

Cabinet

Wednesday 27 September 2017

10.00 am Luttrell Room - County Hall, Taunton



To: The Members of the Cabinet

Cllr D Fothergill (Chairman), Cllr D Hall (Vice-Chairman), Cllr A Groskop, Cllr D Huxtable, Cllr C Lawrence, Cllr F Nicholson and Cllr J Woodman

All Somerset County Council Members are invited to attend meetings of the Cabinet and Scrutiny Committees.

Issued By Julian Gale, Strategic Manager - Governance and Risk - 19 September 2017

For further information about the meeting, please contact Mike Bryant or Scott Wooldridge or 01823 359048 or mbryant@somerset.gov.uk / 01823 359043 or swouldridge@somerset.gov.uk

Guidance about procedures at the meeting follows the printed agenda.

This meeting will be open to the public and press, subject to the passing of any resolution under Regulation 4 of the Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012.

This agenda and the attached reports and background papers are available on request prior to the meeting in large print, Braille, audio tape & disc and can be translated into different languages. They can also be accessed via the council's website on www.somerset.gov.uk/agendasandpapers



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AGENDA

Item Cabinet - 10.00 am Wednesday 27 September 2017

**** Public Guidance notes contained in agenda annexe ****

1 **Apologies for Absence**

2 **Declarations of Interest**

Details of Cabinet Member interests in District, Town and Parish Councils will be displayed in the meeting room. The Statutory Register of Member's Interests can be inspected via the Community Governance team.

3 **Minutes from the meeting held on 16 August 2017 (Pages 5 - 8)**

4 **Public Question Time**

The Chairman will allow members of the public to present a petition on any matter within the Cabinet's remit. Questions or statements about any matter on the agenda for this meeting may be taken at the time when each matter is considered.

5 **Revenue Budget Monitoring 2017/18 - Month 4 (Pages 9 - 24)**

To consider the report.

6 **Capital Investment Programme 2017/18 - Quarter 1 (Pages 25 - 36)**

To consider the report.

7 **Council Performance Report - end of July 2017/18 (Pages 37 - 48)**

To consider the report.

8 **Any other urgent items of business**

The Chairman may raise any items of urgent business.

Agenda Annexe

THE MEETING – GUIDANCE NOTES

1 Inspection of Papers or Statutory Register of Member's Interests

Any person wishing to inspect reports or the background papers for any item on the agenda or inspect the Register of Member's Interests should contact Scott Wooldridge or Mike Bryant on (01823) 359048 or 357628 or email mbryant@somerset.gov.uk

2 Notes of the Meeting

Details of the issues discussed and decisions taken at the meeting will be set out in the Minutes, which the Cabinet will be asked to approve as a correct record at its next meeting. In the meantime, details of the decisions taken can be obtained from Scott Wooldridge or Mike Bryant on (01823) 359048 or 357628 or email mbryant@somerset.gov.uk

3 Public Question Time

At the Chairman's invitation you may ask questions and/or make statements or comments about **any matter on the Cabinet's agenda**. You may also present a petition on any matter within the Cabinet's remit. **The length of public question time will be no more than 30 minutes in total.**

A slot for Public Question Time is set aside near the beginning of the meeting, after the minutes of the previous meeting have been signed. However, questions or statements about any matter on the agenda for this meeting may be taken at the time when each matter is considered.

If you wish to speak at the meeting or submit a petition then you will need to submit your statement or question in writing to Michael Bryant by 12.00pm on Friday prior to the meeting. You can send an email to mbryant@somerset.gov.uk or send post for attention of Mike Bryant, Community Governance, County Hall, Taunton, TA1 4DY.

You must direct your questions and comments through the Chairman. You may not take direct part in the debate.

The Chairman will decide when public participation is to finish.

If there are many people present at the meeting for one particular item, the Chairman may adjourn the meeting to allow views to be expressed more freely.

If an item on the agenda is contentious, with a large number of people attending the meeting, a representative should be nominated to present the views of a group.

An issue will not be deferred because you cannot be present at the meeting.

Remember that the amount of time you speak will be restricted normally to two minutes only.

4 Hearing Aid Loop System

To assist hearing aid users, the Luttrell Room has an infra-red audio transmission system. This works in conjunction with a hearing aid in the T position, but we also need to provide you with a small personal receiver. Please request one from the Committee Administrator and return at the end of the meeting.

5 Emergency Evacuation Procedure

In the event of the fire alarm sounding, members of the public are requested to leave the building via the signposted emergency exit, and proceed to the collection area outside Shire Hall. Officers and Members will be on hand to assist.

6 Cabinet Forward Plan

The latest published version of the Forward Plan is available for public inspection at County Hall or on the County Council web site at:
<http://www.somerset.gov.uk/irj/public/council/futureplans/futureplan?rid=/guid/505e09a3-cd9b-2c10-89a0-b262ef879920>.

Alternatively, copies can be obtained by telephoning (01823) 359027 or 357628.

7 Excluding the Press and Public for part of the meeting

There may occasionally be items on the agenda that cannot be debated in public for legal reasons (such as those involving confidential and exempt information) and these will be highlighted in the Forward Plan. In those circumstances, the public and press will be asked to leave the room while the Cabinet goes into Private Session.

8 Recording of meetings

The Council supports the principles of openness and transparency, it allows filming, recording and taking photographs at its meetings that are open to the public providing it is done in a non-disruptive manner. Members of the public may use Facebook and Twitter or other forms of social media to report on proceedings and a designated area will be provided for anyone who wishing to film part or all of the proceedings. No filming or recording will take place when the press and public are excluded for that part of the meeting. As a matter of courtesy to the public, anyone wishing to film or record proceedings is asked to provide reasonable notice to the Committee Administrator so that the relevant Chairman can inform those present at the start of the meeting.

We would ask that, as far as possible, members of the public aren't filmed unless they are playing an active role such as speaking within a meeting and there may be occasions when speaking members of the public request not to be filmed.

The Council will be undertaking audio recording of some of its meetings in County Hall as part of its investigation into a business case for the recording and potential webcasting of meetings in the future.

A copy of the Council's Recording of Meetings Protocol should be on display at the meeting for inspection, alternatively contact the Committee Administrator for the meeting in advance.

THE CABINET

Minutes of a Meeting of the Cabinet held in the Luttrell Room, County Hall, Taunton, on Monday 16th August 2017 at 10am.

PRESENT

Cllr D Fothergill (in the Chair)

Cllr A Groskop
Cllr D Hall
Cllr D Huxtable
Cllr C Lawrence
Cllr F Nicholson
Cllr J Woodman

Junior Cabinet members:
Cllr C Aparicio Paul
Cllr F Purbrick
Cllr Fraschini
Cllr G Verdon

Other Members present: Cllr M Chilcott, Cllr S Coles, Cllr H Davies, Cllr L Leyson, Cllr J Lock, Cllr T Lock, Cllr T Munt, Cllr G Noel, Cllr H Prior-Sankey, Cllr M Pullin, Cllr L Redman, Cllr B Revans, Cllr N Taylor, Cllr W Wallace, Cllr A Wedderkopp

Apologies for absence: None

21 **DECLARATIONS OF INTEREST** – agenda item 2

Members of the Cabinet declared the following personal interests in their capacity as a Member of a District, City/Town or Parish Council:

Cllr A Groskop	South Somerset District Council
Cllr J Woodman	Sedgemoor District Council

Junior Cabinet Members declared the following personal interests in their capacity as a Member of a District, City/Town or Parish Council:

Cllr C Aparicio Paul	South Somerset District Council
Cllr F Purbrick	Yeovil Town Council

22 **MINUTES OF MEETINGS OF THE CABINET HELD ON 10 JULY 2017** - agenda item 3

The Cabinet agreed the minutes and the Chairman signed these as a correct record of the proceedings.

23 **PUBLIC QUESTION TIME (PQT)** – agenda item 4

There were no public questions.

The Chairman noted that one Member question had been submitted by Cllr Josh Williams, and that this would be considered under the relevant agenda item.

SOMSESET: OUR COUNTY – JOINT STRATEGIC NEEDS ASSESSMENT (JSNA) SUMMARY 2017 – AGEING WELL - agenda item 5

The Cabinet Member for Public Health and Wellbeing, Cllr Christine Lawrence, introduced the report highlighting the focus on ageing well and noting that she was delighted this item was being brought to the Cabinet today.

The Director of Public Health and the JSNA Project Manager informed members that: the JSNA was first produced in 2007, and became a Health and Wellbeing board responsibility in 2012; this year the JSNA has focused on ageing well; and the importance of both quantitative and qualitative data.

The Director of Public Health further highlighted: the gap between life expectancy and healthy life expectancy was widening in Somerset; Somerset's self-reported good health was above the national average; the relationship between long-term conditions and cost; tobacco is the most notable cause of preventable diseases; recognising the work of carers; and the importance of community support in reducing isolation.

The Director of Adult Social Care informed members of a shift in the support provided to Somerset's residents, highlighting that taking control of an individual's support creates dependency.

Further points raised in the debate included: the importance of maintaining independence; engaging with partners regarding transport and housing, and related funding; community support in urban areas; how older people can engage with younger people; the work of the Memory Café; the importance of empowering communities; bus provision in rural areas; how contact with an individual can be used to communicate information regarding other services; Field House Trust funding; the Independent Age Charity website; placements away from an individual's home community; looking for best practice and ensuring this is shared; and support for carers.

In response to the points raised in debate, the Director of Adult Social Care highlighted the importance of: maintaining independence; managing the Council's limited resources; and that it was not always possible to find placements within the immediate vicinity of a service user's home community.

The Chairman asked if there was support for the proposal and both junior and cabinet members were in consensus.

Following a presentation, consideration of the officer report, appendices and discussion the Cabinet RESOLVED to endorse the 2017 JSNA summary and qualitative report as approved by the Health and Wellbeing Board.

ALTERNATIVE OPTIONS CONSIDERED: As set out in the officer report.

REASON FOR DECISION: As set out in the officer report.

25 **CONTRACT FOR THE PROVISION OF HIGHWAY IMPROVEMENTS AT YEOVIL WESTERN CORRIDOR** – agenda item 6

Cllr John Woodman, Cabinet Member for Highways and Transport, introduced the report noting that the scheme would unlock economic development and reduce congestion.

The Lead Director for Economic and Community Infrastructure & Director of Commissioning informed members it was proposed that the delivery of the scheme would begin in Autumn 2017.

Further points raised in the debate included: traffic congestion in Yeovil; the scheduling of road works; lessons learnt and application to future projects; and traffic flow models.

In response to the points raised in debate The Lead Director for Economic and Community Infrastructure & Director of Commissioning noted that: the Council always tries to minimise disruption when carrying out work on the highway network; and the importance of keeping up to date with industry changes.

The Leader of the Council read a question submitted by Cllr Josh Williams regarding a pedestrian crossing in Brympton. The Lead Director for Economic and Community Infrastructure & Director of Commissioning responded noting that the programme submitted by the preferred contractor included the construction of the crossing within six months of work commencing.

The Chairman asked if there was support for the proposal and both junior and cabinet members were in consensus.

Following consideration of the officer report, confidential appendix A, impact assessment and discussion the Cabinet resolved to:

1. Agree to award a contract for highway junction improvements and associated works at Yeovil Western Corridor to the supplier identified in Appendix A, following a competitive process.

2. Agree the case for exempt information for Appendix A to be treated in confidence, as public disclosure of the commercially sensitive data contained within would prejudice the Council's position in ensuring competitiveness of future tender processes.

ALTERNATIVE OPTIONS CONSIDERED: As set out in the officer report

REASON FOR DECISION: As set out in the officer report

26 **DEVELOPMENT OF A JOINT STRATEGIC COMMISSIONING FUNCTION** – agenda item 7

Cllr Christine Lawrence, Cabinet Member for Public Health and Wellbeing introduced the report which provided the background to the development of an Accountable Care System, including a joint commissioning function.

The Director of Public Health informed members that: there was no blueprint for an Accountable Care System: the paper being considered today focused on the commissioning structure; the three commissioning bodies in Somerset are the County Council, the Clinical Commissioning Group and NHS England; and there was already some joined up working happening in the County. The Director further highlighted the 6 options considered, noting that the preferred option was the commissioning of health and social care through a new commissioning vehicle, and that this option was supported by the Clinical Commissioning Group.

The Chief Executive further noted that Somerset's Health and Social Care budgets cumulatively account for almost £1bn of spending.

Further points raised in the debate included: ensuring the support of both the Clinical Commissioning Group and NHS England; the cost of transport to care and ensuring costs are not transferred to individuals; Scrutiny consideration of the full business case; the new vehicles relationship with the Health and Wellbeing Board; the financial cost of the Clinical Commissioning Groups transformation.

The Director of Public Health further noted that the Health and Wellbeing Boards work would continue alongside a new Public Health and Care Board, and that there would need to be a clear distinction between the work of the two boards.

The Chairman asked if there was support for the proposal and both junior and cabinet members were in consensus.

Following consideration of the officer report, appendices and discussion, the Cabinet:

- considered the initial proposal and options appraisal.
- provided support in principle to progress to a full business case for the recommended option to be considered by Cabinet again in November 2017.

ALTERNATIVE OPTIONS CONSIDERED: As set out in the officer report

REASON FOR DECISION: As set out in the officer report

27 **ANY OTHER URGENT ITEMS OF BUSINESS** – agenda item 8

None.

(The meeting ended at 11.26 am)

CHAIRMAN

Somerset County Council

Cabinet

- 27 September 2017

2017/18 Revenue Budget Month 4

Cabinet Member(s): Cllr David Hall – Cabinet Member for Finance and Economic Development

Division and Local Member(s): All

Lead Officer: Lizzie Watkin – Service Manager – Chief Accountant

Author: Lizzie Watkin – Service Manager – Chief Accountant

Contact Details: kbnacey@somerset.gov.uk Tel: 01823 355213

	Seen by:	Name	Date
	County Solicitor	Honor Clarke	15/09/2017
	Monitoring Officer	Julian Gale	15/09/2017
	Corporate Finance	Lizzie Watkin	15/09/2017
	Human Resources	Chris Squire	15/09/2017
	Senior Manager	Kevin Nacey	15/09/2017
	Cabinet Member	David Hall	15/09/2017
Forward Plan Reference:	FP/17/07/08		
Summary:	The purpose of this report is to update members on the current Revenue Budget outturn position for the 2017/18 financial year based on the end of July (Month 4).		
Recommendations:	To note the contents of this report and the potential outturn position for the year.		
Reasons for Recommendations:	As above.		
Links to Priorities and Impact on Service Plans:	The report indicates how the Council's resources are forecast to be used to support the delivery of budgetary decisions. The Medium Term Financial Plan (MTFP) sets the funding for the County Plan and the use of those funds is then monitored throughout the year to ensure delivery of Council objectives and actions.		
Consultations and co-production undertaken:	Information and explanations have been sought from directors on individual aspects of this report and their comments are contained in the report.		
Financial Implications:	A deficit on the Revenue Budget will impact on the Council's General Balances. The Council's financial position is constantly reviewed. This report highlights significant concerns with regard to Children's service spending.		
Legal Implications:	There are no implications arising directly from this paper.		
HR Implications:	There are no implications arising directly from this paper.		

Risk Implications:	<p>If the overspend were to be at the same level by year end, this would significantly reduce the Council's General Balances placing them well below the recommended range.</p> <p>We have to face up to the increasing demand and devise better ways of managing the increases while continuing to provide statutory services.</p> <p>The availability and use of reserves is critical in being able to manage spikes in demand and costs incurred. Our corporate risk register recognises this and we will put mitigating actions in place to reduce the level of overspends wherever possible.</p> <p>The increase in spend within Children's Services even since the beginning of the year is the most worrying aspect of this report.</p>
Other Implications:	<p>There are no other implications arising directly from this paper. However, as services take remedial action, including any formal decisions required to address the in-year overspend, then appropriate consideration will need to be given to the legal, HR and equalities issues, as necessary.</p>
Scrutiny comments / recommendation:	<p>Not Applicable</p>

1. Background

- 1.1. Last year, 2016/17, there was a year-end overspend of £7.049m, with the main areas of overspend in Adults and Children's services. The demands upon these services have not reduced in the early part of this financial year and are not likely to over the course of the year. The transformational work under way to improve demand management and simultaneously improve outcomes for vulnerable children and adults is well under way. The additional funding from government alongside the management action in adults is keeping this budget under control. There has been no additional funding for children services and management action is struggling to change patterns of expenditure.
- 1.2. SCC is therefore in a similar position to last year in trying to find mitigating actions across the whole Council as well as in those core care services to off-set the overspend while transformation takes place in line with our MTFP themes as trailed in budget papers throughout last financial year.

2. Summary Forecast 2017/18 – Revenue Budgets

- 2.1. The Authority's forecast shows a projected net overspend of £10.054m (see Appendix A) when compared to the Revenue Budget. This represents 3.22% of base budget. The majority of the overspend lies in the Children's Services budgets (section 3). For this reason this report goes into children's services budgets in some depth to explain the issues involved.
- 2.2. Most other areas of the Council are within reasonable tolerance although some corporate and support budgets are under pressure (as covered in section 7).

- 2.3. The implication of this early forecast is that Cabinet and the Senior Leadership Team will need to take some immediate actions to address the overspend projections. Given last year's position, there are already 5 high priority projects under way (all but one of which are affecting children's services budgets) to identify ways of reducing spending and managing demand. These are having some success in reducing overspend and delivering MTFP savings but are projects that in some cases span last year, this year and next before coming to fruition.

3. Children's Services

3.1. Children and Families Operations: (+) £12.838m: movement (+) £1.594m

- 3.1.1. The increase in the number of children and young people being helped by the service has increased by 34.6% during the past financial year, (from 1774 to 2388). This is placing increased pressure on salaries budgets both within Fieldwork and other areas, especially as this increase in most instances is covered by locum staff. As a result we are projecting salary pressures of £2.657m in Fieldwork, with a further £1.527m in Fostering, Adoption, Central Management and Disabilities.
- 3.1.2. Whilst the gate-keeping provided by the At Risk of Care and Permanence panels has enabled us to keep the actual number of Children Looked After reasonably stable, there remains a pressure of £4,534m in external residential and fostering placements. The saturation of the external market has seen our average placement costs increase by 4.1% with Independent Fostering Agencies and 18.2% with external residential providers. This is not necessarily the result of individual providers putting up their own costs but the availability of placements with those providers whose costs are less than the market average. This cost pressure is being reflected in other local authorities as well as Somerset. The use of the Assistance to Families budget to prevent children coming into care has added a further pressure of £0.129m.
- 3.1.3. There is a continuing dialogue with Health in regard to contributions for children with complex needs, where a contribution has been agreed at the multi-agency complex cases panel.
- 3.1.4. Whilst the service was very pro-active in setting up provision for the accommodation and welfare of Unaccompanied Asylum Seeking Children moved to Somerset under the National Transfer Scheme it has become clear that the majority of those that are placed with us are seeking to live in larger urban areas such as Bristol or London. This has created a financial pressure for the service as we are funding accommodation provided by the YMCA which is not fully utilised. This is currently projecting a pressure of £0.154m, with translation costs adding a further £0.037m.
- 3.1.5. Transport costs, primarily associated with school and contact visits account for a further £0.208m of pressure.
- 3.1.6. Financial pressures of £2.125m are attributed to positive outcomes for the permanence of children and young people including increases in the number of Special Guardianship Orders, Fostering, Adoption and Leaving Care

allowances and accommodation. In addition, the increase in the number of families taking advantage of the Direct Payments scheme within the Disabilities service giving them more choice and control over how care and support is arranged, to help them live more independently and the allocation of Disability Grants has generated a pressure of £0.476m, resulting in a total pressure in Fees and Allowances of £2.601m.

3.1.7. The Disability units are projecting a pressure of £0.062m, primarily the result of reduced Continuing Health Care (CHC) funding, and Disability Support for children has contributed a further pressure of £0.071m.

3.1.8. Further investment in the Children and Young People's Plan has so far incurred additional costs of £0.200m. Business Support continues to project a £0.468m pressure which is subject to scrutiny through the Corporate and Business Services review.

3.2. Children and Learning Central Commissioning: (+) £2.183m : movement (-) £0.053m

3.2.1. There is a pressure of £1.765m across transport budgets against a budget of £9.563m. Home to School transport is showing a pressure of £1.089m. Inflation pressures of £0.236m are impacting on the service, but these have been mainly offset via managed savings. There is a potential further pressure in this area due to the impact of Hinkley Point recruitment, causing contractual/wage issues in relation to driver turnover.

3.2.2. The Special Educational Needs (SEN) transport pressure is forecast at £0.676m, against a budget of £3.453m, due to the on-going issue of an increased number of placements. Inflation pressures of £0.128m are being offset by reduced calendar days this Year (£0.154m). The full Year implication of additional route costs (£0.197m) following the opening of the new Mendip Free School, plus the delayed notification of placements to Transporting Somerset colleagues, although improving, is still resulting in additional transport requirements.

3.2.3. There is a planned investment to increase Commissioning staff as part of an invest to save arrangement to reduce on-going operational costs and this is forecast to be £0.276m. It is envisaged this will pay back in 2018/19.

3.2.4. The Somerset Education Partnership Board (SEP) programme is forecasting a pressure of £0.620m. This includes £0.169m in relation to "Team around the School" posts, £0.269m for School Education Partners (SEPs) and £0.035m related to Thinking Leadership. Bids for match funded Raising Achievement Plans (RAPs) for the Secondary phase have been agreed at £0.138m, with no pressure expected for the Primary phase.

3.2.5. A report on Children's services budgets will be presented to the next Children's and Families Scrutiny meeting providing more detail for the Committee to analyse. This entire report will also be considered at Scrutiny Place on 3 October 2017.

3.3. Schools Budget

3.3.1. Children and Learning Central Commissioning: (+) £1.883m: movement (+) £1.100m

The Out of County Independent and Non Maintained Special Schools budget is projecting a pressure of £1.920m due to continuing and extended high cost placements. There have been 32 new placements since January 2017 including 12 since April 2017 totalling £0.775m.

4. Adult Services including Learning Disabilities

4.1. Adult Social Care Variation: (-) £0.534m underspend: movement (+) £3.199m

4.1.1. Since month two we have reviewed the allocation of the Improved Better Care Fund moving the allocation from Adult Social Care to Learning Disabilities where the greater pressure is experienced. This has the effect of reducing the Adult Social Care underspend and reducing the Learning Disabilities over spend.

Management actions have reduced spend compared to may in the following areas:

- Residential/Nursing Costs £1.142m
- Home Care £0.918m
- Staffing £0.112m

4.1.2. Residential/Nursing

Overall there has been a considerable reduction in the number of residential and nursing placements over the past two months; however there was a slight upturn during July. Overall there are 30 less clients in a placement than reported at month two, and the number of placements made at above the standard rate remains low which is key to controlling costs.

4.1.3. Home Care

Delivery of core home care and reablement services have been increasing over the past two months given the figures on residential and nursing care home placements above. However, this support is being delivered in a different way, with a mixture of paid and community support for core, and the higher paid and skilled reablement hours are being used for short, sharp, targeted interventions for those who would benefit from it rather than longer term. This has led to a reduction in overall spend across these services.

4.1.4. Staffing

Salaries projections have reduced as the service is holding vacancies whilst the restructure of operational and business support teams takes place.

In addition to the above reductions we have assumed the following in getting to the projected underspend of £0.534m:

- £8.084m of the £12.084m new monies allocated through the 'improved' Better Care Fund will be used to offset underlying pressures in social care budgets. £5.500m of this will be used against the in-year overspend within Learning Disabilities. This is a change from the month two report where it was assumed just £7.000m of this money would be used, and that it would offset Adult Social Care spend.
- The £1.350m from the 'original' Better Care Fund will also be used to offset underlying pressures in social care budgets.

4.2. Learning Disabilities: (+) £2.298m overspend: movement (-) £3.616m

- 4.2.1. The service has seen a reduction in variation reported given that £5.500m of the new Improved Better Care Fund from Government has been allocated to the inherent overspend in this area. This masks an increase in activity since month two with new and increased cost placements within Residential Supported Living across traditional third party providers and lower delivery across these areas in relation to the Discovery contract along with reduced income.
- 4.2.2. The reported position also assumes achievement of £2.089m savings in year through the reviewing to improve lives project. This would leave a balance of £4.089m of the MTFP saving to achieve in future years. This is shown as a pressure for 2017/18.
- 4.2.3. The reported position takes into account a transfer of £6.158m from an equalisation reserve and £1.086m transformation investment funded from capital receipts.

4.3. Adults Commissioning: (-) £0.079m underspend: movement (-) £0.327m

- 4.3.1. The reduction from May is entirely as a result of changes to the Mental Health budget. Following discussions with Somerset Partnership there is now no expectation of funding from Somerset County Council for the Support, Time and Recovery Team. This creates a saving of £0.202m against the previous projection.
- 4.3.2. There have also been a number of changes within Residential and Nursing placements, with clients leaving the service or moving to cheaper placements leading to a reduction in projection of £0.157m.

5. Public Health: (-) £0.197m underspend:

- 5.1. The Public Health budget is currently £0.234m underspent. This is a planned underspend as the service begins to make changes required to meet savings in 2018/19 and beyond. It will be requested that this underspend is moved to the Earmarked Reserve at year end to help with the savings that are required from the grant in future years.
- 5.2. Somerset Drugs and Alcohol Partnership (SDAP) is currently projected to overspend by £0.036m following a reduction in the SCC funding available of £0.150m. The service will work to reduce this variation throughout the year however any overspend will need to be drawn down from the SDAP earmarked

reserve (currently £0.135m). This means the impact on the Public Health budget is nil.

6. Economic and Community Infrastructure Services (ECI): (+) £0.015m overspend: movement (-) £0.121m

- 6.1. The ECI range of services, in aggregate, is broadly on budget but have variability at an individual service level; with SCC's proportion of Somerset Waste Partnership contributing significantly to this overall neutral position.
- 6.1.1. Somerset Waste Partnership has a significant underspend of £0.762m principally due to tonnages remaining lower when compared to the same period last year. The largest reduction can be seen at the recycling centres, which is likely the result of the effect of the permits introduced in October 2016. A one-off saving of £225k is included in the value above which relates to the New Waste Treatment contract with Viridor and therefore, the magnitude of saving at this level cannot be expected or sustained, assuming a similar level of activity.
- 6.1.2. There are currently forecast overspends in Highways and Transport Development Group. These overspends are being mitigated within the services by reviews of capitalisation options and staffing review as part of the on-going restructure across E&CI services.
- 6.1.3. It is currently anticipated that the 2017/18 MTFP savings will be delivered.

7. Corporate and Support Services: (+) £2.812m overspend: movement (-) £0.133m

- 7.1. There are some forecast overspends in ICT and Strategic Property totalling £1.4m. There are also at this stage of the year some projected procurement savings that may not be achievable and we will need to find replacement projects to identify the £1.3m savings required. The forecast funding requirement for the Core Council Programme is £1.268m which will be allocated from capital receipts under the new flexibilities regulations.

7.2. Commercial and Business Services

- 7.2.1. **Commercial Procurement and Contract Management: (+) £1.311m overspend; movement (-) £0.048m.**

The forecast overspend arises from Third Party MTFP savings identified as currently being unachievable (£1.068m Third Party savings and Third Party agency spend (£0.291m), whilst work continues through Strategic Opportunities Board to identify where savings will fall against this cross cutting target. It should be noted that this MTFP saving target is a place holder and for reporting purposes only as the budgets sit within services and does not form part of Commercial and Procurement budget - which overall is reporting an underspend through in-year staff savings of £0.046m relating to vacancies.

- 7.2.2. **Strategic Property: (+) £0.905m overspend; movement (+) £0.043m.**

Costs in 2017/18 relating to the BMIS R&M scheme are forecast to result in a £0.316m overspend. £0.216m of this arises from outstanding works from the previous BMIS scheme, which could not be accrued. An estimated £0.100m cost has resulted from the contractor's loss of earnings and profit, and the cost of redundancies due to the reduction in school properties within the corporate R&M contract.

The Corporate Repairs and Maintenance budget is projected to be overspent by £0.363m. This is partly due to an increase in a higher number of assets being recorded, and being included in the contract, resulting in an increase in costs. An estimated £0.050m of this has resulted from the contractor's loss of earnings and profit, and the cost of redundancies due to the reduction in corporate properties within the corporate Repairs and Maintenance contract. As reported in previous years, the cost of the contract alone exceeds the current budget before taking account of any exempt works.

Facilities Management is forecast to overspend by £0.145m, as a result of One Public Estate savings that will not be realised fully in this financial year (£0.055m) and the allocation of £0.090m of Corporate and Support Services savings that are considered at present unachievable.

7.2.3. Strategic ICT: (+) £0.490m overspend; movement (-) £0.159m.

Strategic ICT has an income budget for overhead costs that Support Services for Education (SSE) recover from their customers. These recovered amounts are then transferred to the Support Services; however there is a projected shortfall of £0.149m for the ICT overheads in 17/18.

Despite making savings of £0.750m of revenue savings there is currently a projected overspend on staff costs of £0.140m. Work is being undertaken to understand the true cost of ICT following the return of the service from SWO and it is expected that the overspend will be offset against capital allocation of projects work.

There is also a £0.162m pressure relating to unachievable savings targets that have been assigned to ICT.

7.2.4. Core Council Programme (Including Business Change) (+) £1.268m; movement (-) £0.191m

The approved Core Council Programme (CCP) for 2017/18 will require funding of £1.268m from capital receipt flexibilities.

7.3. Finance and Performance: (+) £0.057m overspend; movement (+) £0.205m.

Finance has been allocated £0.405m of the £1.281m further Corporate and Support Services MTFP savings. When offset by current vacancies in Finance, there is a forecast overspend of £0.057m due to unachievable savings.

8. Non-Service Items: (-) £9.479m underspend: movement (+) £0.633m

8.1. The underspend in this area is mainly due to uncommitted contingency budget and additional s31 grant received from DCLG for the Non-Domestic Rates schemes.

8.2. Central Redundancies (+) £0.251m overspend: movement (+) £0.251m.

Current estimates for the costs of central redundancies that have been arranged in 2017/18 to date come to £1.419m. An extrapolation of costs based on the remainder of the financial year in previous years suggests a further £0.832m, which will push costs over the £2.000m budget by £0.251m.

9. Trading Units

9.1. Support Services for Education (+) £0.002m overspend

Any shortfalls across SSE will be reviewed and managed where possible in year but it is proposed that any deficit position resulting from budget pressures or additional investment required at the end of 2017/18 be carried forward in the traded reserve and managed as part of an agreed programme of delivery.

9.2. Dillington House (-) £0.131m (deficit)

Dillington House is currently forecasting an overspend of £0.131m which is due to a drop of income across all areas of the business. Dillington is working to increase income and review spend during the year to reduce the current forecasted overspend.

10. Aged Debt Analysis

10.1. As at the end of August 2017, the outstanding debts over 90 days old totalled £2.741m or 29.24% of gross debt outstanding. This is above the target set for reporting performance on the Performance Wheel of no more than 15% of total debt. By way of comparison, the percentage of debt over 90 days old in August 2016 was 28.11%. The aged debt profile is not at an acceptable level and we will need to purge this old debt quickly so that our usually excellent record on collecting over 99% of debt is maintained.

10.2. Services' total outstanding debt relating to external income on the Accounts Receivable system stood at £9.334m on 31 August 2017, (August 2016 £5.077m). Over 70.76% (£6.632m) of the total gross debt is less than 3 months old, with the remaining debt being split over the timeframes of '3-12 months old' and those 'over 12 months old', which can be seen in the table 10.3 below.

10.3.

Service	Not o/due	0-30 Days	1-3 Mths	3-12 Mths	12+ Mths	Total	Un-assigned Cash	Total (Net)
	£m	£m	£m	£m	£m	£m	£m	£m
Adults & Health Comm.	0.000	0.000	0.000	0.122	0.004	0.126	0.000	0.126
Adults & Health Ops	0.096	0.221	0.268	0.827	0.194	1.606	0.000	1.606
Business Development	0.027	0.162	0.147	0.271	0.097	0.704	0.000	0.704
Customers & Communities	0.000	0.063	0.000	0.000	0.000	0.063	0.000	0.063
Children & Family Ops	0.002	0.004	0.140	0.394	0.010	0.550	0.005	0.545
ECl Comm.	0.004	0.002	0.000	0.002	0.001	0.009	0.000	0.009
ECl Ops	0.615	3.617	0.446	0.357	0.153	5.187	0.000	5.187
Schools & Early Years	0.031	0.031	0.009	0.006	0.008	0.085	0.004	0.081
Finance & Performance	0.017	0.015	0.010	0.020	0.000	0.061	0.000	0.061
Children & Learning Comm.	0.231	0.070	0.054	0.171	0.010	0.537	0.017	0.520
LD Ops	0.018	0.001	0.005	0.043	0.037	0.103	0.000	0.103
Support Services for Education	0.051	0.102	0.046	0.015	0.000	0.213	0.012	0.201
Public Health	0.000	0.106	0.023	0.000	0.000	0.129	0.000	0.129
Total £m	1.091	4.394	1.147	2.227	0.513	9.373	0.038	9.334
Total %	11.65	46.88	12.23	23.76	5.48	100.00		

Total Debt Analysis

	Net Debt £m
August 2016	5.077
August 2017	9.334

10.4 Aged Debt – Service Commentary

Adults and Health: £1.835m

There is currently £1.227m of outstanding debt over 90 days old across all Adults services. £640k of this debt is with NHS partners relating to CHC contributions and the joint finance agreement. Discussions are ongoing with the CCG to bring these disputes to a conclusion and we anticipate the majority of the debt being cleared.

Of the remainder, £534k is outstanding debts with clients of the service relating to their contribution to care. We are awaiting probate on a large part of this and would expect it to be cleared in due course. There will potentially be a need to write off some of the client debt but we are taking robust action to ensure this is kept to a minimum.

Children and Learning: £1.347m

The majority of debt is under 30 days old and relates to invoices raised for home to school transport contributions from parents/carers for the Autumn and Winter terms.

Of the debt over 30 days, 84% relates to invoices owed by partner health authorities for agreed contributions to supporting children in specialist provision providing therapeutic and health related support. These contributions were agreed through the Complex Cases panel and further discussions are taking place regarding the settlement of these debts.

Support Services: £0.828m

Aged debt over 90 days old totals £0.388m. Of this, £0.120m relates to carbon rebates owed to SCC from British Gas. Settlement is being held up because of disputes over amounts British Gas claim they are owed by SCC. This issue is being actively pursued and an update is expected soon. The majority of the balance is Property-related and is being actively pursued by the service.

Economic and Community Infrastructure: £5.196m

Of the total debt outstanding £4.684m (or 90%) is less than 90 days old across all Economic and Community Infrastructure services. Of the £0.513m debt over 90 days old £0.154m is over 365 days old. Of the debt over 90 days old £0.173m is developer contributions, £0.097m is recovery of costs associated with damage to highways, £0.124m is highways defect inspection charges to utilities companies and there are a handful of smaller sums including County Ticket debts. All debts are being actively pursued or have been referred to Legal.

Support Services for Education

This relates predominantly to invoices recouping costs of students undertaking training courses and for services provided to schools and academies procured through SLA online. Debt recovery processes are in place to ensure that these debts are settled within reasonable timescales.

Public Health: £0.129m

The debt for Public Health is less than 90 days old and not considered to be at risk of non-recovery.

11. Delivery Progress of 2017/18 MTFP Proposals

- 11.1. In February 2017, the Council approved £19.506m of savings proposals and £14.332m of pressures. Many of the proposals will require significant management action to insure implementation is successful.

This section of the report provides an update of the progress towards delivery of the proposals with a RAG status showing the level of risk around delivery (Appendix B).

11.2. Savings

As all savings have been taken from service budgets at the commencement of the financial year, the real risk is that service areas will not be able to deliver the full saving and overspend.

Over 63% of the savings have been classified as having a green status, meaning service directors are confident that these savings will be delivered at the financial impact predicted in proposal documents.

A further 7% has been classified as an amber risk status, meaning that at this point in the year service directors cannot be sure they can deliver the same level of savings originally anticipated.

This leaves 30% of savings that are no longer deliverable in 2017/18.

Therefore there is more work required to secure the full value of savings required.

11.3. Pressures

During the MTFP process services worked hard to limit the level of additional resources requested. Therefore the £14.332m approved should be viewed as mitigating unmanageable pressures.

12. Consultations Undertaken

- 12.1. The individual service content within this report has been considered by Service Management Teams prior to submission together with on-going briefings of Cabinet Lead Members.

13. Financial, Legal, HR and Risk Implications

- 13.1. Financial implications are dealt with in the body of this report, and where decisions are required. There are no other direct implications arising from this paper.

14. Background papers

- 14.1.
- County Council – 15 Feb 2017 – 2017/18 Revenue Budget and MTFP
 - County Council – 15 Feb 2017 – S151 Robustness and Adequacy report

Note:

For sight of individual background papers please contact the report author(s):

Adults and Health: Martin Young, 01823 355212, MJYoung@somerset.gov.uk

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Appendix A – Revenue Budget Monitoring – Headline Summary Table

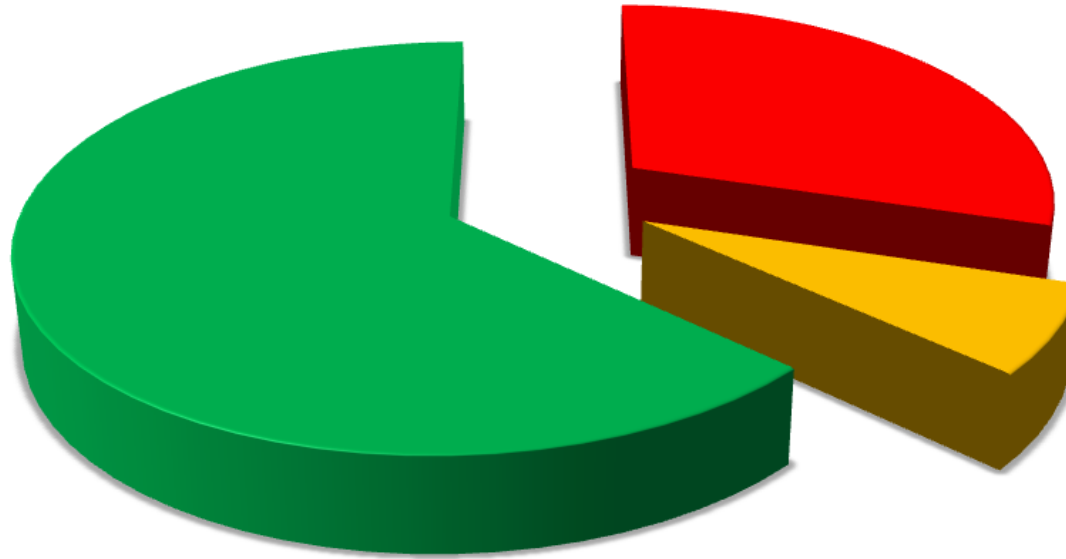
Service	Original Base Budget	Budget Movements	Total Budget Approvals	17/18 Projection	Gross Variance Under (-) / Overspend		Transfers (to) and from Grant / Earmarked Reserves	SCC Variance Under (-) / Overspend		Planned Use of Capital Receipts Flexibility	Forecast Under (-) / Overspend	Movement from Previous Report
	£m	£m	£m	£m	£m	%	£m	£m	%	£m	£m	£m
Adults and Health - Operations	72.683	(1.539)	71.144	70.610	(0.534)	(0.75)	0.000	(0.534)	(0.75)		(0.534)	3.199
Children and Families - Operations	48.749	(1.712)	47.037	59.875	12.838	27.29	0.000	12.838	27.29		12.838	1.594
Learning Disabilities	48.183	2.488	50.671	59.127	8.456	16.69	(6.158)	2.298	4.54		2.298	(3.616)
Adults and Health - Commissioner	14.756	0.205	14.961	14.915	(0.046)	(0.31)	(0.033)	(0.079)	(0.53)		(0.079)	(0.327)
Children and Learning - Commissioning Central	18.013	3.171	21.184	25.462	4.278	20.19	(2.095)	2.183	10.3		2.183	(0.053)
Public Health	1.070	0.000	1.070	0.873	(0.197)	(18.41)	0.197	0.000	0.00		0.000	0.000
ECI Services	61.655	0.469	62.124	65.878	3.755	6.04	(3.739)	0.015	0.02		0.015	(0.121)
Key Services Spending	265.109	3.082	268.191	296.740	28.549	10.65	(11.828)	16.721	6.23	0.000	16.721	0.676
Corporate and Support Services	25.449	(1.486)	23.963	27.098	3.134	13.08	0.947	4.081	17.03	(1.269)	2.812	(0.053)
Non-Service Items (Inc Debt Charges)	21.214	(21.124)	0.090	(9.389)	(9.479)	(10.497)	0.000	(9.479)	(10.497)		(9.479)	0.633
Trading Units	0.000	0.000	0.000	0.133	0.133	0.00	(0.133)	0.000	0.00		0.000	0.000
Support Services and Corporate Spending	46.663	(22.609)	24.054	17.842	(6.212)	(25.83)	0.814	(5.398)	(22.44)	(1.269)	(6.667)	0.500
Individual Schools Budget (ISB) and Early Years Providers	0.000	19.528	19.528	0.000	(19.528)	(100.00)	19.528	0.000	0.00		0.000	0.000
SCC Total Spending	311.772	0.000	311.772	314.582	2.810	0.90	8.513	11.323	3.63	(1.269)	10.054	1.362

Appendix B: Savings Month 4 2017/18

	Value of Approved Saving	Red	Amber	Green
Adults and Health - Operations	0.765	0.615	0.050	0.100
Learning Disabilities - Operations	4.734	2.317	-	2.417
Adults and Health - Commissioner	0.727	0.125	-	0.602
Public Health	0.169	-	-	0.169
Adults and Health	6.394	3.057	0.050	3.287
Children and Families - Operations	0.018	0.018	-	-
Children and Learning - Commissioning Central	3.098	1.307	0.668	1.123
Children's	3.116	1.325	0.668	1.123
Somerset Waste Partnership	0.760	-	-	0.760
Highways	0.800	-	0.470	0.330
ECI Other Services	2.587	0.065	0.180	2.342
Economic and Community Infrastructure	4.147	0.065	0.650	3.432
Key Services Spending	13.657	4.447	1.368	7.842
Commercial and Business Services	5.678	1.359	-	4.318
Finance and Performance	0.174	-	-	0.174
Customers and Communities	-	-	-	-
Support Services	5.851	1.359	-	4.492
Total Services	19.508	5.806	1.368	12.334
Percentage		29.76%	7.01%	63.23%

2017/18 MTFP Savings Performance

■ 29.76% ■ 7.01% ■ 63.23%



Somerset County Council

Cabinet

– 27 September 2017

Capital Investment Programme 2017/18 – Quarter 1

Cabinet Member(s): Cllr David Hall – Cabinet Member, Resources and Economic Development

Division and Local Member(s): All

Lead Officer: Lizzie Watkin – Service Manager, Chief Accountant

Author: Jonathan Kemmish – Finance Manager - Capital

Contact Details: KBNacey@somerset.gov.uk Tel: 01823 355213

	Seen by:	Name	Date
Report Sign off	County Solicitor	Honor Clarke	15/09/2017
	Monitoring Officer	Julian Gale	15/09/2017
	Corporate Finance	Lizzie Watkin	15/09/2017
	Human Resources	Chris Squire	15/09/2017
	Senior Manager	Kevin Nacey	15/09/2017
	Cabinet Member	David Hall	15/09/2017
	Forward Plan Reference:	FP/17/07/08	
Summary:	<p>This report outlines the Council's Capital Investment Programme position for the first quarter of the 2017/18 financial year.</p> <p>At this stage a small sum of £0.262m is forecast as being required to fund the existing commitment in the programme of £224m.</p>		
Recommendations:	The Cabinet is recommended to note the contents of this report.		
Reasons for Recommendations:	To inform members of the financial position for the Capital Investment Programme relating to the financial year 2017/18.		
Links to Priorities and Impact on Service Plans:	The Capital Investment Programme is the means by which the Council provides the assets and infrastructure required to deliver the County Plan.		
Consultations undertaken:	Information and explanations have been sought from service managers on individual aspects of this report and their comments included as appropriate.		
Financial Implications:	The financial implications are dealt with in detail in the body of the report and are in line with expectations.		

Legal Implications:	There are no specific Legal implications arising directly from the report.
HR Implications:	There are no specific HR implications arising directly from the report.
Risk Implications:	<p>Overall the performance in relation to the Capital Investment Programme remains good and services are managing to maintain control over expenditure within the resources available.</p> <p>The key risks remain unchanged, a potential demand for the provision of new schools to meet the basic need for places arising as a result of new residential developments and the ability of the Council to realise capital receipts.</p>
Other Implications (including due regard implications):	Equalities Impact Assessments for projects in the existing programmes were undertaken during the budget setting process and are updated as projects are implemented as necessary.
Scrutiny comments / recommendation (if any):	Not applicable.

1. Background

- 1.1. This report provides a corporate overview of the financial aspects of the Capital Investment Programme (CIP) for the 2017/18 financial year. In doing this it provides reconciliation with the Outturn position for 2016/17 reported to Cabinet on 14 June 2017 and gives a baseline against which progress during this financial year can be monitored.

2. Options considered and reasons for rejecting them

2.1. Active Approvals 2017/18

- 2.1.1. The CIP active approvals at the 31 March 2017 were £551.857m. These have been updated to remove those schemes that are now complete resulting in the removal of £79.414m from the total approvals contained within the monitoring process. Some £46.637m of new schemes have been added to the monitoring process as a result of the 2017/18 new Capital Investment Programme starts agreed at County Council in November 2016. Of this sum, £5.800m is expected to be financed from existing debt with the remaining £40.837m coming from government ring fenced and un-ring fenced grants. Since the end of the financial year in March 2017 additions amounting to £69.632m have also been added to the overall level of approvals. Details of the movement in approvals at service level are contained within Appendix A to this report. The baseline Capital Investment Programme for 2017/18 contains net approvals of £588.714m.

2.1.1. There have been a number of virements undertaken during the first quarter, this is normal as services update the information for the new financial year. They have been examined to identify the purpose of the virement and as a result of this it can be noted that they do not require formal ratification by members as they are classed as technical changes. The virements have been undertaken to enable the effective management of generic approvals by creating individual projects as detailed proposals are developed and cost estimates become available. At the latter end of the process as projects are completed, virements are also used to manage the consequential difference between final and estimated costs to enable the generic approvals to be repackaged to deliver further individual projects within the intended objectives.

2.2. Forecast Expenditure

2.2.1 At the end of July 2017 services were forecasting future expenditure of £223.760m over the current and subsequent four financial years. Details of the projected spend are included in Appendix B.

2.2.2. As this is the first report of the financial year it will become the basis on which the movements in predicted spend and outturn for 2017/18 will be measured. Services have continued to work at providing estimates of actual spending that are as realistic as possible in order to create a realistic measure of the changes over time.

2.2.3. Forecasting capital expenditure levels is particularly difficult due to the reliance on contractor activity, the weather and capacity within the Council's providers to design and support the programme. The actual programme is also only fully developed later in the financial year as individual projects are finalised and specifically programmed from the generic programmes. Clearly it is only at this stage that a realistic estimate of the timing of expenditure can be made.

2.3. Forecasting Net Over or Under Spends

2.3.1. The net over/under spending is calculated using the actual expenditure to date on a project added to the predicted expenditure in future years, the total of these is compared to the recorded approvals. The over or under spend is the difference. Details at service level are including in Appendix C. Current forecasts are that some £588.976m will be required to complete the programme. Of this some £223.759m will be required in the current and future financial years after taking into account the £365.217m incurred prior to 31 March 2017. This is some £0.262m more than the approval currently available (£588.714m).

This is made up of a number of schemes as detailed in Appendix C.

2.3.2. An overview of the Capital Investment Programme indicates that the programme is being managed proactively by services within the resources that they have available. Commitments are not being entered into without an available budget and generic approvals are being managed as costs become more certain and the programme of work adjusted accordingly.

2.4 Other Matters

Capital Receipts

- 2.4.1. Sales of assets at the end of July 2017 amounted to £1.380m of general property sales. Current estimates are that up to £6.830m might be realised from sales by the end of the financial year. Realising this sum will however depend on circumstances outside the direct control of the County Council including the wider economic outlook and third parties. It could also be compromised if any of the properties are the subject of a Community Asset Transfer application.

Local Enterprise Partnership

- 2.4.2. For this financial year SCC has also received a further £36.632m from the Local Enterprise Partnership. This has been added to the CIP programme in Quarter 1 of the 2017/18 programme. This is the third instalment following the two previous years amounts received in 2015/16 and 2016/17 towards the Growth Deal Programme to give a total of £195.500m over the life of the programme.

3. Consultations undertaken

- 3.1. Information and explanations have been sought from services on individual aspects of this report and their comments are included as appropriate.

4. Financial, Legal, HR and Risk Implications

4.1. Risk Implications

4.1.1. Additional School Places.

The requirement to build new schools in Somerset to meet the growing basic need for school places remains the key risk within the capital investment programme.

Potential funding for the building of New Schools has been identified through the Education Funding Agency. If a bid is successful then the EFA will fund the full cost of building the school. This potential funding could help relieve some pressure on the capital programme; however if bids are unsuccessful or the need can be met through expansions to existing schools; SCC resources will still need to be identified.

So far, SCC has not received funding for the specific bid relating to St Augustine's School (£9m).

4.1.2. Capital Receipts

Increasingly limited capital resources continues to place further demands on the Council to rationalise its use of assets and develop shared facilities with other public and third sector organisations.

The objective is to maximise asset utilisation and release surplus assets to fund transformation initiatives. This will have the benefit of easing pressure within the revenue budgets.

4.1.3. **Mid-Year Pressures.**

Capital investment and planning decisions are predominantly taken during the MTFP process in setting the annual budget. During this process a view is taken on the level of available resources which allows a minimal reserve to be held for unforeseen in year requirements

If significant in year requirements are identified and the funding cannot be met from existing resources the Council will need to identify alternative sources of funding which could include external borrowing or we will need to revise and reduce the core investment plan. If external borrowing is to be used then it must be noted that there will be an additional charge to the revenue budget.

4.1.4. **Budgetary Control.**

This report indicates that overall the budgetary control of the capital investment programme remains good. There remains a risk that this may be subject to some weakness as capacity is reduced and staff responsibilities change due to the rate of corporate change and switches between funding streams takes place frequently.

5. Other Implications

- 5.1. Issues such as access, equality and diversity, human rights, community safety, health and well-being, sustainability, information request/data protection issues, organisational learning, partnership and procurement would normally be considered and managed at service, operational and project level.

6. Background papers

- 6.1. 2016/17 CIP Quarterly Monitoring Reports to Cabinet

Note: For sight of individual background papers please contact the report author.

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- 27 September 2017

Capital Investment Programme Approvals

Col 1	Col 2	Col 3	Col 4	Col 5	Col 6	Col 7	
Row No.	Service Area	Approvals as at end of March 2017 Outturn	Approval Amendments			N O T E S	Approvals as at end July 2017
			2017/18 Starts Programme Added	Completed Schemes Removed & Technical	Other Changes		
			£m	£m	£m		
1	Schools - Primary and Secondary Sector	132.621	+11.105	-12.737			130.989
2	Local Enterprise Partnership	88.899			+36.632	1	125.531
3	Economic Development	76.707	+1.800	-1.471	+30.825	2	107.861
4	Highways and Traffic Management	106.287	+24.065	-44.581	+1.750	3	87.521
5	Highways Engineering Projects	58.173					58.173
6	Support Services	28.355	+6.308	-0.320	+0.193	4	34.536
7	Schools - SEN and Access	13.544	+0.450				13.994
8	Early Years and Community Services	7.976	+1.600				9.576
9	Flood And Water	6.616					6.616
10	Adult Social Care and Learning Disabilities	6.228		-0.122			6.106
11	Other Services	26.453	+1.309	-20.183	+0.232	5	7.811
12	TOTAL	551.859	+46.637	-79.414	+69.632	0	588.714

Notes:

- Local Enterprise Partnership (+£36.632m)
Additional Grant funding for the Local Enterprise Partnership Growth Deal Schemes.
- Economic Development (+30.825m)
Various sources of funding including £26.485m Grants towards the next phase of the Broadband project.
- Highways and Traffic Management (+£1.750m)
Additional DfT Grant for Road Patching.

4. Support Services (£+0.193m)
Additional Capital Receipts for a County Farms Compensation Payment.
5. Other Services (+£0.232m)
Additional Grant for Drug & Alcohol Recovery Schemes within Public Health.

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- 27 September 2017

Forecast Expenditure for 2017/18 and Future Years

<i>Col 1</i>	<i>Col 2</i>	<i>Col 3</i>	<i>Col 4</i>	<i>Col 5</i>	<i>Col 6</i>	<i>Col 7</i>
Service Area	Current Year £m	2018/19 £m	2019/20 £m	2020/21 £m	2021/22 onwards £m	Total
Schools - Primary and Secondary Sector	23.662	12.606	5.985	0.012		42.265
Local Enterprise Partnership	32.388	32.508	6.213	0.806	7.318	79.233
Economic Development	12.449	20.111	9.363	0.051		41.974
Highways and Traffic Management	28.645	0.909	0.011			29.565
Highways Engineering Projects	4.935	3.676				8.611
Support Services	6.822	3.190				10.012
Schools - SEN and Access	0.635	0.709	0.203			1.547
Early Years and Community Services	3.036	2.031	0.183			5.250
Flood And Water	0.001					0.001
Adult Social Care and Learning Disabilities	1.647	0.119	0.050	0.050	0.046	1.912
Other Services	2.934	0.251	0.207			3.392
TOTAL	117.152	76.110	22.215	0.919	7.364	223.760
Financing						
Loans Pool Funded	13.195	5.172	3.114	0.012		21.493
Internal Funds	0.140					0.140
Capital Receipts	2.823	2.685	1.851			7.359
Revenue	0.092					0.092
Third Party Contributions	8.880	5.691	4.683	0.050	0.046	19.350
Grants	92.022	62.562	12.567	0.857	7.318	175.326
TOTAL	117.152	76.110	22.215	0.919	7.364	223.760

Cabinet

- 27 September 2017

Net projected over/under spend as at 31 July 2017

<i>Col 1</i>	<i>Col 2</i>	<i>Col 3</i>	<i>Col 4</i>	<i>Col 5</i>	
Service Area	Approvals Position as at end July 2017 £m App A Col 7	Predicted Over Spend £m	Predicted Under Spend £m	+Over/- Under spend as % of Approval Col 3 or 4/Col 2	N O T E S
Schools - Primary and Secondary Sector	132.621				
Local Enterprise Partnership	88.899				
Economic Development	76.707				
Highways and Traffic Management	106.287	+0.033	-0.618	-0.55%	1
Highways Engineering Projects	58.173	+0.026	-0.139	-0.19%	2
Support Services	28.355	+1.049	-0.074	3.44%	3
Schools - SEN and Access	13.544				
Early Years and Community Services	7.976				
Flood And Water	6.616				
Adult Social Care and Learning Disabilities	6.228				
Other Services	26.453		-0.014	-0.05%	4
TOTAL	551.859	+1.108	-0.845	0.05%	0

Notes – Summarised below are details of the key items contributing towards the information reported in the above table.

1. This sum comprises of the following:

- £0.600m under spend of Grant for infrastructure works along the Yeovil Eastern Corridor,
- £0.009m under spend of Contribution for infrastructure works on Wheddon Cross,
- £0.003m under spend of Contributions for infrastructure works around South Petherton Hospital,
- £0.001m under spend of Contributions for the Ilchester to Yeovil Cycleway,
- £0.003m over spend on the Porlock Link Road,

- £0.030m over spend on Local Sustainable Transport Fund scheme in Bridgwater.
2. This sum comprises of the following:
 - £0.120m under spend of Contributions to be reallocated to a revenue scheme for the Wyndham Bus Gate,
 - £0.019m under spend of Contributions for Market Street, Highbridge,
 - £0.026m over spend for the Huntworth Roundabout Scheme in Bridgwater.
 3. This sum comprises of the following:
 - £0.074m under spend of Capital Receipts against SMART Office,
 - £1.049m over spend against the ICT corporate programme.
 4. £0.014m under spend of Grant against the Libraries Management System.

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Somerset County Council

Cabinet

– 27 September 2017

Council Performance Report – End of July (Q1+1) 2017/18

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

Division and Local Member(s): All

Lead Officer: Emma Plummer / Strategic Manager - Performance

Author: Emma Plummer / Strategic Manager - Performance

Contact Details: (01823) 359251

Report Sign Off:	Seen by:	Name	Date
	County Solicitor	Honor Clarke	11.09.2017
	Monitoring Officer	Scott Wooldridge	11.09.2017
	Corporate Finance	Kevin Nacey	11.09.2017
	Human Resources	Chris Squire	11.09.2017
	Property / Procurement / ICT	Richard Williams	11.09.2017
	Senior Manager	Kevin Nacey	11.09.2017
	Local Member(s)	N/A	N/A
	Cabinet Member	Cllr David Hall	11.09.2017
	Opposition Spokesperson	Cllr Jane Lock Cllr Simon Coles	14.09.2017
Relevant Scrutiny Chairman	Cllr Tony Lock Cllr Hazel Prior-Sankey Cllr Leigh Redman	14.09.2017	
Forward Plan Reference:	FP/17/07/07		
Summary:	This performance monitoring report provides an overview of the Council's performance across the organisation.		
Recommendations:	<p>Cabinet is asked to:</p> <ol style="list-style-type: none"> 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. 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. 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. 		

Reasons for Recommendations:	To ensure effective monitoring and management of the delivery of the Council's County Plan.				
Links to Priorities and Impact on Service Plans:	Links to all aspects of the County Plan 2016-20				
Consultations undertaken:	Key messages have been approved by Directors, Lead Commissioners and Cabinet Lead Members.				
Financial Implications:	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.				
Legal Implications:	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.				
HR Implications:	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.				
Risk Implications:	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.				
	Likelihood		Impact		Risk Score
Other Implications (including due regard implications):	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.				
Scrutiny comments / recommendation (if any):	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 31st July 2017. 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	3	2	2	3	3	1
The Council	2	1	1	1	3	0
Vision Volunteers	1	0	0	0	1	0
Totals	6	3	3	4	7	1
As Percentage	50%	25%	25%	33%	58%	8%

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 was 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 forecast shows a projected overspend of £10.054m. This represents 3.22% of base budget. The majority of the overspend lies in the Children's Services budgets. The implication of this early forecast is that Cabinet and the Senior Leadership Team will need to take some immediate actions to address the overspend projections. Given last year's position, there are already 5 high priority projects under way (all but one of which are affecting children's services budgets) to identify ways of reducing spend and managing demand. These are having some success in reducing overspend and delivering MTFP savings but are projects that in some cases span last year, this year and next before coming to fruition.

3.2. This quarter there is one segment which has declining performance:

P2 - Healthy Residents and reducing inequalities

- A number of metrics and targets have been refined for the new financial year, these have been made more challenging. In addition, Public Health nursing has moved to a digital recording mechanism, the data transfer is not yet complete which has influenced figures for the breastfeeding and Health Visitor developmental reviews.

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.

Overall progress has been steady and there have been some significant advances this quarter in several programmes as detailed in the themes below. Specifically, the deployment of smartphones and the rollout of Skype for Business through the Technology and People Programme has started to change the way the Council does business by enabling more efficient ways of working through increasing productivity.

The Core Council Programme continues to target delivery of £28.65m of financial benefits (including cost avoidance) in addition to the £23.34m already achieved. However, a full review of the benefits tracking system is underway so the updated figures will be included in the next quarter's report. An update on progress is detailed by theme below.

4.2. Improving Children's Services

Arrangements with Essex County Council as Improvement Partner continue. Additional Quality and Performance Review Meetings (QPRM) successfully took place in May and July and these continue on a quarterly basis with the next full QPRM in September. In addition, regular Ofsted monitoring visits are taking place with the most recent visit on 22nd and 23rd August.

Embedding of the 'Tools to do the Job' work stream concludes at the end of August having delivered:

- Very positive deployment of the Early Help Case Management system within getset services which has replaced the use of spreadsheets and has created increased capacity for casework.
- Improved multi-agency collaboration and sharing of information through the use of Professional Choices, with ever increasing numbers of users and positive impacts on practice, particularly around panel administration and preparedness of professionals to participate.
- The first whole academic year of the Team Around the School initiative which has had good engagement and is now a more consistent model of Early Help in Somerset. An outline business case for this way of working has been approved with commitment to ongoing support into the next academic year.

Focus has now turned to improving our Special Educational Needs and Disabilities (SEND) service. A peer review with Gloucestershire County Council took place on 10th and 11th May and found some good practice but with overall conclusions that this was inconsistent and there was a lack of universal understanding of SEND services. A multi-agency response to deliver against 9 Strategic Priorities (as outlined below) has been mobilised with a view to making rapid improvement from June-December 2017. This has gained good traction from a range of partners including the Parent Carer Forum and young people.

Nine Priorities:

- 1: Joint Commissioning
- 2: Health Engagement
- 3: Transitions

- 4: Participation
- 5: Early Help for SEND
- 6: Statutory Assessment
- 7: Complex Cases
- 8: School Improvement
- 9: Ofsted Preparation

4.3. Modernising Adults' Social Care

Business Change is continuing to actively support Adults Social Care in their transformation journey to fully embed practice that promotes independence. Positive progress has been seen with this approach from people seeking support from the community with an increased number of people finding the help they need within their community networks and without need for formal support. A new approach to support people to leave hospital in a timely way with a support plan that returns them to independence in their own home is now being piloted jointly with health partners. Work that begins to change the approach experienced by people with longer term care needs has now also started.

Following the closure of the formal programme at the end of March 2017, a review of financial and other benefits from the programme of work has been completed. The programme has enabled a fundamental change to the way we respond to people when they make contact, employing an asset based approach and conversation. An increased proportion of people are now getting the outcomes they need without and onward referral (typically 50%, with an expectation that this will increase to more than 75% over time). The resultant need for fewer and reduced packages of care has already avoided some costs and is projected to increase over the next 3 years (£4m over 3 years).

Responsibility for realising and monitoring these benefits has now been handed over to the service.

A comprehensive review of strategic lessons learned has also been undertaken and will feed into future design and mobilisation of complex transformation programmes.

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 continues to be detailed planning with EDF Energy regarding its programme for delivery of the associated development works, including the remaining highway schemes. 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. A Cabinet decision has been taken to appoint a supplier for the Travel Demand Behaviour Programme.

Highways England has confirmed their contribution of £4m for the M5 Junction 25 scheme which means that the scheme is fully funded. The planning application has been submitted and determination is due in Autumn 2017. Highways England has announced a supplementary consultation exercise with more options for the proposed A358 route close to Taunton.

Airband achieved its Homes Connected delivery target for the first phase of National Parks broadband deployment.

90% of the space in Phase 1 of the Somerset Energy Innovation Centre (SEIC) is now committed with significant anchor tenants in place. The Department for Communities and Local Government has confirmed funding, subject to some pre-contract conditions, for 400m² of flexible office and light industrial workshop space as part of phase 2 of the development of the SEIC. Completion of this phase of the centre is expected in Spring 2018.

We have received confirmation that the iAero expression of interest for Growth Deal 3 funding was successful. SCC legal team are working with Leonardo's legal team to agree and sign Heads of terms to be included in the full application for ERDF funding.

County Plan Vision - The County Plan vision projects were launched in February 2016 as volunteer-led project teams operating across formal team structures. Almost 200 staff and managers volunteered to form self-organising project teams made up of a mix of skills, experience and seniority with guidance and support from senior managers and technical experts with corporate support provided by Organisational Development and Business Change. As of March 2017, all four vision projects have moved to services to deliver as part of core business.

University in Somerset: Somerset County Council have committed to supporting Bridgwater & Taunton College in their ambitions to develop their university offer.

Garden Town: Taunton was announced as a Garden Town in January 2017 and the county council's planning & policy team are working closely with Taunton Deane Borough council to progress the creation of 17,000 new homes between now and 2028.

Business Parks: The County Council's Economic Development team are working with private sector partners to deliver a number of significant business parks, including the Somerset Energy Innovation Centre in Bridgwater and the iAero facility in Yeovil. The county council is also pursuing public-sector owned land through the One Public Estate initiative.

Energy Initiatives: The county council's Energy Bureau team are developing business cases for a wide range of green energy initiatives, from promoting energy saving investments through to the development of renewable energy generation on publicly owned land.

4.5. 2020 Vision Theme

One Public Estate (OPE) –

Despite delays with some of the projects, the OPE programme is continuing to engage with partners to ensure buy in to future timescales and milestones. Somerset County Council and West Somerset District Council have jointly decided not to pursue the relocation of Williton Library from its current building to West Somerset House. However, to improve standards of customer service a new self-service kiosk will be installed at the existing Williton Library. The Shepton Mallet project is still on hold to allow Mendip District Council to align

with the wider development of a Blue Light Emergency Centre. Progress continues to be made on Taunton with three discrete phases: Deane House hub, County Hall Back Office Hub and a potential Community Hub. SCC resources have been prioritised into developing an Outline Business Case for the County Hall proposal for sign off in September 2017. Solutions for Yeovil and Chard are being developed and aligned with strategic intentions of key partners.

Technology and People (TAP) -

The TAP Programme continues to work towards contributing to savings by improving organisational productivity and process efficiency with the potential of reducing headcount and infrastructure costs, using technology as the key enabler. Through embedding new technology into the organisation and empowering people to work in a different way, this results in better interaction with our partners and customers.

In this reporting period, the deployment of smartphones has enabled over 40% of the organisation to now have access to mail and calendar via their phone regardless of their location. Also, a quarter of the Council's workforce have used Skype meetings as an alternative to face to face meetings which should contribute towards the corporate initiative to reduce travel costs.

There is some delay in deploying other technologies such as Windows 10, SharePoint and e-recruitment but all are in pilot phases in key service areas. Issues are being actively managed to ensure a smooth rollout later in the year. Staff engagement has been very positive, building on the initial launch of the Technology Champions, with continued good levels of attendance at regular lunch and learn sessions. The systems review work with Adults' Services is also progressing and highlighting improvement opportunities in the service that can be enabled by changing the way people work.

In the next reporting period, the TAP Programme will undergo a review to validate the original assumptions outlined in the business case and evaluate the target benefits realisation position.

5. Options considered and reasons for rejecting them

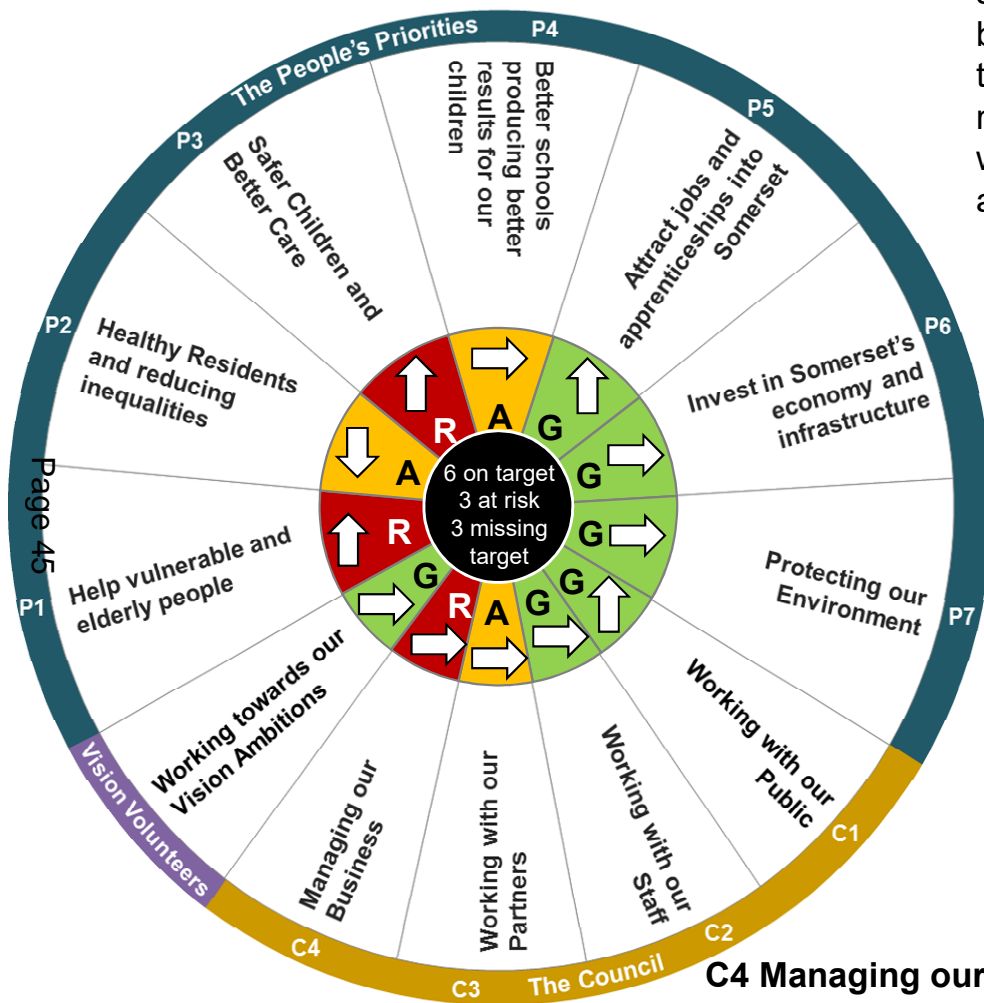
5.1. N/A

6. Background Papers

6.1. County Plan

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

Issues for consideration



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.

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↑	Performance Improving
↓	Performance Deteriorating
→	Performance Stable
G	On target
A	At risk of missing target
R	Missing target

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Core Council Programme Dashboard - Q1 + 1		Reporting period: April - July 2017			
Improving Children's Services					
Children's Improvement Programme					
The Children's Improvement Programme has shifted in focus and emphasis will now be on the realisation of the associated benefits (in particular use of new technology, team around the school and QPRM arrangements). In addition a rapid intervention for Special Educational Needs and Disabilities (SEND) 0-25 has been mobilised.					
Senior Responsible Owner Julian Wooster		Previous status:	A	Current status:	A
Achievements	<ul style="list-style-type: none"> o 2017/2018 Improvement Plan action plans in place (April 2017) o Early Help Case Management system - system in place and being used. Positive feedback received and changes in practice being delivered (May 2017) o Ofsted monitoring visit for Children Looked After giving balanced but largely positive feedback. (May 2017) o Workforce actions for year 2 clearly defined (May 2017) o SEND Peer Review took place (May 2017) o QPRM with Essex County Council (SCC's improvement partner) was held with DFE in attendance (July 2017) 				
Issues	o There are gaps in our understanding of Ofsted readiness for SEND and an unsatisfactory SEND inspection could trigger a full inspection.				
Next Steps	<ul style="list-style-type: none"> o An initial meeting is due to take place in August, regarding how we progress further and plan to get to an Ofsted 'good' rating. (August 2017) o Practitioner level multi agency events to ensure a good multi agency response to SEND objectives (October 2017) 				
Modernising Adult Social Care					
Adults' Transformation Programme					
Re-designing the way Adult Social Care works to enable increasing demand to be met in different ways. Defining the next phase of transformation work in Adult's service including work with partners on jointly managing the health front door.					
Senior Responsible Owner: Stephen Chandler		Previous status:	A	Current status:	N/A - being scoped
Achievements	<ul style="list-style-type: none"> o First Contact new model in operation. (April 2017) o Programme Closure Report signed off, including lessons learnt and end of programme benefits position. (May 2017) o Following the closure of the Adult's Transformation Programme, Business Change have been working with the Adult Social Care service to scope the next phase of work. This has included establishing a new Adult's Transformation Board and drafting briefs for trail blazer projects. (August 2017) 				
Issues	None				
Next Steps	<ul style="list-style-type: none"> o Adults' Transformation Board to commission priority work o Quarterly Performance Improvement Meetings in September to include service performance framework 				
Economic Growth					
Economic Prosperity					
Promoting economic growth across Somerset by driving inward investment and job creation.					
Senior Responsible Owner: Paula Hewitt		Previous status:	A	Current status:	A
Achievements	<p>Digital Infrastructure</p> <ul style="list-style-type: none"> o Airband achieved its optimal THP (Total Homes Connected delivery target for the first phase of National Parks broadband deployment. (May 2017) o 17 structures for Connecting Devon and Somerset phase 2 have been implemented (July 2017) <p>Business Infrastructure</p> <ul style="list-style-type: none"> o Successful iAero expression of interest for Growth Deal 3 funding (April 2017) o Growth Deal 2 funding agreement for Highbridge Enterprise centre phase 2 has been finalised. Funding awarded subject to conditions. (June 2017) o Department for Communities and Local Government confirmed funding for office and industrial space as part of phase 2 of SEIC development (July 2017) <p>Transport Infrastructure</p> <ul style="list-style-type: none"> o M5 J25: Highways England have confirmed their contribution to the scheme of £4m. Planning application due for decision in Autumn (July 2017). o Decision by Cabinet to let Yeovil Western Corridor Contract (August 2017). <p>Energy Infrastructure</p> <ul style="list-style-type: none"> o Hinkley: Tender evaluation completed for the Travel Demand Behaviour Programme and Cabinet decision to appoint supplier. (June 2017). 				

Issues	Transport Infrastructure o Bridgwater Railway Station redesign: Concern that not enough Great Western Railway resource is being allocated to the project.			
Next Steps	Transport Infrastructure o New consultation on A303/A358 routes (Autumn/Winter 2017) o SEIC mobilisation commences (August 2017) o Develop full application for EDRF funding for iAero (Autumn 2017) o Tender evaluation for Colley Lane (Autumn 2017) o Decision on J25 Planning Application (Autumn 2017)			
2020 Vision				
One Public Estate (OPE) Delivering central government One Public Estate initiative which seeks to reduce the public sector building running costs, dispose of surplus public sector buildings and support regeneration which will produce new homes and new jobs across Somerset.				
Senior Responsible Owner: Claire Lovett			Previous status:	Current status:
			A	R
Achievements	o Work continues to develop a Business Case for each of 3 main emerging OPE solutions in Taunton (Deane House customer hub, County Hall back office and Taunton Library community hub).			
Issues	o Delays with an agreed Customer Service Model for Shepton Mallet Library. o Dependant partner transformation projects are having an impact on delivery across all OPE projects.			
Next Steps	o Review of programme benefits to feed into September LGA return, which is part of funding bid for capital receipts, a statutory return (September 2017)			
Technology and People-led (TAP) Innovation through technology to enhance the way we work by improving processes that increase productivity, nurture talent, and create a high performing organisation able to serve our customers more effectively.				
Senior Responsible Owner: Richard Williams			Previous status:	Current status:
			A	A
Achievements	o Server back up to Azure completed. (April 2017) o Delivered organisation wide roll of Skype for Business. (April 2017) o Staff offered free Office 365 home use licence through the Microsoft partnership. (April 2017) o Further lunch and learn sessions held for Technology Champions. (April 2017) o Deployment commenced for the smartphone waitlist (May 2017) o Windows 10 pilot commenced (July 2017). o Sharepoint pilot commenced in two service areas (July 2017).			
Issues	None			
Next Steps	o Gateway Review of programme to validate assumptions in business case (September 2017) o Commence SharePoint pilot with ICT teams (September 2017) o Planning for upgrade of 1400 Smartphones to Windows 10 (September 2017)			
RAG status definitions Green – Programme/Project on target. Nothing that the Programme/Project Manager (PM) can forecast that will prevent the project/programme being completed to time, cost and quality. Amber - Currently some issues. The project/programme is not progressing in line with the plan, resources, benefits, quality or stakeholder management expectations.. However, the PM/Senior Responsible Owner (SRO) agree that the actions in place will resolve things. Red - Current issues that are having a significant impact on the plan, milestones, benefits or quality of the project/programme. If there are actions in place, the SRO/PM are not confident that those will bring resolution.				