

Council Performance Report – End of September (Q2) 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	01/11/2017
	Monitoring Officer	Scott Wooldridge	01/11/2017
	Corporate Finance	Kevin Nacey	01/11/2017
	Human Resources	Chris Squire	01/11/2017
	Property / Procurement / ICT	Richard Williams	01/11/2017
	Senior Manager	Simon Clifford	01/11/2017
	Local Member(s)	N/A	N/A
	Cabinet Member	Cllr David Hall	01/11/2017
Informed:	Opposition Spokesperson	Cllr Jane Lock Cllr Simon Coles	06/11/2017
	Relevant Scrutiny Chairman	Cllr Tony Lock Cllr Hazel Prior-Sankey Cllr Leigh Redman	06/11/2017
Forward Plan Reference:	FP/17/08/06		
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 highlighted, Cabinet should consider whether the proposed management actions already in place are adequate to improve performance to the desired level. If the Cabinet are of the view that the 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 the 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 30th September 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	3	1	5	2	0
The Council	2	1	1	1	3	0
Vision Volunteers	1	0	0	0	1	0
Totals	6	4	2	6	6	0
As Percentage	50%	33%	17%	50%	50%	0%

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 two red segments:

P3 Safer Children and Better Care

- The Children's Trust Executive are pleased with the progress against the 7 Improvement Programmes, but recognises there is still much to do. Action Plans for 2017/18 are in place and Q2 performance against the CYPP will be considered by the Policies, Children and Families Scrutiny Committee on 17th November 2017. 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 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 a challenge.

C4 Managing our Business

- The segment is red because of the Authority's financial position but this disguises some good performance across other aspects of the County's business. The majority of indicators under C4 in corporate and support services are green or amber but with the significance of the budget overspend reported elsewhere on the Cabinet agenda, the C4 segment has been judged as Red.

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 is good this quarter and there have been advances in several of the existing programmes as detailed in the report below. This quarter has also seen the addition of five high priority improvement and transformation themes that have been added to the Core Council Programme with the potential to achieve significant service improvement and redesign, resulting in savings and/or cost reductions.

These high-priority themes are as a direct result of the Medium Term Financial Planning process where seven key business cases were signed-off by Cabinet in February 2017. It is expected that as part of delivering these business cases, areas of high-priority improvement or transformation will be reviewed annually to explore the potential to release savings.

Where savings potential is identified, work programmes will form part of the Core Council Programme to develop opportunities into a level of detail that tests their viability and return on investment through the governance of the Core Council Board. It is anticipated that some opportunities will develop into clear delivery plans, whilst others will not achieve the right level of assurance and will therefore not progress pass key checkpoints.

The Core Council Programme continues to target delivery of £31.375m of financial benefits in addition to the £27.922m already achieved. Of the £31.375m being targeted, £21.520m is either in, or expected to be included in the Medium Term Financial Planning process. The remaining £9.855m is delivering cost avoidance benefits i.e. reducing potential overspends and curtailing demand. It should however be noted that these figures do not include some benefits from programmes that are currently under review.

An update on progress is detailed by theme below.

4.2. **High Priority Themes**

Reviewing to Improve Lives (RTIL)

Reviewing to Improve Lives is a programme of work which is focussed on embedding services for Adults with a Learning Disability that are commissioned and provided in a way that delivers quality and promotes independence, progression and aspiration. This requires significant and permanent change to the way these services are currently commissioned and is expected to result in better outcomes for individuals to live independently within their communities. Engaging with providers will be a key activity to strengthen relationships and shape how the market looks in the future. A substantial piece of work is also planned to support the culture change around our approach to supporting Adults with a Learning Disability within the organisation.

The initial activity of reviewing existing support plans for customers to make them more person-centred and outcome focussed is expected to release efficiencies

and a dedicated team of social care staff has been recruited. Potential savings are in the process of being profiled.

The Community Connect project which is happening as part of Adults Transformation is also a key interdependency for RTIL to ensure better outcomes for Adults with a Learning Disability.

Children's Placements

Our priority is to ensure the Council provides adequate and effective placement options for our Children Looked After. Nationally, Local Authorities are struggling to deal with the demand for placements, the ability of the market to respond to needs and inadequate funding. This priority programme of work underway in Somerset is looking at a whole system approach across social care and education practice and operations, as well as commissioning activity and work with key partners, particularly health, to drive out key improvements and new ways of working.

A detailed review of all aspects of placements has been undertaken and a project plan is in place with 7 key workstreams underway managed through a Placements Working Group within Children's Commissioning.

Improvements in practice have already resulted in cost avoidance of £2.02m, through changes to the At Risk of Care (ARC) review panel structure and Edge of Care services, and by starting to address the balance between internal and external fostering.

Family Support Services

Work is now underway to take forward a key priority within the Children and Young People's Plan 2016-2019 to develop 'early help hubs' and integrated early help services (encompassing health visitors, school nurses (Public Health Nursing) and getset) and to consider the future use of children's centres. The aim is to provide one family support service that is more effective at co-ordinated, preventative and early help support for families, thereby improving outcomes for children and reducing costs on infrastructure.

An options appraisal is underway to consider how an integrated service could be delivered in the future, and an initial soft market event has been held with interested providers.

A consultation to gather views from the public and parents about what they value from Public Health Nursing and early help services is now underway for 10 weeks until the 1 December 2017. Views will be sought on proposals for where support may be available geographically. Following the completion of the consultation and options appraisals, proposals will then provide a recommended course of action for a decision by Cabinet in early 2018.

Business and Corporate Support Services

Business and Corporate Support has been identified as a target area for financial savings. There are two distinct elements to the review – Children's Services Business Support and all other corporate support across the Council. A project team has considered the functions and resources deployed in Business Support in Children's Services as the first area for review. Recommendations at this stage offer reflections on the likely quick wins within the scope for reducing costs but

the potential for more significant savings would only be possible from a wider review of social work practice, case load and systems across Children's social work. The current model, workload and processes within Children's Social Care business support is driven overwhelmingly by current social work practice, which would need to be changed – through a whole system review – to drive out efficiencies from business support. As a result, future opportunities will be revisited once the Children's Safeguarding inspection has been undertaken to align improvements to the outcomes for children.

In the review of the wider corporate support to the Council's service activities, the review team have examined benchmark data from a number of sources and angles to determine how the Council's costs in corporate and support services compare to the average and what other opportunities might be available to develop future work programmes, as well gaining confidence that the set of savings proposals for 17/18 is achievable.

Following this initial work, it was established that the imperative to make savings in line with MTFP targets has been met. In addition, the level of opportunity to make further savings was reviewed and it was agreed at Core Council Board in July, that work to establish the range of service options and savings proposals within Corporate and Support Services should be postponed until the new financial year to concentrate on more productive and higher value business cases.

Transport

The transport project team are currently reviewing all passenger transport commissioned or delivered and implementing a number of initiatives to achieve efficiencies in an area of growing demand from services. The review is scheduled to take place over a 4-year period.

The work to drive out efficiencies in Transport has already resulted in savings of £1.913m through the procurement of new contracts for school transport and route optimisation. Continuing the installation and training of Computer Aided Transport Scheduling Software (CATSS) is enabling the identification of further savings opportunities. This software provides efficiencies in driver and journey planning.

Consultation on SCC's Education Transport Policy will commence at the end of September/early October.

4.3. Programmes

Improving Children's Services

Arrangements with Essex County Council as Improvement Partner continue. A Quality and Performance Review Meeting (QPRM) successfully took place in September, with a focus on preparedness for Ofsted inspection. In addition, regular Ofsted monitoring visits are taking place with the most recent visit on 22nd and 23rd August 2017.

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

- 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.
- Suitable arrangements to ensure 'Team Around the School' is supported for a further academic year and achieves the ambition of a collaborative, multi-agency approach to identifying and meeting needs early and effectively.

The SEND 0-25 Intervention Programme continues to provide a framework around the 9 multi-agency priority groups in place to bring about improvement in SEND services and address the Peer Review feedback.

Final preparations are underway to deliver four SEND multi-agency Practitioner Conferences with our partners, including children and young people and the parent carer forum across Somerset. Attendees will have the opportunity to network with colleagues in their locality, share best practice, learn about The Unstoppables (representatives of our Children and Young People) and capture feedback from services 'at ground level'. It is intended to develop a charter for multi-agency working to support practitioners from Education, Health and Social Care to work together more effectively in the future.

Modernising Adults' Social Care

A 'Promoting Independence' communications strategy has been developed. Communications across the summer have focussed on engagement with communities to further develop the Community Connect approach to people seeking support.

The new approach to supporting people to leave hospital continues to develop. Although there is still more to do to ensure this approach is universally adopted, progress is good and, notably, was recognised in a letter to the Council from the Secretary of State for Health.

The last couple of months have seen the service implement a new leadership structure which will place it in a stronger position to deliver on the broader ambitions it has set. A new performance framework supports effective measurement of progress and a revised Transformation Board has been set up to provide strategic oversight and an 'outcomes based' approach to change.

Economic Growth

Economic Prosperity

We continue to undertake a range of projects to promote economic growth across Somerset by driving inward investment and job creation. These include major road schemes, developing our railway stations, digital infrastructure and ensuring that Somerset benefits from the build of Hinkley Point C.

A key focus of work for SCC has been around liaison with EDF Energy regarding the Hinkley Point C construction programme. This has included detailed planning

regarding delivery of the associated development works, in particular the remaining highway schemes. Junction improvements have now commenced by EDF Energy at M5 J23 following early completion of the schemes at Bristol Road/The Drove and Wylds Road/The Drove. Key progress in the last period has included the development of a bid by SCC for Community Impact Mitigation Funding to create an Education Business Partnership, and development of material to enable commencement of the Travel Demand Programme from early 2018.

Highways England has announced a supplementary consultation exercise with more options for the proposed A358 route close to Taunton and agreement has been reached around funding for the development of Taunton Railway Station. Great Western Railways will now commission the detailed design and commence procurement.

Airband have achieved their contractual target of 4794 total homes passed with superfast broadband in the Dartmoor and Exmoor element of phase 2 of the Connection Devon and Somerset Programme.

SCC legal team and Leonardo's legal team are also close to an agreement on the site lease for the iAero project which is a cost-effective mechanism for enabling technological innovation, making it faster and better through effective collaboration. A full Business Case for European Regional Development Fund funding for the development of the iAero Centre has been submitted to Department for Communities and Local Government.

The contract has been awarded for Somerset Energy Innovation Centre phase 2 and mobilisation work has commenced. Highbridge Enterprise Centre extension is expected to be completed this year.

2020 Vision

One Public Estate (OPE)

The programme continues to deliver the 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.

Following the decision of Somerset County Council and West Somerset District Council not to pursue the relocation of Williton Library, work has commenced to install a new self-service kiosk at the 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 and to ensure alignment with the outcomes of the library service review.

Progress continues to be made on Taunton opportunities with development of the Police Deane House hub. Work continues in relation to essential works to A Block, County Hall.

Outline Business Case/Feasibility is being prepared for Yeovil and links are being established with the Chard regeneration project.

Technology and People (TAP)

The programme continues to focus on improving organisational productivity and process efficiency using technology and a new People Strategy as the key enablers for working very differently, resulting in better interaction with our partners and customers.

Following the deployment of smartphones, all phones will now receive an upgrade to Windows 10 to enable improved connectivity to work files by working with and synchronising with all other Windows devices. There is also progress in the deployment of other technologies such as SharePoint which will improve user experience for collaborating on documents and e-recruitment, which moves from pilot stage to roll out phases later in the year.

Staff engagement continues to be positive via the Technology Champions community with regular good attendance at 'Lunch and Learn' sessions.

In September, a review of the TAP programme was undertaken which highlighted key areas of focus that will now be taken into a revised business case and delivery plan.

5. Options considered and reasons for rejecting them

5.1. N/A

6. Background Papers

6.1. County Plan

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