Scheme. Realise opportunities in the Immigration Bill and formal system for dispersing unaccompanied child migrants introduced by central government.

Temporary and Emergency accommodation

Risk Ref DASHHN0039 (Red Risk)

Risk: Risk that lack of supply of temporary accommodation (TA) and affordable private and public sector accommodation worsens, increasing use and costs of emergency accommodation (EA) and resulting in further budget pressures.

Note also, significant links to amber risk - Increasing cost of residents in EA as a result of not being able to reduce the high numbers in Council B&B accommodation and families remaining in B&B (Risk Ref PEGWS0018).

Impact: Cost to General Fund. Impact on health and wellbeing. Risk of homelessness / breach of statutory obligations. Potential legal challenge. Difficulty in placing tenants in the private rented sector. People not moving on from TA.

Controls: Pan London initiative on nightly B&B rates. Homelessness Task Group. Board monitoring in-year spend / progress on demand management. Monthly TA strategy meeting. New Allocations Policy and Tenancy Strategy. Procurement of TA out of borough. Expand Gateway multi-assessment support for residents i.e. rent in-advance, income maximisation.

Future: Effective use of Housing Revenue Account. Expand TA programme. On going review of use of housing stock. Lobby Central Government. Increase Croylease portfolio, Real Lettings, potential social letting company opportunity.

Outcomes Based Commissioning (OBC)

Risk Ref DASHPD0043 (Red Risk)

Risk: Delivery of Outcomes Based Commissioning could be disrupted on the grounds that the new alliance structure and form implementation is delayed/halted. Financial improvements in the health economy are not signed off by regulators. Unable to agree risk share model particularly whilst CCG and Croydon Health Service (CHS) remain in special measures. Model of system delivery incorporating a range of social care providers is not developed.

Impact: Inability to deliver OBC contract could result in major loss of benefits for residents who are over 65, adversely affect a sustainable health and social care economy.

Controls: OBC programme management in place, which includes ongoing Alliance agreement development, revised options for the contractual model, risk share arrangements, and alignment with the SW London Sustainability Transformation Plan and involvement in health devolution piloting, and transparent efficiency planning.

Future: Bring forward benefits in the existing Model of Care initiatives and new models at pace. Finalise risk share, financial model and content of alliance agreement with full leadership sign up and further organisational development.

Care market management

Risk Ref: DASHPD0044 (Red Risk)

Risk: Provider capacity cannot meet demand at budgeted cost, which increases with winter pressures. Demand for residential and nursing placements, and homecare for Older People (OP) outstrips supply. Disability placements continue to be made in residential settings. Croydon commissions the highest number of Learning Disability (LD) placements across London. Croydon has the second largest care home market in London.

Impact: Budget pressure. Reduced ability to divert budget to prevention. Decrease in available OP placements resulting in delayed discharge from hospital, and Delayed Transfer Of Care costs. Limited resources to contract monitor and manage market.

Controls: Review of LD high needs placements. Placements team now sourcing placements. Market management to increase capacity in the system. Monitoring team managing care home and homecare market through quality monitoring, joint working with safeguarding. Transfer of existing beds in block arrangements from residential to nursing care to add capacity.

Future: Inflation Strategy. Market position statement and market management strategy. Disability Placements coordinated by placements team. Maximising block contracts through increasing nursing beds, and reducing voids. OBC will enable efficient use of resources.