

# Somerset County Council

## Cabinet

– 14<sup>th</sup> June 2017

### Council Performance Report – End of March (Q4) 2016/17

Cabinet Member(s): Cllr David Fothergill, Leader of the Council & Cllr David Hall

Division and Local Member(s): All

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<b>Report Sign Off:</b>	<b>Seen by:</b>	<b>Name</b>	<b>Date</b>
	County Solicitor	Honor Clarke	5 <sup>th</sup> June 2017
	Monitoring Officer	Julian Gale	5 <sup>th</sup> June 2017
	Corporate Finance	Kevin Nacey	5 <sup>th</sup> June 2017
	Human Resources	Chris Squire	5 <sup>th</sup> June 2017
	Property / Procurement / ICT	Richard Williams	5 <sup>th</sup> June 2017
	Senior Manager	Kevin Nacey	5 <sup>th</sup> June 2017
	Local Member(s)	N/A	N/A
	Cabinet Member	Cllr David Hall	5 <sup>th</sup> June 2017
	Opposition Spokesperson	Cllr Jane Lock Cllr Simon Coles	6 <sup>th</sup> June 2017 6 <sup>th</sup> June 2017
	Relevant Scrutiny Chairman	Cllr Tony Lock Cllr Hazel Prior-Sankey Cllr Leigh Redman	6 <sup>th</sup> June 2017 6 <sup>th</sup> June 2017 6 <sup>th</sup> June 2017
<b>Forward Plan Reference:</b>	Forward Plan reference: FP/17/04/04 Proposed decision first published in Forward Plan dated 19/04/2017		
<b>Summary:</b>	This performance monitoring report provides an overview of the Council's performance across the organisation.		
<b>Recommendations:</b>	<p>Cabinet is asked to:</p> <ol style="list-style-type: none"> <li>1. Consider and comment on the information contained within this report specifically those areas identified as a potential concern under Section 3.0 of this report and the "issues for consideration" section of Appendix A.</li> <li>2. Where performance issues are identified, Cabinet should consider whether the proposed actions are adequate to improve performance to the desired level. If the Cabinet are of the view that the proposed actions are not adequate then Cabinet should indicate what further actions are required to ensure performance is improved.</li> <li>3. Subject to any amendments agreed under the above bullet points, to agree this report and Appendix A as the latest position for Somerset County Council against its County Plan.</li> </ol>		

<b>Reasons for Recommendations:</b>	To ensure effective monitoring and management of the delivery of the Council's County Plan					
<b>Links to Priorities and Impact on Service Plans:</b>	Links to all aspects of the County Plan 2016-20					
<b>Consultations undertaken:</b>	Key messages have been approved by Directors, Lead Commissioners and Cabinet Lead Members					
<b>Financial Implications:</b>	Financial performance is discussed within this report. If performance is not at the expected or desired level then resources may need to be reviewed to enable improved performance.					
<b>Legal Implications:</b>	It is important when reviewing performance to ensure that minimum statutory requirements are being met at all times. There is nothing in the report to indicate that this is a concern at this time.					
<b>HR Implications:</b>	Actions agreed to address performance issues may involve the reallocating of resources and staff. As such there would be direct implications for staff that play a role in the delivery of services in those areas affected.					
<b>Risk Implications:</b>	In light of national resource constraints it is inevitable that service reductions will emerge from the Medium Term Financial Plan process. Members should note that these reductions may materially impact on our ability to deliver some of the priorities set out in the County Plan. The performance and issues highlighted in this report are likely to impact on one or more of the Council risks as detailed in the Council's Risk Report					
	<b>Likelihood</b>		<b>Impact</b>		<b>Risk Score</b>	
<b>Other Implications (including due regard implications):</b>	If addressing performance issues requires changes in the way services are delivered, these must be supported by an appropriate impact assessment which will need to be duly considered by decision makers in line with our statutory responsibilities before any changes are implemented.					
<b>Scrutiny comments / recommendation (if any):</b>	Not applicable.					

## 1. Background

1.1. This report provides members and senior officers with the information they need

to lead and manage the performance of the outcomes set out in the County Plan and the organisation.

- 1.2. The report has been updated to reflect the County Plan that was adopted by full Council in February 2016 and a review of the priorities and the performance information that contributes to them has been carried out.

Appendix A – the Performance Wheel now has seven segments which reflect the “People’s Priorities” which are widely consulted upon through the Listening Learning, Changing Roadshows. There are four “Council” segments which seek to measure how well the council manages its relationships with partners, staff and the public and how good its ‘internal management’ processes are. There is one segment that seeks to reflect the performance of the Vision Projects being undertaken by the Vision Volunteers.

- 1.3. The Vision Volunteer segment is a quarterly update evidenced by the Core Council Board papers that accompany this report.

- 1.4. This report provides the latest information available in the period up until 31<sup>st</sup> December 2016. As such some of the data may be a little historical in nature; discussions regarding “performance issues” will take account of any additional information that may be available following production of this report.

## 2. Performance Overview

- 2.1. The latest performance information is set out in Appendix A and summarised in the table below. A performance status [RAG] at the objective level is detailed at the centre of the wheel in Appendix A whilst key areas of concern for consideration are set out in boxes on the right hand side of the wheel.

### 2.2. Performance Summary

The table below summarises overall performance against objectives:

Directions of Travel have been assessed based on whether current performance is improving or deteriorating as opposed to comparing performance with the previous report.

Metric Segment	Number of objectives			Direction of Travel		
	Green	Amber	Red	Up	Stable	Down
The People’s Priorities	4	1	2	2	4	1
The Council	3	0	1	1	2	1
Vision Volunteers	1	0	0	0	1	0
<b>Totals</b>	<b>8</b>	<b>1</b>	<b>3</b>	<b>3</b>	<b>7</b>	<b>2</b>
<b>As Percentage</b>	<b>67%</b>	<b>8%</b>	<b>25%</b>	<b>25%</b>	<b>58%</b>	<b>17%</b>

It is important when managing performance that consideration be given to the overarching vision statements set out in the County Plan.

## 3. Performance Issues for Consideration and Action

- 3.1. This quarter there are three red segments:

## **P1 Help vulnerable and elderly people**

- The Performance Improvement process continues to embed within adult services. Improved use of data to support performance improvement is now being regularised across all teams in conjunction to a focused improved use of technology. Progress is being made to reach these targets particularly with regard to improving recording of data to ensure reporting accurately reflects work done. Management actions are in place for all performance targets and are being monitored closely.

## **P3 Safer Children and Better Care**

- Progress for the first year of the Children and Young People's Plan has been reported to the Children's Trust Executive and is being reported to Cabinet on 14th June. The Children's Trust Executive are pleased with the progress against the 7 Improvement Programmes, but recognise there is still much work to be done. Action plans for 2017/18 have been drawn up with a focus on a stepped improvement over this second year to ensure year 3 achieves the outcomes of the CYPP in 2019. Ofsted quarterly monitoring visits have concluded adequate progress is being made and DfE intervention has confirmed a "significant improvement" in Somerset's Children's Services, including more manageable case-loads, a more stable workforce and better partnership working as reported by the Minister in December 2016. Despite this, until a re-inspection, services are judged inadequate and there is a corporate risk for Safeguarding Children that has a very high risk rating. Change is evident but universal improvement remains is a challenge.

## **C4 Managing our Business**

- The Authority's outturn shows an overspend of £7.049m when compared to the Revenue Budget. This represents 2.26% of budget. The level of overspend will temporarily take the Council's General Balances below acceptable ranges given the size of the budget and taking into account the annual financial risk assessment. However, the level of reserves will be replenished in year by the collection fund surplus of around £5m.

3.2. This quarter there are two segments which, although remaining green, have declining performance:

### **P2 - Healthy Residents and reducing inequalities**

- Overall performance remains predominantly green against the annual targets set for this segment. Where possible, these targets relate to actual outcomes for improvement in health and wellbeing. Improvement does not always occur with a constant upwards trajectory. The direction of travel is downward for the quarter due to natural variation between reporting points, the overall performance for the year remains predominantly above target and therefore green.

### **C1 - Working with our Public**

- A number of variations in the metrics including pre-election period which

restricts positive news coverage, a slight rise in complaints and a slight fall in numbers of volunteers, alongside the team's on-going challenge to match growing demand for information requests have contributed to a downward trend in this quarter.

## **4. Core Council Programme**

- 4.1.** The current status of the Core Council Programme is set out in Appendix B (attached), which details key achievements, issues and next steps.

Good progress has been demonstrated this quarter with the completion of 2 major transformation programmes; namely the Adults Transformation Programme and the Learning Disabilities Provider Service Programme (detailed below).

The Core Council Programme continues to target delivery of £28.65m of financial benefits in addition to the £23.34m already achieved. Of the £28.65m being targeted, £14.73m is either in, or expected to be included in the Medium term Financial Planning process. The remaining £13.92m is delivering cost avoidance benefits i.e. reducing potential overspends and curtailing demand.

An update on progress is detailed by theme below.

### **4.2. Improving Children's Services**

Arrangements with Essex County Council as Improvement Partner continue. An additional Quality and Performance Review Meeting (QPRM) successfully took place in February and these continue on a monthly basis with the next full QPRM on 4th May.

Embedding of the 'Tools to do the Job' workstream continues with implementation of the Early Help Case Management system within getset services. Initial feedback is positive and will be reviewed in December as part of a formal post-implementation review. The network of Business Champions has been handed over to the Somerset Children's Trust to support the cascade and reinforcement of the Children and Young Peoples Plan.

The Team around the School initiative is gaining good momentum, with over 60 delegates booked for training in the use of a behaviour and vulnerability profile tool and there is good take up of Professional Choices (the partnership web portal) allowing the team around the school to collaborate electronically.

Focus has now turned to improving our Special Educational Needs and Disabilities (SEND) service, with the initial priority being the peer review with Gloucester, taking place on 10th and 11th May.

### **4.3. Modernising Adults' Social Care**

#### **Adults' Transformation – Completed**

Changes to the way we respond to people when they make contact have now been extended across all community teams. As the service realigns its teams to a

more integrated structure over the next few months, this promoting independence approach will be extended in practice to people with learning disability and mental health support needs. The Contact Centre is now also adopting the approach, in order to resolve more people enquiries at the point of contact, where alternatives will provide a better outcome, without onward referral to social care. Positive outcomes have been seen in customer experience, staff morale and reducing spend. Financial benefits will be reviewed as part of the financial year end position.

The programme as set out has now closed, with responsibility for realising and monitoring benefits now handed over to the service.

The next phase of the transformation work in Adults has been outlined and includes work with partners on jointly managing the health 'front door'. Work continues with the service to establish an effective framework for its delivery.

#### **Learning Disabilities - Completed**

Discovery, the new social enterprise partnership between SCC and Dimensions UK, commenced delivery on 1 April 2017 and provides services to adults with learning disabilities previously provided by SCC. Transition activities are complete and SCC staff have transferred to the new partnership. The programme will therefore close but SCC will continue to work closely with Discovery to ensure the on-going delivery of quality services to adults with learning disabilities.

#### **4.4. Economic Growth**

**Economic Prosperity** – Since the contracts for Hinkley Point C were signed between the UK Government, EDF Energy and China General Nuclear Power in September 2016, the key focus for SCC has been detailed planning with EDF Energy regarding its programme for delivery of the associated development works. This includes liaison with EDF to gain an understanding of the construction programme more generally to ensure that the opportunity to create a positive legacy from Hinkley Point C is realised. Traffic improvements are also underway in Bridgwater.

Great Western Railway has provided a proposed design to develop Bridgwater Railway station. Feedback from Councillors was positive; the option has been chosen and the detailed design is now being produced.

90% of the space in Phase 1 of the Somerset Energy Innovation Centre (SEIC) is now committed with significant anchor tenants in place. This is good for the economic regeneration of, and jobs in, Bridgwater with new businesses moving in. SCC has submitted a full Business Case for European Regional Development Fund (ERDF) funding for phase 2 involving a non-nuclear element of the building. Department for Communities and Local Government (DLCG) funding approval, subject to SCC meeting some pre-contractual conditions, is expected imminently.

Application to the EDRF for funding for the iAero centre in Yeovil was submitted in February. We have received confirmation that the iAero expression of interest for Growth Deal 3 funding was successful.

The Connecting Devon and Somerset programme has enabled access to a fibre broadband service to 332,345 premises, of which 277,893 premises have access to superfast broadband. Therefore Phase 1 of the programme has reached its target number of premises having access to superfast broadband.

**County Plan Vision** - Following viability reports for all initiatives being approved by Cabinet on the 16th January and 6th February, a next steps paper has been drafted to provide direction and purpose moving forward and an update will come back to Cabinet in the autumn.

A Vision Volunteers review session was held on the 22nd March where next steps were shared with volunteers. Additionally, Bridgwater and Taunton College re-launched their consolidated higher education offer, rebranded as the University Centre Somerset, on the 8th March.

#### **4.5. 2020 Vision Theme**

##### **One Public Estate (OPE) –**

As previously reported, from January 2017 there is no longer a Digital and Customer Services (DCS) Programme and the OPE Programme has taken on the delivery of pre-existing Community Access and Shared Assets projects in Williton, Shepton Mallet, Yeovil and Bridgwater as well as additional projects in Taunton and Chard.

Despite delays with some of the projects, the OPE programme team are continuing to engage regularly with partners to ensure buy in to future timescales and milestones to ensure commitment moving forward.

Implementation has commenced in Williton and critical path activities and a first draft Business Case has been completed for Bridgwater which will be shared with all stakeholders in May. Progress continues to be made on developing a list of opportunities for Taunton and a workshop was held on the 20th April to develop this project further. Completion date for the Shepton Mallet project has been delayed by six months at the request of Mendip District Council to align with their building works on the development of a Blue Light Emergency Centre. The projects in Yeovil and Chard have also been delayed to allow more time to develop the business cases for these projects so that the strategic feasibility intentions of key partners can be aligned.

Benefits are being managed closely to ensure the Business Case remains viable.

##### **Technology and People (TAP) -**

The TAP Programme continues to work towards contributing to savings via headcount reduction by improving organisational productivity and process efficiency using technology as the key enabler.

In this reporting period, the programme started to build on initial business engagement and launched the Technology Champions community which saw over 140 people from across all service areas sign up to launch events in January. Since then the network has risen to over 200 in number and continues to be actively involved in Yammer conversations online and lunch and learn sessions which have seen good practice, tips, new skills and different ways of working being shared with colleagues, including early deployment of Skype for Business and the Office 365 portal.

Further smartphones were deployed to front line Adults Social Care (ASC) Staff and over 350 ASC staff have been involved in engagement activities relating to the launch of SharePoint later this year. Shared network folders were successfully migrated to the Cloud and the organisation achieved the level of

resilience and security desired by ensuring 100% of on premises servers could be backed up to the Cloud.

## **5. Options considered and reasons for rejecting them**

5.1. N/A

## **6. Background Papers**

6.1. County Plan

<http://somerseccountyplan.org.uk/>