

# Cabinet

## Monday 10 June 2019

### 10.00 am Library Meeting Room - Taunton



To: The Members of the Cabinet

Cllr M Chilcott (Vice-Chair), Cllr D Fothergill (Chairman), Cllr D Hall, Cllr D Huxtable, Cllr C Lawrence, Cllr F Nicholson, Cllr F Purbrick and Cllr J Woodman

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

Issued By Scott Wooldridge, Strategic Manager - Governance and Risk and Monitoring Officer  
- 31 May 2019

For further information about the meeting, please contact Michael Bryant or Scott Wooldridge or 01823 357628 [democraticservices@somerset.gov.uk](mailto:democraticservices@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](http://www.somerset.gov.uk/agendasandpapers)



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# AGENDA

Item Cabinet - 10.00 am Monday 10 June 2019

**\*\* 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 13 May 2019 (Pages 7 - 12)**

To consider the last minutes as an accurate record

4 **Public Question Time**

The Chair 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 **Corporate Performance Report - End of March (Q4 2018/19) (Pages 13 - 60)**

To consider this report.

6 **2018/19 Revenue Budget Outturn Report (Pages 61 - 116)**

To consider this report.

7 **2018/19 Capital Budget Outturn Report (Pages 117 - 136)**

To consider the report

8 **Approval for the Improving Lives to Prevent Demand Fund, Members Improving Lives Grant Scheme and Somerset Young People's Fund (Pages 137 - 190)**

To consider this report.

9 **South West heritage Trust Annual Report and future funding arrangements (Pages 191 - 236)**

To consider this report.

**Possible exclusion of the press and public**

**PLEASE NOTE:** Although the main report for this item not confidential, supporting appendices available to Members contain exempt information and are therefore marked confidential – not for publication. At any point if Members wish to discuss information within this appendix then the Cabinet will be asked to agree the

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following resolution to exclude the press and public:

**Exclusion of the Press and Public**

To consider passing a resolution under Regulation 4 of the Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012 to exclude the press and public from the meeting on the basis that if they were present during the business to be transacted there would be a likelihood of disclosure of exempt information, within the meaning of Schedule 12A to the Local Government Act 1972:

Reason: Information relating to the financial or business affairs of any particular person (including the authority holding that information).

10 **Planning and Delivery of Early Years and School Places in Somerset** (Pages 237 - 244)

To consider this report.

11 **Any other urgent items of business**

The Chair may raise any items of urgent business.

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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 Julia Jones on (01823) 359048 or 357628 or email [jjones@somerset.gov.uk](mailto:jjones@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 Julia Jones on (01823) 357628 or 359048 or email [jjones@somerset.gov.uk](mailto:jjones@somerset.gov.uk)

**3 Public Question Time**

At the Chair'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 Julia Jones by 5pm on Tuesday 4 June**. You can send an email to [jjones@somerset.gov.uk](mailto:jjones@somerset.gov.uk) or send post for attention of Julia Jones, Democratic Services, County Hall, Taunton, TA1 4DY.

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

The Chair will decide when public participation is to finish.

If there are many people present at the meeting for one particular item, the Chair 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 Chair 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 Council Chamber, Shire Hall, on Monday 13<sup>th</sup> May 2019 at 10.00am.

### PRESENT

Cllr D Fothergill (in the Chair)

Cllr M Chilcott  
Cllr F Nicholson  
Cllr D Hall  
Cllr D Huxtable  
Cllr C Lawrence  
Cllr F Purbrick  
Cllr J Woodman

Junior Cabinet members:  
Cllr G Frascini  
Cllr M Pullin

**Other Members present:** Cllr S Coles, Cllr H Davies, Cllr L Leyshon, Cllr J Lock, Cllr T Lock, Cllr L Redman.

**Apologies for absence:** None

194 **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 F Purbrick – Yeovil Town Council

Cllr Mike Pullin further declared a personal interest as a Friend of the Somerset Young Carers

195 **Minutes of the meetings of the Cabinet held on 11<sup>th</sup> March 2019** - agenda item 3

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

196 **Public Question Time (PQT)** – agenda item 4

The Cabinet received a petition from Mr Michael Oliver regarding vegetation encroaching on public footways.

The Cabinet Member for Highways and Transport, Cllr John Woodman responded to the points raised noting: the risk-based approach; and that enforcement action can be implemented where required. Cllr Woodman further offered to send Mr Oliver a written response.

197 **Future Support Arrangements for Young Carers** – agenda item 5

The Cabinet Member for Children and Families, Cllr Frances Nicholson introduced the report, noting: the large number of young carers in the

County; the importance of supporting young carers; and the importance of the third sector. Cllr Nicholson further noted the Friends of Somerset Young Carers supported the proposals.

The Director of Children's Services, Julian Wooster, added to the points raised by Cllr Nicholson, noting: exploring the capacity of the voluntary sector; thinking creatively to ensure services reach more young carers; the removal of the requirement for a direct assessment before support can be accessed; and the importance of supporting young carers range of needs.

The Cabinet proceeded to debate the report, points raised included: a young carers brand; ensuring a smooth transition to the new service; the number of young carers in the County; the importance of identifying if young carers need additional support; and confidence that support can be provided to all young carers identified.

The Director of Children's Services responded to the points raised, noting: some young carers don't want to be identified; the importance of the timing of groups and activities; ensuring the right level of support is offered; the importance of working with schools; changes to the ICT system used by schools; and the importance of clearly defining what constitutes a young carer.

The Cabinet Member for Resources, Cllr Mandy Chilcott, proposed amending recommendation 3 to clarify that the Council will assist outside agencies and partners, and this was seconded by Cllr Faye Purbrick.

The Cabinet proceeded to vote and resolved unanimously to amend the recommendation as proposed.

The Leader of the Council, Cllr David Fothergill, expressed concern that the detail contained within the Cabinet report had not been made available to the Scrutiny for Policies, Children and Families Committee at their recent meeting.

The Leader of the Scrutiny for Children and Families Committee, Cllr Leigh Redman raised a number of questions regarding: the internal report consultation process; the importance of young carers branding; monitoring service improvements; and the importance of identifying young carers.

The Monitoring Officer, Scott Wooldridge, highlighted that the Cabinet meeting arrangements allow all members to present their views.

The Leader of the Council, Cllr David Fothergill opened the debate to other members present, points raised included: the importance of identifying young carers; the importance of communication with schools; the expectation placed upon schools; voluntary sector grants; and the availability of external funding.

The Leader of the Council, Cllr David Fothergill proceeded to summarise the debate, further noting that the original young carers savings proposal had not been progressed, and the need to consider future funding arrangements if voluntary sector funding cannot be found.



**Following consideration of the officer report and discussion the Cabinet resolved to agree:**

- 1. That £120,000 of the £248,000 of the budget available is used to commission support for young carers who have more complex challenges through the Level 3 adolescent support services.**
- 2. That £53,000 of the £248,000 available is used as a grant scheme plus its administration cost, to be utilised to run locality-based support groups for all young carers to access.**
- 3. That £75,000 of the £248,000 available is used to develop a “community alliance” building capacity and infrastructure by increasing community resources, skills and knowledge to meet support needs locally where appropriate and maximise social value by assisting outside agencies and partners in securing additional funding and resources from other sources.**
- 4. That the Director of Children’s Services is authorised to take forward all necessary actions in order to support the delivery of the above recommendations.**

ALTERNATIVE OPTIONS CONSIDERED: As set out in the officer report

REASON FOR DECISION: As set out in the officer report

**198 County Council Business Plan 2019+ - agenda item 6**

The Director of Corporate Affairs, Simon Clifford, introduced the report noting: the Business Plan translates the Council’s vision into action; improving lives; the Council’s corporate priorities; and the potential for future climate change work.

The Leader of the Council, Cllr David Fothergill, thanked officers for their work.

The Cabinet proceeded to debate the report and invited views from other members present. Points raised included: the number of Council owned properties across the County; the potential to hold the Council’s committee meetings at other venues across the County; team around a school; the importance of data sharing; strengthening the link between formal decision making and the Council’s Business Plan; the Recycle More project; and fly tipping rates.

The Director of Corporate Affairs, Simon Clifford further noted work to include Social Value in future Council contracts.

The Cabinet Member for Economic Development, Planning and Community Infrastructure clarified that there had been no overall increase in rates of fly tipping in the Recycle More trial areas.

The Leader of the Council, Cllr David Fothergill thanked officers for their work.

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

**1. Approved the Business Plan 2019/20 as the County Council's vehicle for delivering the County Council Vision, subject to activities included in the Business Plan going through the Council's decision-making processes as required.**

**2. Endorses the requirement for all Council decisions and impact assessments to have regard to the Business Plan**

ALTERNATIVE OPTIONS CONSIDERED: As set out in the officer report

REASON FOR DECISION: As set out in the officer report

199 **The Somerset Children and Young Peoples Plan 2019-2022 – agenda item 7**

The Cabinet Member for Children and Families, Cllr Frances Nicholson, introduced the report, commended the work of officers and highlighted the inclusion of children's views.

The Director of Children's Services, Cllr Julian Wooster, further noted that the plan had been written in the context of wanting to achieve good and excellent service.

The Cabinet proceeded to debate the report and invited views from other members present. Points raised included: meeting the aspirations of the plan; ownership of the plan; and the challenging statistics regarding bullying, not feeling safe outside of school and increases in self harm.

The Chair of the Scrutiny for Policies Children and Families Committee, Cllr Leigh Redman highlighted the importance of monitoring progress against the plan and further thanked Cllr Rod Williams for his work as the Scrutiny for Policies Children and Families Committee Vice-Chair.

The Leader of the Council, Cllr David Fothergill thanked members and officers for their work.

**Following consideration of the officer report and discussion the Cabinet resolved to:**

- **Approve 'Our Plan' – Somerset's Plan for Children, Young People & Families 2019 – 2022**
- **Recommend Full Council to endorse 'Our Plan' – Somerset's Plan for Children, Young People & Families 2019 – 2022**
- **Requested that relevant partner agencies (as set out in S11 Children Act 2004) formerly endorse the plan through their executive arrangements**

ALTERNATIVE OPTIONS CONSIDERED: As set out in the officer report

REASON FOR DECISION: As set out in the officer report

200 **Any other business** – agenda item 8

There were no items raised.

(The meeting ended at 12.10pm)

**CHAIR**

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Somerset County Council

Cabinet  
10<sup>th</sup> June 2019

**Corporate Performance Report - End of March (Q4 2018/19)**

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

Division and Local Member(s): All

Lead Officer: Simon Clifford, Director – Corporate Affairs

Report Author: Ryszard Rusinek, Corporate Planning and Performance Manager

Contact Details: (01823) 359895 [RRusinek@somerset.gov.uk](mailto:RRusinek@somerset.gov.uk)

	<b>Seen by:</b>	<b>Name</b>	<b>Date</b>
<b>Report Sign Off:</b>	Monitoring Officer	Scott Wooldridge	14/05/2019
	Corporate Finance	Sheila Collins	14/05/2019
	Human Resources	Chris Squire	14/05/2019
	Adults Services	Stephen Chandler	14/05/2019
	Childrens Services	Julian Wooster	14/05/2019
	ECI Services	Paula Hewitt	14/05/2019
	Public Health	Trudi Grant	14/05/2019
	Corporate Affairs	Simon Clifford	14/05/2019
	Local Member(s)	N/A	
	Cabinet Member	Cllr David Fothergill	29/05/2019
<b>Informed:</b>	Opposition Spokesperson(s)	Cllr Jane Lock Cllr Liz Leyshon	30/05/2019
	Relevant Scrutiny Chair(s)	Cllr Anna Groskop Cllr Hazel Prior-Sankey Cllr Leigh Redman	30/05/2019
<b>Forward Plan Reference:</b>	Forward Plan reference: FP/19/05/06 Notice of proposed decision first published 14 <sup>th</sup> May 2019		
<b>Summary:</b>	<p>A highly successful quarter that has seen sustained improvement in key areas.</p> <p>The high-level summary demonstrates the continued progress across the board towards the four aims of the County Vision with 29 Green, 10 Amber and just 2 Red indicators. In terms of direction of travel, this sees indicators at 73% Green, 19% Amber and 8% Red.</p> <p>Of particular note is the rating for the Council's overall finances which have remained green due to underspends of £5.909m being delivered.</p> <p>It is worth emphasising that during a time of great corporate financial focus to produce this turn around in spending, this report also demonstrates continued improvement was made and sustained and in some key services areas very significant progress was seen.</p> <p>Major infrastructure projects such as Colley Lane, the M5 Jct 25 and Yeovil Western Corridor remain green and on-track.</p>		

	<p>Children’s safeguarding measures returned a full six months of continuous Green status.</p> <p>Important progress is being measured within the West Somerset Opportunities area, aiming to produce better school results for children living in a highly rural and sparsely populated area.</p> <p>Adult social care provision remains at an exceptionally high level with 92.5% categorised by the Care Quality Commission as “good or outstanding” – significantly higher than the national average of 83%.</p> <p>Very high performance was also demonstrated within Adults services working alongside NHS colleagues. The measure looking at delays for patients looking to leave hospital has continued to fall dramatically and is well below target levels.</p> <p>It is also worth noting areas currently flagged as Red. One is within public health relating to children’s health checks and the other within Economic and Community Infrastructure relating to the Connecting Devon and Somerset broadband contract. Attention is drawn to the detail which is included within the performance report.</p>
<p><b>Recommendations:</b></p>	<p><b>Cabinet is asked to:</b></p> <ol style="list-style-type: none"> <li><b>1. Consider and comment on the information contained within this report.</b></li> <li><b>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.</b></li> <li><b>3. Subject to any amendments agreed under the above points, to agree this report and any appendices as the latest position for Somerset County Council against its Council Vision.</b></li> </ol>
<p><b>Reasons for Recommendations:</b></p>	<p>To ensure effective monitoring and management of the performance of the Council towards the outcomes laid out in the Council’s Business Plan.</p>
<p><b>Links to Priorities and Impact on Service Plans:</b></p>	<p>This report links to all aspects of the County Vision and forms a vital part of the performance management framework in place across the Council. The performance outlined in this report should be an indication of service plan delivery. The strategic objectives of the service plans point towards the outcomes set by the Business Plan.</p>
<p><b>Consultations undertaken:</b></p>	<p>Key messages have been approved by Directors, Lead Commissioners and Cabinet Lead Members.</p>

<b>Financial Implications:</b>	If performance is not at the expected or desired level, then management actions undertaken to improve performance to the desired level may result in financial implications for the Council. Conversely, performance above or below the desired level may imply that the Council is not securing best value for money from its resources.					
<b>Legal Implications:</b>	It is important when reviewing performance to ensure that minimum statutory requirements are being met at all times and that the Council operates within the law and standards of conduct expected of a public authority.					
<b>HR Implications:</b>	Actions agreed to address performance issues may involve the reallocating of resources and staff. As such there would be direct implications for staff that play a role in the delivery of services in those areas affected.					
<b>Risk Implications:</b>	The performance highlighted in this report can impact on one or more of the Council risks as detailed in the Council's Risk Report.					
	<b>Likelihood</b>	<b>N/A</b>	<b>Impact</b>	<b>N/A</b>	<b>Risk Score</b>	<b>N/A</b>
<b>Other Implications (including due regard implications):</b>	If addressing performance issues require changes in the way services are delivered, these must be supported by an appropriate impact assessment which will need to be duly considered by decision makers in line with our statutory responsibilities before any changes are implemented.					
<b>Scrutiny comments / recommendation (if any):</b>	Not applicable					

## 1. Summary

- 1.1 Further background to this report is set out in appendix A
- 1.2 This report contains key indicators that show the progress Somerset County Council has made over the past year against the Business Plan.

These results reported for end of year are very positive and evidence that the Council has taken enormous strides towards tackling our biggest and most obvious challenge of financial sustainability whilst still delivering sustained improvement across our services.

A task that could not have been achieved without close working between politicians and senior officers, without a clear vision, without the drive and determination of the workforce, and without new ways of working and, in particular, a new rigour and tighter grip of our finances.

- 1.3 Following the adverse financial forecasts earlier in the year, significant focus was placed on the financial performance of the council. With a tighter grip on expenditure and greater attention on the delivery of agreed savings, the council sees a substantial

improvement in the final financial position which is reported separately at this meeting in the Revenue Budget Outturn report.

Early in 2018/19 financial year the council recognised that urgent action was required to manage its financial situation differently to ensure it remained within its resources in 2018/19; with low financial resilience due to significantly reduced reserves and a significant overspend forecast early in the year action was required immediately.

Several specific actions were identified to drive the improvement journey including

- addressing the funding gap in Children's Services and allocating some corporate contingency to help mitigate the scale of the budget gap;
- additional savings proposals identified and approved in September 2018;
- a Financial Imperative Programme (FIP) established to control, track and monitor current year financial performance and delivery of savings;
- weekly Senior Leadership meetings focussing on the FIP work;
- increased monthly reporting through Cabinet and Scrutiny meetings and additional reporting to Audit Committee of management actions and progress in addressing the auditors adverse value for money opinion;
- a conscious decision to increase reserves where the opportunity allowed;
- a robust approach to future budget planning to ensure the budget assumptions were realistic and deliverable.

Services maintained a tight grip on financial management of services during the latter part of the year and whilst the overall financial position has changed favourably since month 10 additional contributions to reserves have also been made which improved the councils overall financial resilience.

Further detail on this measure is available in the 2018/19 Revenue Budget Monitoring – Quarter 4 report which is presented at this meeting alongside this paper.

- 1.4** Our continued focus on managing demand and having positive conversations with those seeking assistance within Somerset Direct has enabled the adult services team to routinely meet, maintain and often exceed our target of 60% resolution at first point of contact since July 2018. Training, empowerment and investment in call advisers has been crucial in achieving this and has also had the knock-on benefit of fewer repeat calls, fewer abandoned calls, and enhanced customer satisfaction levels.
- 1.5** Our Delayed Transfers of Care (DTC) figures show us on a remarkable journey. An increased understanding and scrutiny of long stay patients coupled with a more robust oversight of data and multidisciplinary decision-making has seen the DTC performance in Somerset significantly improve over the last year.



As the adults service embeds its 'Strengths Based Practice' it ensures that everyone has a personalised service including as appropriate a personal budget. Including this approach during the annual review process has further ensured an improvement in our recorded performance.

We work closely with the Care Quality Commission (CQC) and our health commissioning partners and the fact that Somerset's performance in this area exceeds regional and national averages is testament to this relationship.

- 1.6** Good progress has been made in improving Children's Social Care services, as recognised by Ofsted when they undertook a Focused Inspection in Somerset in January 2019. The inspectors reported a highly motivated and professional workforce focused on the needs of the children, with evidence of continuous improvement since the 2017 Inspection.
- 1.7** Our Public Health team have had great results with our infant feeding and nutrition strategy, resulting in a statistically significant increase in breastfeeding rates in our most deprived communities at 6-8 weeks. This was aided by the health visiting service fully adopting and implementing digital record keeping, enabling a far greater insight into the needs of the population around child development and breastfeeding rates, as well as providing superior audit trail for performance monitoring. This work, set against a declining rate nationally, has been submitted for publication at LGA and PHE conferences.
- 1.8** Our Library Service has undergone an extremely successful modernisation and restructure, with nineteen existing library buildings continuing to be funded and managed by SCC. For thirteen other library buildings, expressions of interest were received to take part in Community Library Partnerships and as a result, nine libraries are to be managed by community organisations from 1<sup>st</sup> April 2019. Six of these are to continue to be staffed by Library Service Staff and three by volunteers.
- 1.9** Businesses in Somerset now have even more help to grow with the help of the County Council's network of Enterprise Centres. The Highbridge Enterprise Centre, which is already home to 15 businesses and 35 jobs, has had a £470,000 expansion. Three more light industrial units have been opened, providing an extra 234 square metres of space aimed at making life easier for three new and growing businesses and creating more valuable jobs.

## **2. Areas for consideration**

- 2.1** The latest performance information is set out in appendix A, however to aid Cabinet's discussion the following areas of success and concern this quarter have been highlighted by the Senior Leadership Team.

## 2.2 Areas of success in this period

- 2.2.1 Revenue Budget - Projected Outturn Position for 2018/19 –** The Councils final revenue budget outturn position is an underspend of £5.909m against a net budget of £317.882m (- 1.86%). The significant improvements made during 2018/19 will continue throughout 2019/20 to ensure on-going transparency in financial reporting. - (Pg. 7)
- 2.2.2 Projected Delivery of the 2018/19 MTFP Proposals –** To date 85% of the MTFP1 & 2 savings have been delivered. This leaves 15% of savings which have been absorbed via service underspends. The Financial Imperative Programme has successfully supported the delivery of 98% of the £12.79m additional in-year savings approved by Cabinet in September 2018, by the close of the financial year. - (Pg. 8)
- 2.2.3 CYPP 6 - Effective multi-agency support and developing an excellent children's social work service –** Continued improvement towards Good and beyond can be seen in the outcome of the Ofsted monitoring visit for Early help and assessment in January 2019. In addition, improved permanent leadership capacity has enabled the service to make consistent and continuous improvement, embedding a learning culture so that children's needs are better understood and prioritised. - (Pg. 17)
- 2.2.4 Residual household waste (kg per household) sent to landfill each year –** The target has been met successfully across a sustained period. Substantial progress has been made to boost Somerset waste services by 2020 to help us all waste less, recycle more and save money. Residents have already more than tripled recycling rates in a decade to recycle over half their waste, with over 90% recycled in the UK. This has put Somerset in the top 20% of English councils, hit national targets years early, cut carbon emissions by tens of thousands of tonnes, and saved millions for vital local services - (Pg. 21)
- 2.2.5 Health Visitor mandated contacts –** The proportion of children receiving a visit has been above the target of 90% in every quarter since Q3 2017/18. - (Pg. 25)
- 2.2.6 Percentage of users using self-directed support (given a personal budget or in receipt of a direct payment) –** As the adults service embeds its 'Strengths Based Practice' it ensures that everyone has a personalised service including as appropriate a personal budget. Including this approach during the annual review process has further ensured an improvement in our recorded performance. - (Pg. 30)

**2.2.7 Delayed Transfers of Care (DToC) - Delays attributable to Adult Social Care** – The last six months have seen continued improvement in the ASC attributable delays culminating in being below target since November. This has been achieved through enhancing the discharge process and focus within Community Hospitals, where DToC performance was poorer. The additional central government funding has been utilised to increase Home First capacity, ensuring more people have the opportunity to go home with the right support. - (Pg. 31)

**2.2.8 Breastfeeding continuation** – The proportion of children breastfed at age 6-8 weeks old in Somerset remains above target. - (Pg. 36)

### **2.3 Areas of concern in this period**

**2.3.1 Connecting Devon and Somerset Phase 2 (part 2) –**  
The Connecting Devon and Somerset (CDS) programme continues with its work helping rural communities access superfast broadband across the region. The contractor Gigaclear has incurred delays which were no fault of CDS and has issued public apologies for its failures. CDS has placed Gigaclear on notice of default while requiring it to work up an updated plan for delivering on its obligations that is satisfactory to both CDS and Government and has advised Gigaclear that the situation cannot continue indefinitely.

Discussions with funders continue and in recognition of representations made by the Department for Culture Media and Sport (DCMS) and CDS, there has been positive response from HM Treasury which is finalising an agreement for a funding extension with DCMS as part of the Spending Review process. – (Pg. 10)

**2.3.2 Public Health - Proportion of children at or above an expected level of development at 2-2.5 year check** – This outcome assesses child development at the 2-2.5 year Health Visitor check. Work in 2018-19 was focused on data quality and this has been successful. For example, compared with the start of the year 900 more children have an outcome reported over twelve months. The apparent drop in performance over the past two quarters is a reflection of this and we have a more accurate picture of our performance, albeit at a lower level than we have previously thought. We are now focusing on the identification of children who are not achieving their age expected level of development and providing advice and support to parents, to resolve this before they start school. Identifying more children in need does provide opportunity for servicers to support children and their families to facilitate their developmental skills. – (Pg. 24)

**3. Background papers are available on request from report author.**

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# END OF MARCH (Q4 18/19) CORPORATE PERFORMANCE CABINET REPORT



## Our Vision 'Improving Lives'



### The County Council Vision

Our Vision is all about improving lives by creating:

- A thriving and productive County that is ambitious, confident and focussed on improving people's lives.
- A County of resilient, well-connected and compassionate communities working to reduce inequalities.
- A County where all partners actively work together for the benefit of our residents, communities and businesses and the environment in which we all live.
- A County that provides you with right information, advice and guidance to help you help yourself and targets support to those who need it most.

### Business Plan

Our Business Plan explains how we will work towards this Vision over the next three years.

The Business Plan contains four strategic outcomes that show what the Council will focus on to deliver its Vision and improve lives. Beneath each strategic outcome sits four key priorities and a range of activities. By lining up these activities, priorities and strategic outcomes with the Vision we can plan ahead, monitor progress and above all ensure that we are working within our financial means.

To view our interactive online business plan please go to [www.somerset.digital/businessplan](http://www.somerset.digital/businessplan)

### Meeting the Council's challenges: sustainability, quality and focus

Underpinning the four strategic outcomes is the fact that the Council must be confident and capable if it is to deliver the Vision and Business Plan. These organisational priorities fall into three broad categories and a set of activities that will equip it to deal with the challenges, and grasp the opportunities, ahead. The Council will use them to develop and deliver its service plans and thereby underpin the outcomes in the business plan.

***Our Vision sets out what we want for Somerset.  
Our Business Plan explains how we will achieve this.***

## Our Vision 'Improving Lives'



### Outcome 1

A county infrastructure that drives productivity, supports economic prosperity and sustainable public services

#### Key Priorities

- Ensure that the Council is financially sustainable
- Enable economic and housing growth
- Create the climate for enterprise and innovation that businesses need to grow and collaborate.
- Deliver the Heart of the South West Productivity Strategy and influence the local Industrial Strategy for the benefit of Somerset.



### Outcome 2

Safe, vibrant and well-balanced communities able to enjoy and benefit from the natural environment

#### Key Priorities

- Support development of stronger communities including working with them to increase their resilience.
- Work with partners and communities to protect and enhance the environment, manage our water better and produce less waste.
- Make sure that Somerset remains a safe place to live, work and visit.
- Support and promote enjoyment of Somerset's heritage, culture and natural environment



### Outcome 3

Fairer life chances and opportunity for all

#### Key Priorities

- Tackle inequalities and poor social mobility across Somerset so everyone can realise their potential and give more to our economy and society.
- Maintain the Council's focus and commitment to make Somerset a place where all children are healthy, safe, and have good physical and emotional wellbeing.
- Ensure all children in Somerset have access to high quality schools, high quality educational, professional and support services, teachers and leadership teams.
- Equip Somerset's workforce of the future with the skills they need, and enable them to aspire and achieve in Somerset's economy.



### Outcome 4

Improved health and wellbeing and more people living healthy and independent lives for longer

#### Key Priorities

- Explore, define and implement robust health and social care integration
- Focus efforts towards improving health and wellbeing outcomes, especially for those in greatest need.
- Foster an environment which promotes healthier choices and support people to take responsibility for their own health and wellbeing.
- Support people to remain independent and within their homes and communities, without formal social care support wherever possible and for as long as possible.

Meeting the Council's challenges: sustainability, quality and focus

## Purpose of the Report

This report reflects the Council's ongoing progress towards the priorities laid out in the Business Plan. The measures used to support this report come from across the Council and are a subset of the measures monitored monthly by SLT.

This report sets out the key activities and measures used to check our performance for the year against the priorities we are working towards.

Further detail is given in relation to a set of business performance indicators covering finances, customer focus, and our workforce.

This report does not contain details of the numerous other activities ongoing in each service area that also contribute to delivering what is important and will make a difference to all in Somerset.




Further information about how the Council monitors and reports on performance can be found on the Council website ([www.somerset.gov.uk](http://www.somerset.gov.uk))

For any other information please contact the Planning and Performance Team at [Performance@somerset.gov.uk](mailto:Performance@somerset.gov.uk)

## Key to KPI ratings used

This report includes Key Performance Indicators (KPIs), where progress is assessed against targets and project updates.

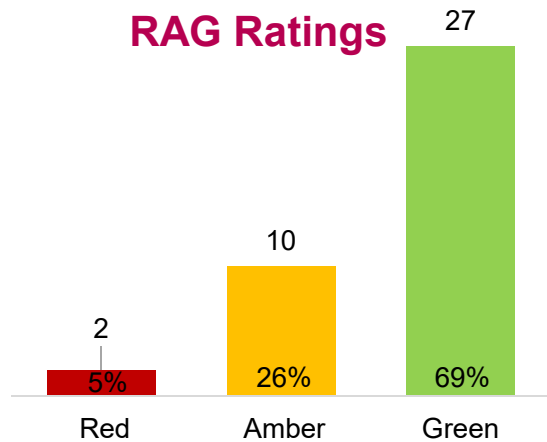
Performance is shown using Performance Ratings, progress is shown in terms of Direction of Performance (DOP) through the use of arrows.

Performance Ratings	
<b>G</b>	Performance is on or exceeding target. Project is on target.
<b>A</b>	Performance is off target but within tolerance. Project requires attention.
<b>R</b>	Performance is off target and outside tolerance. Project is off target.
<b>B</b>	Metric discontinued. Project is closed.
Direction of Performance	
	Performance is improving. Project has achieved a milestone.
	Performance is steady. Project is progressing.
	Performance is declining. Project has missed or at risk of missing milestones.



# High level Summary

	RAG Rating			Direction of Performance*		
	G	A	R	↑	→	↓
A county infrastructure that drives productivity, supports economic prosperity and sustainable public services	8	4	1	2	1	0
Safe, vibrant and well-balanced communities able to enjoy and benefit from the natural environment	7	2	0	3	3	0
Fairer life chances and opportunity for all	3	1	1	4	0	1
Improved health and wellbeing and more people living healthy and independent lives for longer	9	3	0	9	1	2
<b>TOTAL</b>	<b>27</b>	<b>10</b>	<b>2</b>	<b>18</b>	<b>5</b>	<b>3</b>



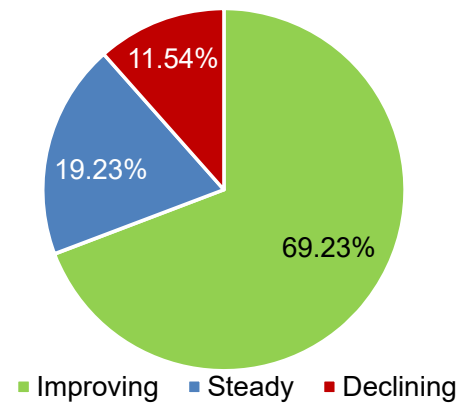
**69%**  
of measures rated as on or exceeding target



**69.23%**  
of measures rated as improving



## Direction of Performance

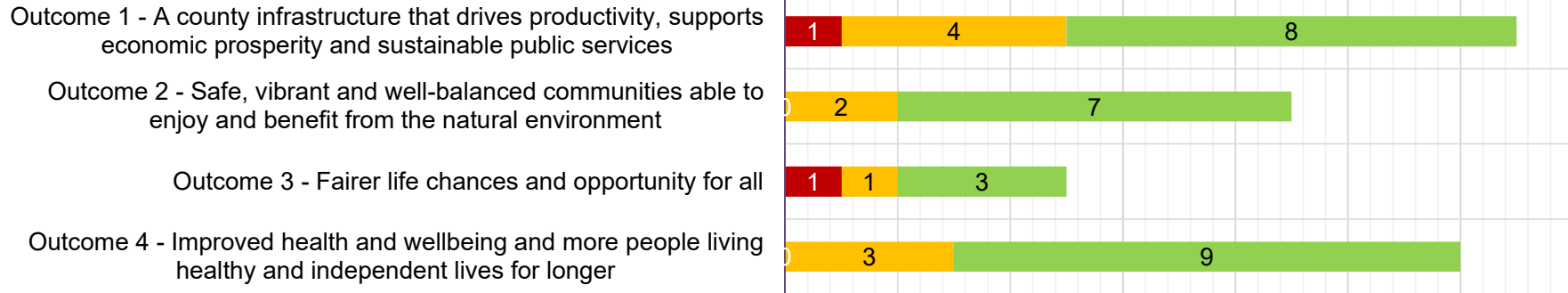


\*Not all measures carry a direction of performance therefore total numbers will not match total number of RAG ratings

# Summary by Vision Outcomes

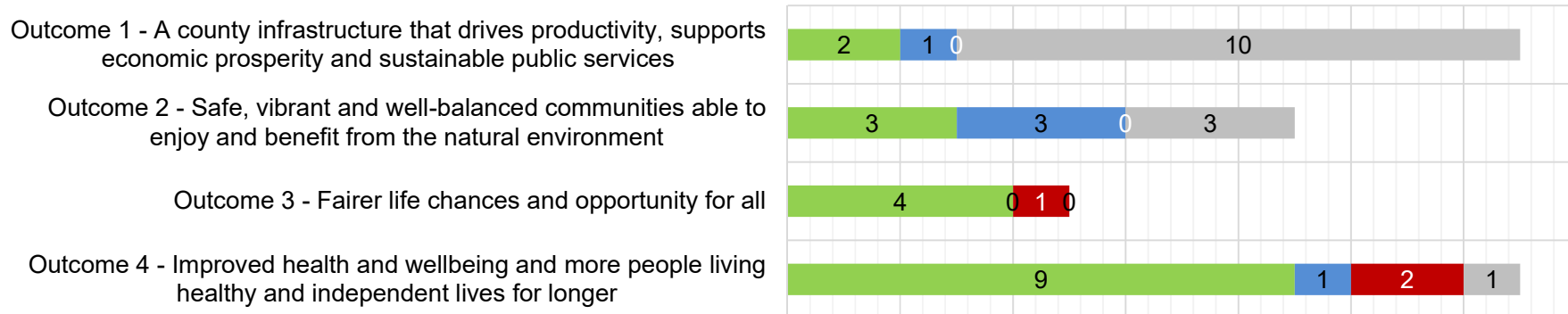
■ Red ■ Amber ■ Green

0 2 4 6 8 10 12 14




■ Improving ■ Steady ■ Declining ■ No direction captured\*

0 2 4 6 8 10 12 14



\*Not all measures carry a direction of performance therefore total numbers will not match total number of RAG ratings

Revenue Budget - Projected Outturn Position for 2018/19							G	↑	
Q2 17/18	Q3 17/18	Q4 17/18	Jul-18	Aug-18	Q2 18/19	Q3 18/19	Q4 18/19		
£9.777m	£7.741m	£2.18m	£11.4m	£3.320m	£3.158m	-£1.067m	-£5.909m		
Overspend	Overspend	Overspend	Overspend	Overspend	Overspend	Underspend	Underspend		
R	↑	R	↑	R	↑	R	↑	G	↑

The Councils final revenue budget outturn position is an underspend of £5.909m against a net budget of £317.882m (-1.86%).

This is a substantial improvement from the adverse financial forecasts anticipated earlier in the year – a forecast adverse variance of £12.115m in month 2 and that reflects the very significant focus that was placed on managing the Councils financial performance throughout 2018/19.

This tighter financial grip included a Cabinet meeting on 12th September 2018 where additional in-year savings of £12.790m were approved, together with the set-up of more robust processes for ensuring the effective management of expenditure and for ensuring delivery of agreed savings (delivering 85% of £26.208m planned savings by the end of the financial year). Also, during 2018/19 the Council has taken in-year opportunities to improve the Councils depleted reserves to secure the long-term financial sustainability of the Council ending 2018/19 with £16.366m General Fund reserve balance compared with a balance at the beginning of the financial year of £12.188m.

Significantly strengthened financial reporting during 2018/19, in terms of frequency, quality and timeliness to Cabinet, Audit Committee and Scrutiny meetings have all ensured an improved transparent approach to reporting the Councils financial position to members and the public. The significant improvements made during 2018/19 will continue throughout 2019/20 to ensure on-going transparency in financial reporting.

Further detail on this measure is available in the 2018/19 Revenue Budget Monitoring – Quarter 4 report which is presented alongside this paper.

## The Projected Delivery of the 2018/19 MTFP Proposals

G



	Q2 18/19	Q3 18/19	Q4 18/20
Red Uncontrolled	£ 2,042,428 7.79%	£ 1,040,000 3.96%	£ - 0%
Red Controlled	£ 3,049,200 11.63%	£ 2,764,128 10.54%	£ 3,911,628 15%
Green	£ 7,153,692 27.30%	£ 6,328,472 24.13%	£ - 0%
Blue	£ 13,962,280 53.28%	£ 16,099,000 61.37%	£ 22,295,972 85%
	£ 26,207,600	£ 26,231,600	£ 26,207,600

- **Red (uncontrolled):** This means the saving has been identified as being at risk of delivery and plans to replace the saving have not yet been agreed
- **Red (controlled):** This means the saving has been acknowledged as undeliverable and the consequences are being managed through offsetting measures.
- **Green:** The saving is on track for delivery.
- **Blue:** The saving has been delivered.

To date 85% of the MTFP1 & 2 savings have been delivered. This leaves 15% of savings which have been absorbed via service underspends.

The Financial Imperative Programme has successfully supported the delivery of 98% of the £12.79m additional in-year savings approved by Cabinet in September 2018, by the close of the financial year.

- In addition, 72% of the adjusted original 18/19 MTFP savings (£13.42 m) approved by Full Council in February 2018, amounting to £9.72m, have also been delivered. Of the remaining 28% (£3.7m), £949k is being delivered in full in 2019/20 with budgets reduced accordingly, and the remaining £2.75m has been reset as part of the new base budget for 2019/20.
- The financial imperative approach has enabled the delivery of a balanced budget for 2019/20 with the identification and development of a further £15.1m of savings proposals as part of the 2019-22 Medium Term Financial Plan.

The Medium Term Financial Plan (MTFP) sets the funding for the County Vision and the use of those funds is then monitored throughout the year to ensure delivery of Council objectives and actions within the resources available. Any MTFP savings that are not delivered and are not replaced by mitigating proposals will impact on the overall financial position for the current year and possibly into future years.

## Embed our People Strategy

A



### Next Steps:

- Finalise Delivery Plan for People Strategy, review prioritisation of initiative roll-out to complement / support the organisations Transforming Lives work. Delay in completing the plan due to conflicting deadlines. HR manager service planning session held April 2019 to focus on this.
- Upon full sign off Delivery Plan will be published and engage / communicated with staff.
- Monitor progress and provide updates via appropriate channels (both 'formal' i.e. scorecards, and 'informal' e.g. Our Somerset blogs and the like)

## Libraries Redesign

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The future of Somerset's Libraries Service was decided by Cabinet on 5 November 2018:

- 19 existing library buildings are to continue to be funded and managed by SCC
- For 13 of the remaining 15 library buildings, expressions of interest were received to take part in Community Library Partnerships.
- 9 libraries are to be managed by community organisations from 1 April. 6 of these are to continue to be staffed by Library Service Staff and 3 by volunteers
- 4 libraries are to transferred to Community Library Partnership by 1 July 2019.
- The workforce redevelopment continues with all frontline staff interviewed for the new roles in February and March.



The Connecting Devon and Somerset (CDS) programme continues with its work helping rural communities access superfast broadband across the region. The contractor Gigaclear has incurred delays which were no fault of CDS and has issued public apologies for its failures. CDS has placed Gigaclear on notice of default while requiring it to work up an updated plan for delivering on its obligations that is satisfactory to both CDS and Government and has advised Gigaclear that the situation cannot continue indefinitely.

Discussions with funders continue and in recognition of representations made by the Department for Culture Media and Sport (DCMS) and CDS, there has been positive response from HM Treasury which is finalising an agreement for a funding extension with DCMS as part of the Spending Review process.

#### **Project Update:**

- All 6 lots were awarded with 5 of the 6 lots being awarded to Gigaclear (GC) and Lot 4 awarded to Airband.
- Although project mobilisation commenced GC mobilisation was delayed and the collapse of Carillion impacted the mobilisation.
- GC continued to work with Telent (a Carillion company) and provided a mitigation plan including the appointment of a second T1 contractor - MacNicholas.
- GC was informed that the change request delivery timeline must be met to comply with funding requirements. A remedial plan was provided in March 2018 which had impact on the delivery. These proposals suggested that slippage would be corrected by June 2020.
- Gigaclear has not achieved the milestones in the revised March 2018 plans. GC has confirmed that it will not be able to make the target dates.
- Grant funders have been updated on the changes which may be required to the funding profile.
- Ongoing discussions with GC regarding the current status of the remedial plan and associated technical, financial and contractual changes which may be required. Discussions have commenced with grant funding partners who have indicated a willingness to extend funding timelines, but this is subject to assurance and treasury approval.
- Airband has commenced build and is proceeding largely on track given the later start of its contract. AB CR has now been approved and is completed.

#### **Milestones and Next steps:**

- CDS has placed GC on notice of default while requiring it to work up an updated plan for delivering on its obligations that is satisfactory to both CDS and Government.
- Discussions with funders continue.

Once these conversations have taken place agreement can be reached on the way forward.

### Completion of Colley Lane, Bridgwater

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The project is on programme and proceeding as planned. Crossways Bridge over the canal has been installed. Marsh Lane has been closed to allow works to progress adjacent to Crossways Bridge. Access for residents/businesses will be maintained over the old swing bridge until Somerset Bridge (over the River Parrett) is open to the public.

### Completion of Junction 25 of the M5

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SCC have now entered in contract with Alun Griffiths. We are working through the details of this scheme in preparation for starting in March 2019. Public drop-in events are being organised so we can meet people and go through the plans in more detail.

### Completion of Western Corridor, Yeovil

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The project continues to progress on-programme and on budget. The Westlands Through-about signalised junction was the latest phase of the project to be switched on the 7th February 2019. Work is continuing at Copse Rd, it is anticipated that that the traffic signals at the new junction will be switched on shortly w/c 25th Feb 2019. Work to construct the new retaining wall on the northern side of Preston Road (opposite Asda) is on-going, programmed for completion March 2019. A southbound road closure is currently in-situ on Western Avenue, allowing construction of the new cycleway between Lufton and Copse Road to commence. Stourton Way cycleway is largely complete.

Fibre optic communication cabling work has commenced (Lysander to Bluebell).

Night time road closure orders are scheduled to be published Feb 19, for work at Preston Road Roundabout commencing 11th March lasting approximately 6.no weeks.

**Project/Programme Update (latest position):**

Transport for the South West Peninsula is an emerging Shadow Sub National Transport Body (SSTB). It is a partnership of local authorities and other key partners and agencies. It has been convened to provide a single overview, and to engage with government, on strategic transport priorities across the region and to work towards securing the necessary investment funding. The SSTB will also develop a business case for the establishment of a statutory sub national body that will receive devolved powers from central government.

It is being recommended to the 3rd October and 8th November meetings that there is no single lead authority but that the governance roles are shared among the authorities. This is thought to better present a united front. Somerset CC is taking the lead on governance. Cornwall CC will take on the technical lead role. A set of key messages, narrative, leaflet and website are being agreed to support the formal launch in November.

It has now been agreed that the Shadow Body will be known as 'Peninsula Transport'.

**Milestones:**

19th September - Directors Meeting to approve draft constitution and collaboration agreement

3rd October - Informal Board meeting to ratify constitution and collaboration agreement and agree content of stakeholder leaflet.

5th November - all authorities formally sign off governance, collaboration agreement and budget

8th November - first formal meeting of the Shadow Board to adopt governance and budget arrangements .

Next board meeting on 3rd July 2019 which will agree prioritisation of scheme for MRN/LLM Regional Evidence base and agree approach for developing Economic Connectivity Review

**Next steps:**

Gain agreement to governance arrangements; gain budgetary approval; agree content of stakeholder leaflet . Formal adoption of the Communications and Engagement Plan at the Nov 8th meeting will lead to the start of activity, including a website and social media accounts



## Completion of Station improvements

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**Taunton Station** - The project is currently on time and on budget for delivery. A public launch event took place in early November. A contract is due to be awarded in the new year for the detailed design and construction.

**Bridgwater Station** - The project is currently on time and on budget for delivery. GWR are progressing with the development of the design.

## New Enterprise Centres

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### Project/Programme Update (latest position):

Work is ongoing to progress SCC's programme of new enterprise centres, combining work to secure external funding for schemes in the programme alongside SCC's capital investment and programme management of the delivery of these schemes. Highbridge enterprise centre phase 2 was completed in 2018 and is now available for occupancy with initial tenants secured. Funding packages are in place for phase one of new enterprise centres at Wells and Wiveliscombe but, due to costs pressures identified at the construction tender phase, the designs of both schemes have been amended and revised planning permission is being sought in both cases. We have submitted a full business case for ERDF funding for the first phase of an enterprise centre on SCC owned land in Bruton to MHCLG and are in dialogue about this.

### Milestones:

- Full business case for Bruton enterprise centre phase 1 submitted to MHCLG – November 2018
- Planning application for Bruton enterprise centre phase 1 validated by SSDC – December 2018
- Revised planning applications submitted to MDC and TDBC for phase 1 of Wells and Wiveliscombe enterprise centres – January 2019

### Next steps:

- Decisions on revised planning applications for phase 1 of Wells and Wiveliscombe enterprise centres – estimated summer 2019
- Commencement of development of phase 1 of Wells and Wiveliscombe enterprise centres – late 2019
- Completion of development of phase 1 of Wells and Wiveliscombe enterprise centres – late 2020

**SEIC phase 1:**

3000m<sup>2</sup> of flexible office, meeting and informal networking space developed on land at Woodlands Business Park, Bridgwater. Construction completed 2015. SCC procured a Management Operator to manage the Centre and provide business support services to businesses wishing to work in the low carbon energy and nuclear sector. SWMAS Ltd a consortium of Somerset Chamber of Commerce & Business West was appointed Operators of the Centre in 2016. Currently there are 40 tenants (100% occupancy) and over 100 SMEs have been provided with business support.

**SEIC phase 2:**

2000m<sup>2</sup> of flexible office, meeting and light industrial workspace has been developed adjacent to Phase 1 on the site at Woodlands business Park, Bridgwater. Funded by SCC, HotSW LEP Growth Deal and European Regional Development Funding (ERDF).

## Milestones:

- Full funding package secured. (ERDF element resilient to Brexit as Treasury financial cover is in place for the programme.)
- Construction commenced on site September 2017.
- Operator procurement event held for prospective operators in May 2018 and publication of tender being organised for spring 2019, progress has been restricted due to long term absence of commissioning manager and a frozen post but is being addressed through short term arrangement to add to capacity for this particular area. In addition interim arrangements are being put in place to respond to interest in occupancy prior to the operator being appointed.
- Construction completed and handed over to SCC end of November 2018.

## Next Steps:

- Procurement exercise underway to secure a Management Operator for both SEIC phases 2 and 3
- Centre to open Autumn 2019

**SEIC phase 3:**

Phase 3 of SEIC completes the campus of buildings to support low carbon energy innovation in Somerset. The building is planned to provide office, light industrial and demonstration space suitable for non-destruction testing, robotics etc.

## Milestones:

- Site purchased, and planning permission granted

## Next Steps:

- Submit full business case to secure Heart of South West Growth Deal funding
- Procure suitable management operator for SEIC phases 2 and 3

**Project/Programme Update (latest position):**

The project comprises development of a 2,398 m<sup>2</sup> research, design and innovation centre in Yeovil to support the aerospace and associated high-value design and engineering technology supply chains.

Funding is now in place from European Regional Development Fund and the LEP to finance the build of the centre. Work on site is due to commence in July 2019. Along side this SCC will be initiating the commissioning process for the centre operator and working closely with the LEP Leonardo Helicopters and other partners to promote opportunities arising from the centre.

**Milestones:**

- Full business case for iAero (Yeovil) Centre approved by Heart of the South West -- LEP and £3,832,785 Growth Deal 3 funding awarded subject to conditions being met December 2018
- ERDF pre-funding agreement conditions met and £3,049,240 ERDF funding agreement for the iAero (Yeovil) Centre received by SCC – January 2019
- Lease negotiations with Leonardo for site

**Next steps:**

- SCC and Leonardo Helicopters to finalise and enter into land lease agreement for iAero site – May 2019
- Construction contract between SCC and Wilmott Dixon, under the Scape Major Works Framework, to be completed – July 2019
- Procurement process to appoint an operator for the iAero (Yeovil) Centre – Estimated completion Spring 2020
- Centre build completed July 2021



The current status for this programme in Quarter 4 is AMBER. Two actions not completed sufficiently to rate the programme as completed.

**The main successes of the programme and what they achieved**

- Stronger relationship with the voluntary sector has achieved an improved partnership approach and better joint working.
- Team Around the School achieved a county wide recognition, addressing needs early and promoting partnership working.
- Advocacy for parents has become stronger due to the nature of the partnership with parent forums and groups including Somerset Parent Carer Forum.

**The areas that were not progressed as well as expected and any barriers.**

- The Local Offer, although implemented, is not as robust as required due to lack of capacity and resource. This has been agreed to take into the new Plan.
- Inclusive Communities Charter mark has not yet progressed beyond education due to lack of capacity and resource.



Programme 6 reports a status in Q4 of GREEN There has been progress in all areas of programme 6, improving staff capacity to improve outcomes for children. This is evidenced in the 2017 Ofsted Inspection of Requires Improvement. Continued improvement towards Good and beyond can be seen in the outcome of the Ofsted monitoring visit for Early help and assessment in January 2019.

#### **The main successes of the programme and what they achieved**

##### **Improved permanent leadership capacity.**

- Enabled the service to make consistent and continuous improvement, embedding a learning culture so that children's needs are better understood and prioritised

##### **Improved permanent social work staffing**

- Progress has been steady in recruiting and retaining a permanent social work workforce, so children can more often build a relationship with one member of staff and tell their story once.

##### **Developed and embedded an adolescent edge of care service**

- Supporting families to care for their children at home and responding rapidly in crisis, including the use of Family Group conferencing to sustain family change.

#### **The areas that were not progressed as well as expected and any barriers.**

##### **Ensuring that the emotional and mental health needs of children are appropriately addressed.**

- There is a national crisis in children's emotional health. The local partnership has not yet established an agreed and sufficiently robust shared system for assessing and responding to these needs early. This work is ongoing at a strategic level.

##### **Improve placement sufficiency and stability for children in care**

- There is some evidence over recent months of improved placement stability for children in care with the county figure for children in placement for over 2 years, now (March 19) standing at 63% compared to 56% at the same point in 2018. However, this is still significantly below the national average of 70%.
- Too many children are placed more than 20 miles from their home address due to a lack of access to appropriate fostering and residential placements in Somerset. The in house fostering service and the commissioning service continue to work with council foster carers, local providers and the Peninsular consortium to address this issue sustainably.



In 2018/19 we have:

- carried out 210 scam victim interventions and 25 scam victim visits
- taken 96 safety samples
- undertaken 275 Animal Health, Welfare and Disease Visits at Markets
- undertaken 296 Farm Visits (risk assessed using earned recognition)
- Issued 1 special safety at sports grounds certificates
- We still continue to post messages most days on social media. And we continue to release press articles and email newsletters to consumers and businesses.

Multi-Agency Risk Assessment Conference (MARAC)





<b>Description</b>	The number of high risk domestic abuse cases that are discussed as part of a MARAC process							
<b>Target</b>	450 by the end of Q4							
	<b>Q4 17/18</b>		<b>Q1 18/19</b>		<b>Q2 18/19</b>		<b>Q3 18/19</b>	
	669		611		531		471	
	G	→	G	↑	G	↑	G	↑

Commentary and actions to be taken

Somerset County Council is leading a multi-agency effort to transform the response to high risk domestic abuse victims. Currently, all high risk victims are referred in to a Multi-Agency Risk Assessment Conference (MARAC), a multi-agency meeting that takes place each month, however, a lengthy review and audit of this process has found that this may not always be a proportionate nor timely response. In addition, national funds for resourcing MARAC has ended, meaning that is no longer a sustainable model in its current form.

A new model has been agreed and a number of measures have been put in place to monitor the success and quality of the process. In short, the new process will enable safety planning to take place in a more flexible way, allowing the lead practitioner to decide the method for ensuring that all agencies relevant to each case, has the opportunity to participate in supporting the victim. The new model began a phased implementation in November 2018. A new specialist domestic abuse worker has started a new triage role and will soon be sat in the Multiagency Safeguarding Hub (MASH). It is envisaged that rather than having multi-agency conversations at scheduled meetings, these essential conversations will be had in the MASH and so, reducing the demand for face to face MARAC meetings which are resource intensive. The objective is therefore to see a reduction in cases that are heard at MARAC meetings.

The end of year target has been revised in Q3 2018/19 to reflect this; nevertheless, it should be noted that whilst the target aspires to see a reduced number of cases being discussed at MARAC meetings specifically, we do not wish to see a reduction in high risk cases being reported. This is measured elsewhere

Proportion of safeguarding pathway decisions made within 2 working days (Adults)							G	→	
<b>Description</b>	Time taken between safeguarding contact being received and pathway (triage) decision being made.								
<b>Benchmarking</b>	This is a local measure. The average for 17/18 was 98.7%.								
<b>Polarity</b>	Higher is better	<b>Target</b>	95%						
<b>Aug-18</b>	<b>Sep-18</b>	<b>Oct-18</b>	<b>Nov-18</b>	<b>Dec-18</b>	<b>Jan-19</b>	<b>Feb-19</b>	<b>Mar-19</b>		
100%	100%	100%	100%	100%	100%	100%	100%	100%	
G	→	G	→	G	→	G	→	G	→
<b>Commentary and actions to be taken</b>									
A validation exercise was completed during September. This identified a small number of recording errors which have now been corrected. As a result of this performance for the whole year to date continues at 100%.									
Proportion of safeguarding enquiries completed within 60 working days (Adults)							G	→	
<b>Description</b>	The target is for Safeguarding enquiries to be completed within 60 working days. This measure shows the proportion of enquiries that are completed within this timescale.								
<b>Benchmarking</b>	This is a local measure. As it is a new measure this year we don't have performance data for previous years.								
<b>Polarity</b>	Higher is better	<b>Target</b>	97%						
<b>Aug-18</b>	<b>Sep-18</b>	<b>Oct-18</b>	<b>Nov-18</b>	<b>Dec-18</b>	<b>Jan-19</b>	<b>Feb-19</b>	<b>Mar-19</b>		
93.4%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	
A	→	G	↑	G	→	G	→	G	→
<b>Commentary and actions to be taken</b>									
Following our review of enquiry timescales we implemented an escalation process for all enquiry completions to ensure that enquiries do not exceed unreasonable timescales. This view was taken on a risk management basis with the premise that all enquiries should be completed at the earliest opportunity proportionate to the level of concern raised. It was judged that no enquiry should exceed 60 working days, with the understanding that there will be some enquiries that are outside of our control that may exceed 60 working days. Since September there have been no enquiries that have exceeded the 60 working day target.									
Safe, vibrant and well-balanced communities able to enjoy and benefit from the natural environment									Page 19



<b>Description</b>	Increased awareness of VCSE Strategic Forum initiative via increased number of social media followers and users accessing website						
<b>Activity</b>	Actively engage with the VCSE through the Strategic Forum and website to ensure that initiatives are shaped and co-produced together						
<b>Polarity</b>	Higher is better	<b>Target</b>	Increased social media following and website users				
<b>Social Media Followers</b>	<b>Sep-18</b>	<b>Oct-18</b>	<b>Nov-18</b>	<b>Dec-18</b>	<b>Jan-19</b>	<b>Feb-19</b>	<b>Mar-19</b>
	240	264	276	285	299	314	322
<b>Website Hits</b>	<b>Sep-18</b>	<b>Oct-18</b>	<b>Nov-18</b>	<b>Dec-18</b>	<b>Jan-19</b>	<b>Feb-19</b>	<b>Mar-19</b>
	125	184	264	162	108	100	70

**Commentary and actions to be taken**

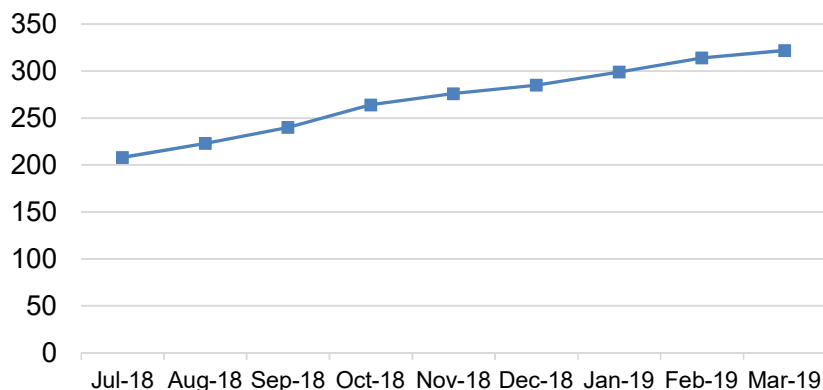
The Voluntary, Community and Social Enterprise Sector Strategic Forum initiative was set up in April 2015. Feedback regarding the Forum and website launched in 2018 continues to be positive.

The last VCSE Strategic Forum took place on Wednesday 6 March 2019 with a focus on Neighbourhoods and Safer Communities. Throughout January and March in conjunction with the Richmond Group a series of workshops were held to explore collaboration and closer links between commissioners and the voluntary sector. We are planning a VCSE Leaders Conference for Friday 21 June and are keen to revisit VCSE representation on key boards and partnerships.

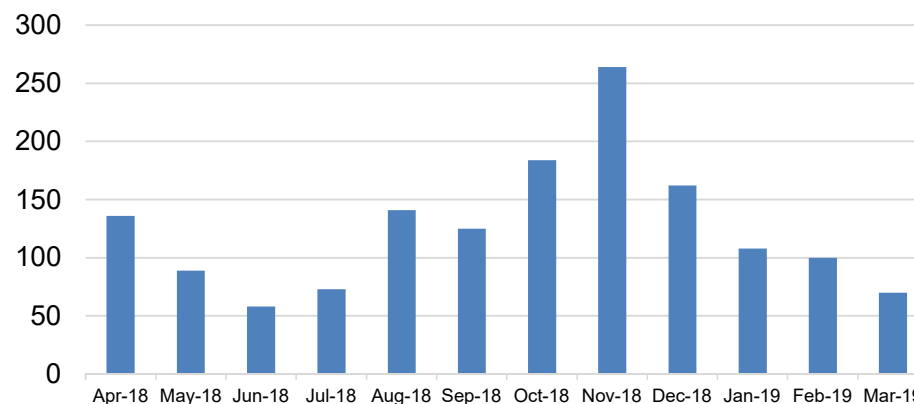
The new VCSE Strategic Coordinator is now in post.

Commissioners are asked to share any relevant updates impacting on the sector with the Stronger Communities Team via [communities@somerset.gov.uk](mailto:communities@somerset.gov.uk). Items can then be discussed at future forum meetings or circulated via the Website and VCSE networks.

Social Media Followers



Website Hits





## Residual household waste (kg per household) sent to landfill each year

G

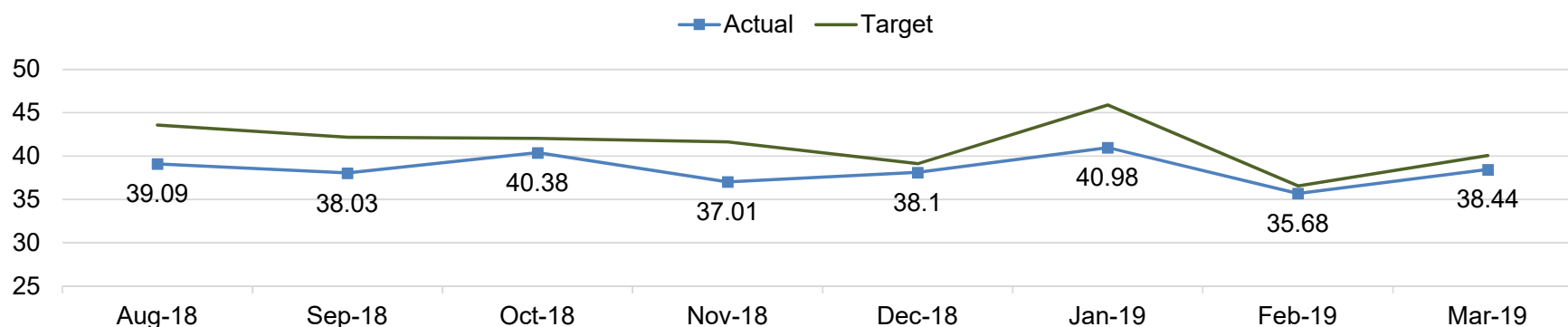


**Description** Indicator measuring the number of kilograms of household waste collected that is not sent for reuse, recycling or is not composted or anaerobic digestion per head of the population. This includes a reduction in the amount of black bag wastage either through increased reuse and recycling or decrease in overall waste collected.

**Polarity** Lower is better **Target** Target is modelled throughout the year

	Sep-18	Oct-18	Nov-18	Dec-18	Jan-19	Feb-19	Mar-19
<b>Actual</b>	38.03	40.38	37.01	38.1	40.98	35.68	38.44
<b>Target</b>	42.18	42.03	41.62	39.11	45.9	36.55	40.06

Reported Monthly these are actual figures, all figures are standalone monthly not cumulative as in previous years.



## Somerset Rivers Authority Flood action plan

A



### Project/Programme Update (latest position):

The Somerset Rivers Authority continues to fund and extensive programme of works across the County to deliver an extra level of flood protection. There are approximately 80 schemes in progress.

At the March SRA Board meeting 28 further schemes were approved for 2019-20.

Local Enterprise Partnership funded, schemes and subject to some challenges to delivery. Delivery partners are working through these but there is a risk that some project timeframes may slip.

### Next Steps:

The Environment Agency are pressing ahead towards delivery of the next Phase of the River Sow / Kings Sedgemoor Drain Enhancement Scheme in Autumn 2019.

The River Parrett Internal Drainage Board will commence public consultation on the Oath to Burrowbridge Pioneer Dredging scheme.

### Notable Milestones:

Public Consultation on Environmental Statement for Oath to Burrowbridge to commence April / May

### CYPP 4 - Building Skills for Life

A



Programme 4 reports a status in Q4 of AMBER. We have made progress against the identified actions for 2016- 2019; however; outcomes at Key Stage 2 and 4 and, in particular in relation to the performance gap between disadvantaged pupils and their peers, have not improved as we would have hoped.

#### The main successes of the programme and what they achieved

- Development of Team Around the School model achieved a greater understanding amongst partners of threshold arrangements and individual agencies roles and responsibilities and pressures. Individual case studies have demonstrated the impact of early identification and joint problem solving.
- Post 16 work including development of transition panels and talent academy means better working arrangements with schools, colleges and employers.

#### The areas that were not progressed as well as expected and any barrier

- Not successfully reduced the gap between disadvantaged learners and their peers; due to capacity and resource
- The Current KS 4 curriculum with its focus on Progress and Attainment 8 is considered to be a block for some pupils achieving to their potential. This national issue has led to increased elective home education (EHE) and exclusions

### CYPP 5 - Providing help early and effectively

A



The reported status for this programme in Quarter 4 is AMBER. Two actions not completed sufficiently to rate the programme as completed

#### The main successes of the programme and what they achieved

- Phase 1 and 2 of the Family Support Service have been completed and the transfer of Public Health Nursing (PHN) into Somerset County Council (SCC) took place on the 1 April 2019. The public consultation led to a decision to retain getset Level 2 for 1 further year.

#### The areas that were not progressed as well as expected and any barrier

- Public Health Nursing was not integrated with getset due to SCC's financial imperative.



<b>Description</b>	Support the West Somerset Opportunity Area Action Plan to increase social mobility and opportunity in the district through education and employment
<b>Aims</b>	<ul style="list-style-type: none"> <li>• Increase the number proportion of children achieving a good level of development at the end of the foundation stage to at least 70% by 2021.</li> <li>• Outcomes at key stage 2 will be in the top half of the Country and the attainment gap will be half what it was in September 2017 by 2021.</li> <li>• Increase the number of young people gaining 3 levels of qualification, by 2021 West Somerset should be equal to the strong results for the best performing areas of the County.</li> <li>• Increasing the number of apprenticeship and successful completion in line with the rest of Somerset</li> </ul>

**Commentary and actions to be taken**

The programme started in October 2017 and completes in August 2020.

**Progress update:**

- Health visitors delivering Horizon support for Mums with mental health issues.
- Somerset Library service working in partnership with community groups to provide access to books and technology.
- Maths and SEND training being well received across West Somerset. Over 100 Teaching Assistants funded to attend training.
- Settings are engaged and receiving positive feedback from Staff , along with additional requests for additional training.
- Attendance Officer and policy now in place – already showing a marked increase in attendance
- Vocational offer now up and running at the West Somerset College with good interest for next years cohort.
- Positive levels of engagement with the community in the launch of the Skill up service.
- Digital Teens programme launched.
- Funding will be received from the DFE in the Spring to fund activities in the summer term as the OA programme is based on academic years.

## Development at 2-2.5 year check

R



<b>Description</b>	Proportion of children at or above an expected level of development of those who have an Age and Stages Questionnaire score at 2-2.5 year review												
<b>Polarity</b>	Higher is better	<b>Target</b>	80%										
<b>Q4 2016/17</b>	<b>Q1 2017/18</b>	<b>Q2 2017/18</b>	<b>Q3 2017/18</b>	<b>Q4 2017/18</b>	<b>Q1 2018/19</b>	<b>Q2 2018/19</b>	<b>Q3 2018/19</b>						
69%	67%	68%	70%	74%	78%	71%	69%						
N/A	↑	N/A	↓	N/A	↑	N/A	↑	A	↑	A	↓	R	↓

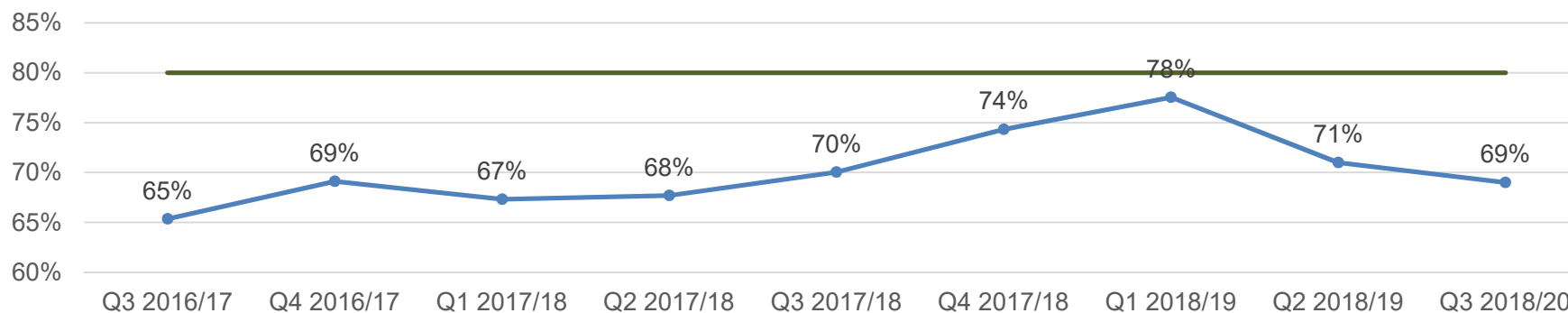
### Commentary and actions to be taken

• The measure will help monitor child development to observe changes in population health from year to year. It supports assessment of the effectiveness and impact of services for 0-2-year olds and planning of services for children age 2 and beyond. The Ages and Stages Questionnaire-3 (ASQ-3) covers five domains of child development: communication, gross motor skills, fine motor skills, problem solving and personal-social development. All the Somerset health visiting teams have been trained in the use of the ASQ-3 assessment. Health visiting teams should have been using ASQ-3 as part of Healthy Child Programme two-year reviews from April 2015.

Please see <https://www.gov.uk/government/publications/healthy-child-programme-0-to-19-health-visitor-and-school-nurse-commissioning> for more information.

• Work in 2018-19 was focused on data quality and this has been successful. For example, compared with the start of the year 900 more children have an outcome reported over twelve months. The apparent drop in performance over the past three quarters is a reflection of this and we have a more accurate picture of our performance, albeit at a lower level than we have previously thought.

• We are now focusing on the identification of children who are not achieving their age expected level of development and providing advice and support to parents, to resolve this before they start school. Identifying more children in need does provide opportunity for services to support children and their families to facilitate their developmental skills.

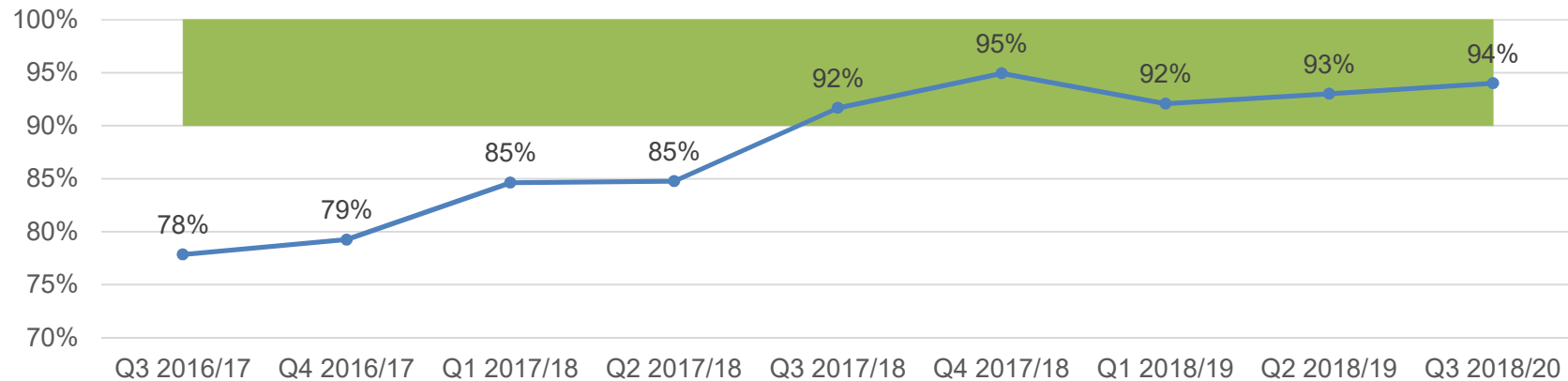


**Health Visitor mandated contacts** G

<b>Description</b>	Proportion of all infants receiving a new born visit within 14 days														
<b>Polarity</b>	Higher is better		<b>Target</b>	>90%											
<b>Q4 2016/17</b>	<b>Q1 2017/18</b>		<b>Q2 2017/18</b>		<b>Q3 2017/18</b>		<b>Q4 2017/18</b>		<b>Q1 2018/19</b>		<b>Q2 2018/19</b>		<b>Q3 2018/19</b>		
79%	85%		85%		92%		95%		92%		93%		94%		
N/A	N/A		N/A		G		G		G		G		G		

**Commentary and actions to be taken**

- Health Visitors lead the delivery of the Healthy Child Programme. They use strength-based approaches, building non-dependent relationships with families to support behaviour change, promote health and wellbeing, protect health and to keep children safe.
- This is the only workforce that has the opportunity of engaging with all families, often in their own homes; this is essential for early identification of needs and implementation of evidence-based interventions to resolve needs before they become worse and require statutory or specialist intervention.
- Health visitors have a key role in identifying additional health needs and risks e.g. maternal mental health difficulties, developmental concerns, domestic abuse and difficulties in transitioning to parenthood. As part of universal health visiting services, all families are offered five key visits: Antenatal, New born visit, 6 – 8 weeks, 9 – 12 months, 2 – 2 ½ years. With additional support where needs are identified.
- Somerset all families are offered a new birth visit. We will continue to engage with families to promote the uptake of the new birth visit within 14 days of their baby’s arrival and work is underway with maternity services to ensure antenatal care is more joined up and communication is improved between midwifery and health visiting services.
- The proportion of children receiving a visit has been above the target of 90% in every quarter since Q3 2017/18.





Overall significant progress has been made and outcomes for children improved. Some objectives have not been as fully achieved as others, as detailed in the full plan report

#### **The main successes of the programme and what they achieved**

- an active health, care and education group established focused on improving the health and well-being of children and young people
- health and well-being of children more prominent within the health and care strategy 'Fit for Our Future' than in previous plans, before this CYPP
- we have a perinatal mental health service resourced and in place. It is already supporting women and their babies in Somerset
- The Somerset infant feeding and nutrition strategy has resulted in the system across Somerset ensuring that now 51% of babies are breastfed at least up to 6-8 weeks (up from 49% in 2015/16). This equates to an additional 110 babies per year being breastfed. The community support model alongside health services, has resulted in a statistically significant increase in breastfeeding rates amongst the most deprived communities in Somerset
- During the CYPP an additional 1000 babies have been born smoke free. The smoking at the time of delivery prevalence is now 11.7% from 14.4% at the start of the plan
- The Somerset School Well-being framework has been developed and launched and 54 schools have fully adopted this whole school approach to health and well-being,
- A full PHSE CPD programme has been developed and launched annually, this is ahead of the legal requirement for schools to deliver relationship and sex education (RSE) by September 2019

#### **The areas that were not progressed as well as expected and any barrier**

- The system continues to struggle to have a multiagency pathway in place to support parents with children who are exhibiting challenging behaviour. Professionals need to be more confident to challenge parents, that there is nothing medically wrong with their child and to give them self help tips to manage their children rather than to refer onto services, who do not have the capacity or skills to support these parents

### CYPP 3 - Improving emotional health and wellbeing



This programme holds the status of 'None' given in Quarter 4.

#### The main successes of the programme and what they achieved

- Improved operational delivery of CAMHS Tier 3 teams and rapid improvement in CAMHS East as a result of the CQC inspection.
- CAMHS RTT performance is one of the best among Mental Health Trusts in England consistently over 85% however still falling short of 95% CCG commissioners target
- Reduction to zero of CYP in Tier 4 bed outside Somerset through intensive community support which includes success of Community Eating Disorder Service
- Investment in Acute Psychiatric Liaison Service
- Further development of Enhanced Outreach Service
- One-off investment in expanding and promoting Kooth Online Counselling
- Limited and continual activity in rolling out Emotion Coaching and Mental Health First Aid

#### The areas that were not progressed as well as expected and any barrier

- Lack of Tier 2 targeted services and school / youth counselling

### CYPP 7 - Embedding a Think Family approach across the workforce

A



#### The main successes of the programme and what they achieved

- Think Family Strategy which was co-produced by a multi-agency group and sparked the multi-agency roadshows that are now in their third round.
- Agreement with Gloucester University and Yeovil College to offer a Somerset based Social Work degree programme. Incentives offered to make the degree more attractive.
- Appointment of a Recruitment and Engagement Officer focused on Children's Social Care. Much energy and enthusiasm has made strong links with new starters and intended leavers in order to establish what needs to change in order to make SCC CSC a great place to work. A number of locums have been converted to permanent staff and leavers have remained as a result of this employee's commitment to the cause. Work with VisitSomerset and Community Care has also created opportunities.
- Involvement in CYPP Planning Days have given real insight into the requirements of young people in Somerset and focused energy on what needs to happen to meet the need.

#### The areas that were not progressed as well as expected and any barrier

- Being able to have a Workforce Board that encompasses all agencies has not been possible as the internal focus has required maximum effort.
- Financial constraints have impacted by directing resource onto other areas of focus. However, the budget has now been rebased and should enable a more realistic way forwards.

Percentage of adults with LD who live in their own homes

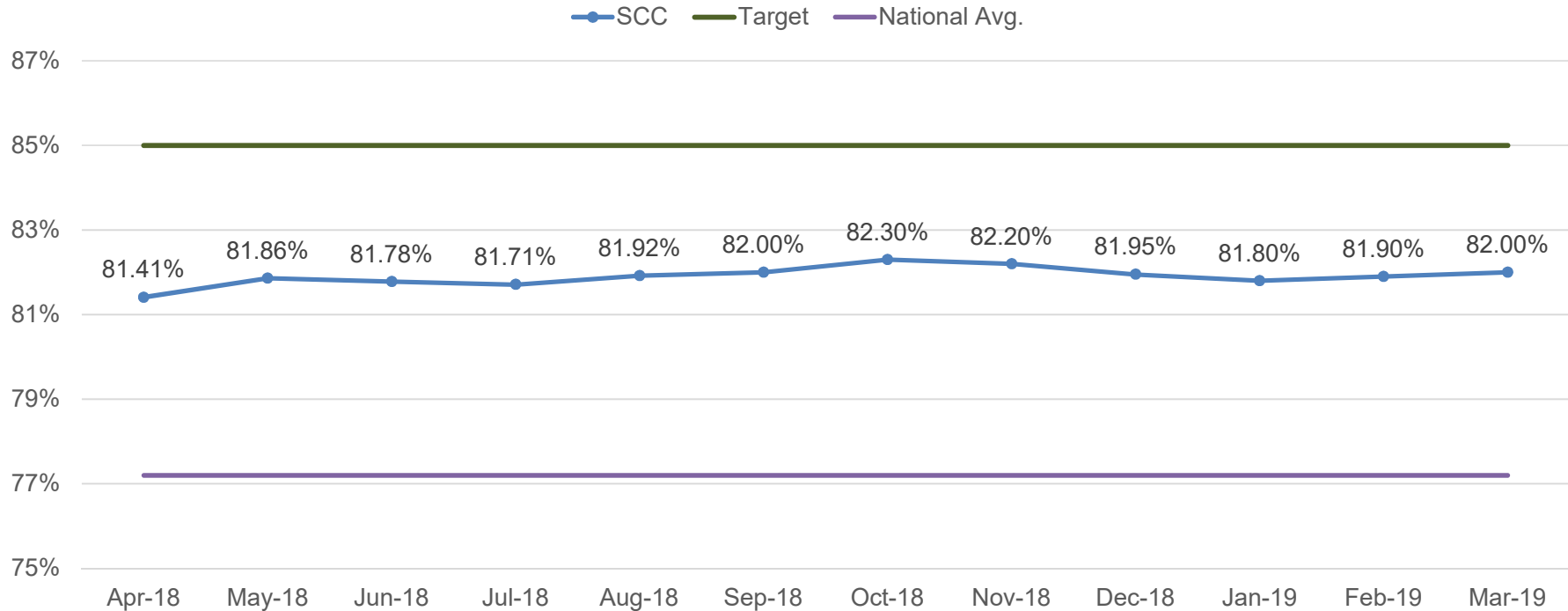
A



<b>Description</b>	National ASCOF measure which records the proportion of people with LD and receiving support from the Council that live in their own home.						
<b>Benchmarking</b>	Somerset's 17/18 outturn was 85.1%. National average for 17/18 was 77.2%.						
<b>Polarity</b>	Higher is better	<b>Target</b>	85%				
<b>Aug-18</b>	<b>Sep-18</b>	<b>Oct-18</b>	<b>Nov-18</b>	<b>Dec-18</b>	<b>Jan-19</b>	<b>Feb-19</b>	<b>Mar-19</b>
82%	82%	82.30%	82.20%	81.95%	81.80%	81.90%	82.00%
A	↑	A	↑	A	↑	A	↑

**Commentary and actions to be taken**

Local performance remains stable, with Somerset's figures remaining above the 2017/18 national average of 77.2%.





Percentage of Good/Outstanding CQC Rated Provision (Adult Social Care)

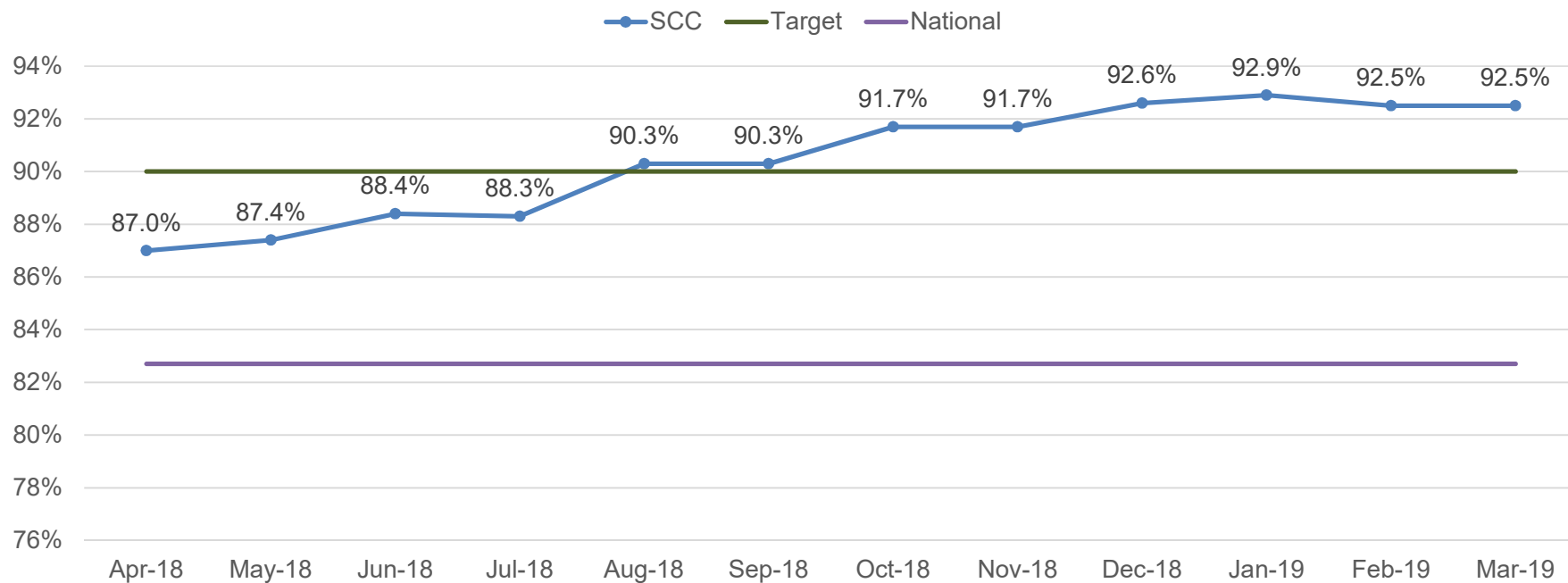
G



<b>Description</b>	Data provided by Care Quality Commission (CQC) showing the proportion of provisions rated Good or Outstanding						
<b>Benchmarking</b>	Somerset's March '18 position was 87.5%. National comparator figure is 82.7%						
<b>Polarity</b>	Higher is better	<b>Target</b>	90%				
<b>Aug-18</b>	<b>Sep-18</b>	<b>Oct-18</b>	<b>Nov-18</b>	<b>Dec-18</b>	<b>Jan-19</b>	<b>Feb-19</b>	<b>Mar-19</b>
90.3%	90.3%	91.7%	91.7%	92.6%	92.9%	92.5%	92.5%
A	↑	G →	G ↑	G →	G ↑	G ↓	G →

**Commentary and actions to be taken**

Steady progress saw this measure achieve the target for the first time in August and this performance has been sustained through to December. The national comparator figure is 83.3% and we also exceed regional average. We continue to hold regular meetings with the Care Quality Commission and our CCG partners to monitor, manage and support the provider market.



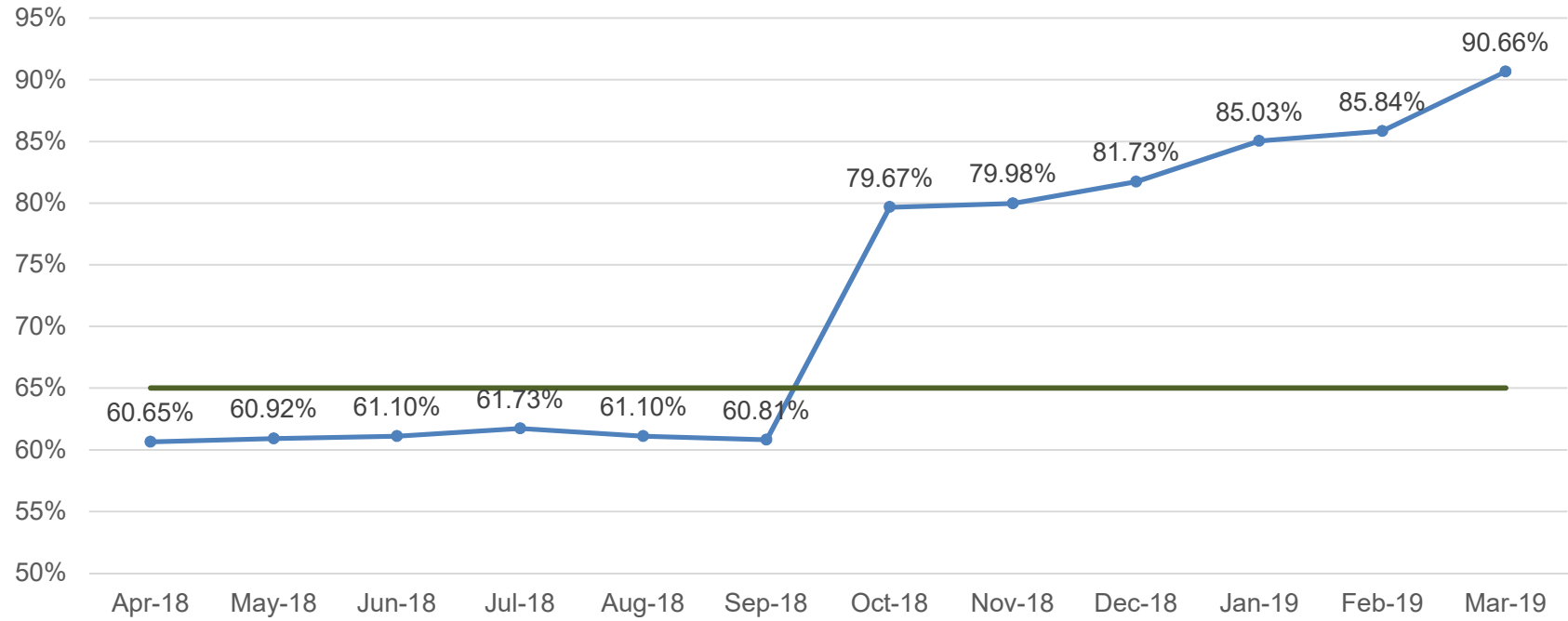
**Percentage of users using self-directed support (given a personal budget or in receipt of a direct payment)**

G  

<b>Description</b>	National ASCOF measure which records the proportion of eligible people in receipt of either a personal budget or a direct payment												
<b>Benchmarking</b>	Somerset's 17/18 outturn was 59.17%. National average for 16/17 was 89.4%.												
<b>Polarity</b>	Higher is better	<b>Target</b>		65%									
<b>Aug-18</b>	<b>Sep-18</b>	<b>Oct-18</b>	<b>Nov-18</b>	<b>Dec-18</b>	<b>Jan-19</b>	<b>Feb-19</b>	<b>Mar-19</b>						
61.10%	60.81%	79.67%	79.98%	81.73%	85.03%	85.84%	90.66%						
G	↑	G	↑	G	↑	G	↑	G	↑	G	↑	G	↑

**Commentary and actions to be taken**

As the adults service embeds its 'Strengths Based Practice' it ensures that everyone has a personalised service including as appropriate a personal budget. Including this approach during the annual review process has further ensured a improvement in our recorded performance.



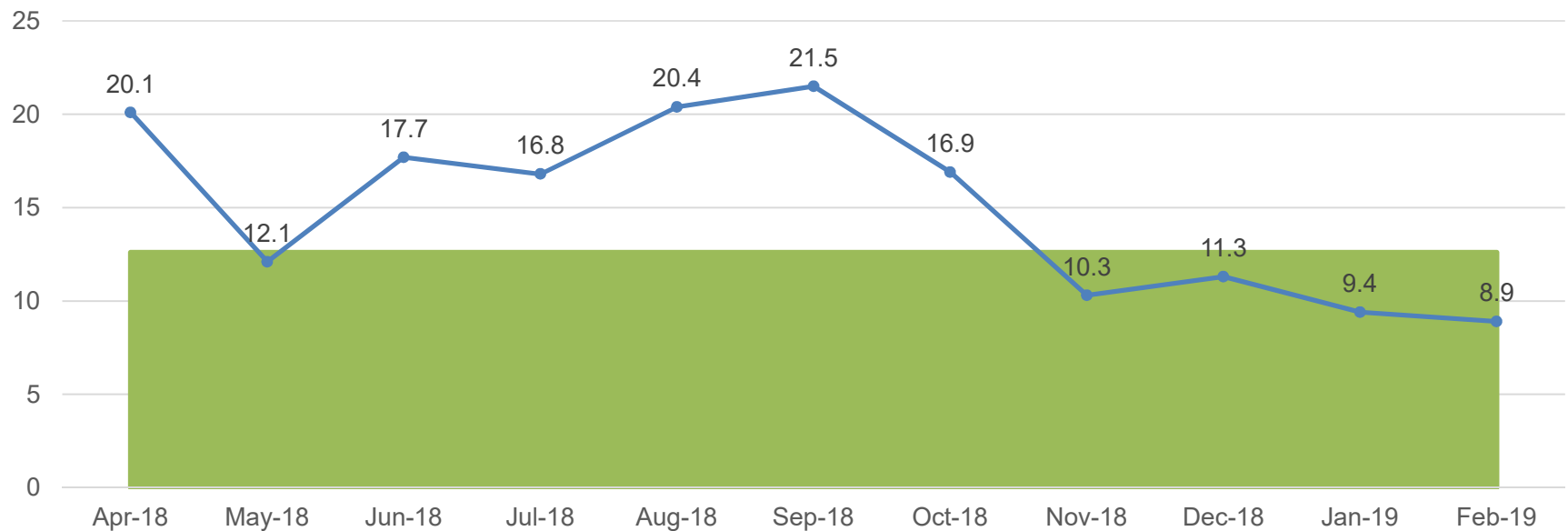
### Delayed Transfers Of Care (DTOC) - Delays attributable to Adult Social Care

G ↑


<b>Description</b>	The number of delayed hospital days per calendar day that are attributable to Adult Social Care.							
<b>Benchmarking</b>	New measure from 1st April 2018							
<b>Polarity</b>	Lower is better	<b>Target</b>	12.6 (delays per calendar day)					
<b>Jul-18</b>	<b>Aug-18</b>	<b>Sep-18</b>	<b>Oct-18</b>	<b>Nov-18</b>	<b>Dec-18</b>	<b>Jan-19</b>	<b>Feb-19</b>	
16.8	20.4	21.5	16.9	10.3	11.3	9.4	8.9	
R	↑	R	↓	R	↓	R	↑	

#### Commentary and actions to be taken

This measure relates specifically to Adult Social Care attributable delays but we do continue to focus on people/whole system delays rather than which organisation is responsible. The previous measure showed delays per 100,000 population but this current measure simply shows average delays per calendar day. The last six months have seen continued improvement in the ASC attributable delays culminating in being below target since November. This has been achieved through enhancing the discharge process and focus within Community Hospitals, where DToc performance was poorer. The additional central government funding has been utilised to increase Home First capacity, ensuring more people have the opportunity to go home with the right support.



### Delayed Transfers Of Care (DTOC) - Whole System (% of lost bed days per day)

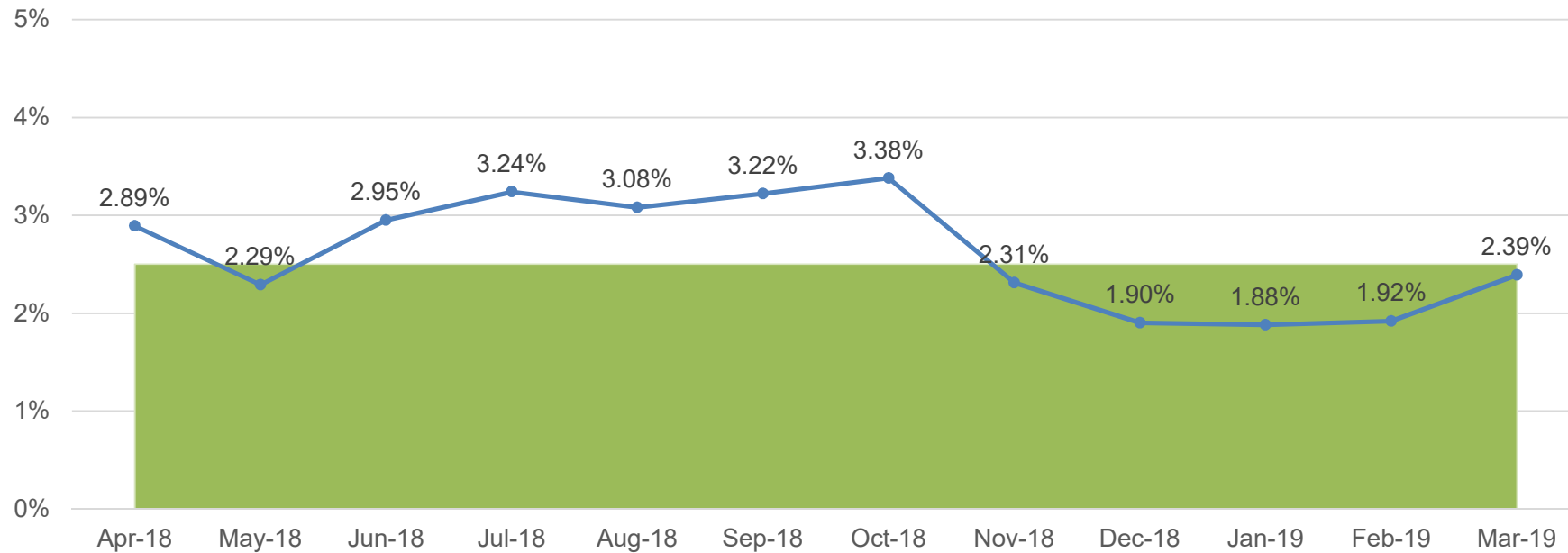
G



<b>Description</b>	The proportion of the total available 'bed stock' that was unavailable due to delays														
<b>Benchmarking</b>	Outturn figure for March '18 was 3.02%														
<b>Polarity</b>	Lower is better	<b>Target</b>	2.5%												
<b>Aug-18</b>	<b>Sep-18</b>	<b>Oct-18</b>	<b>Nov-18</b>	<b>Dec-18</b>	<b>Jan-19</b>	<b>Feb-19</b>	<b>Mar-19</b>								
3.08%	3.22%	3.38%	2.31%	1.90%	1.88%	1.92%	2.39%								
A	↑	A	↓	A	↓	G	↑	G	↑	G	↑	G	↓	G	↓

#### Commentary and actions to be taken

Delayed Transfer of Care (DToC) measure looking at all delays (i.e. Health, Social Care and Both). There are a variety of factors that impact on this measure, which include the availability of packages of home care, the robustness of the social care resource in the east of the county, and system flow challenges through Home First pathways. Performance in December is fantastic with the lowest ever recorded system DToC figure. This has been achieved via a number of factors including, increased Home First capacity, focussed work on supporting and monitoring people on the HF pathways, a greater focus on community hospital delays, utilising community agents to assist discharge and improved partnership working with the acute discharge teams.



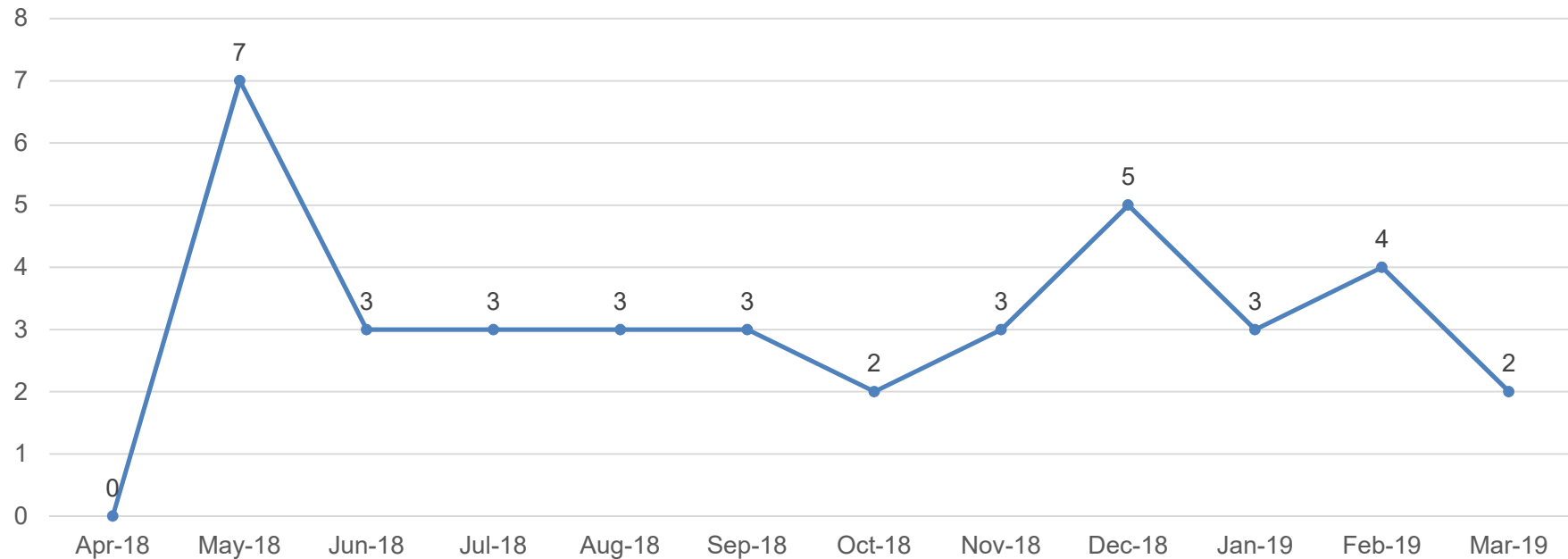
## No of new placements in Residential and Nursing Care in month (18-65)

A



<b>Description</b>	The number of permanent placements of younger adults (aged 18-64) in Residential and Nursing care.										
<b>Benchmarking</b>	Somerset's 17/18 outturn was 20.8 placements per 100,000 population. National average for 16/17 was 12.8 placements per 100,000 population.										
<b>Polarity</b>	Lower is better	<b>Target</b>	<20								
<b>Aug-18</b>	<b>Sep-18</b>	<b>Oct-18</b>	<b>Nov-18</b>	<b>Dec-18</b>	<b>Jan-19</b>	<b>Feb-19</b>	<b>Mar-19</b>				
3	3	2	3	5	3	4	2				
A	→	A	↑	A	↓	R	↓	A	↑	A	↑

**Commentary and actions to be taken**  
Practice change is resulting in lower admissions to residential and nursing provision for adults under 65 years compared with the previous year's outturn; this is in line with our Promoting Independence Strategy.



## No of new placements in Residential and Nursing Care in month (65 +)

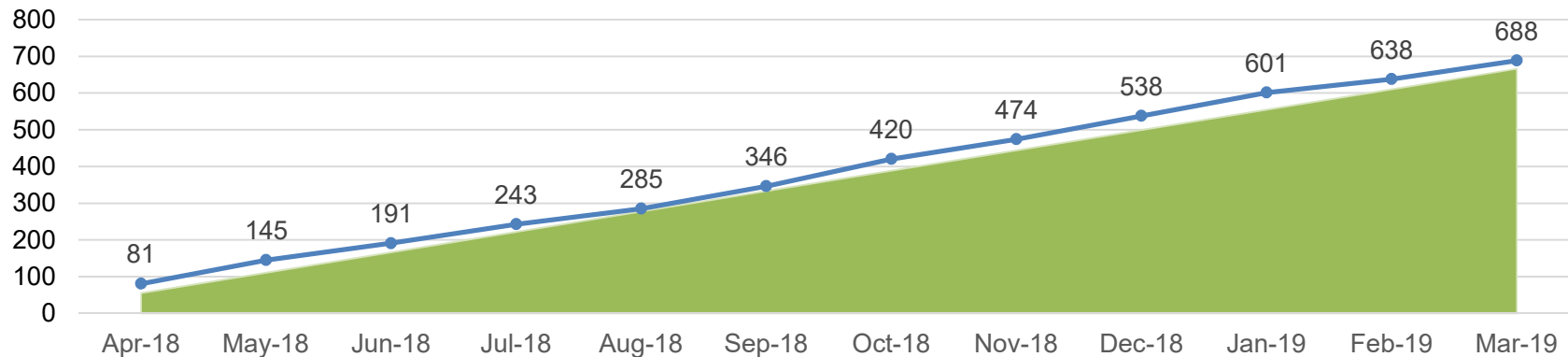
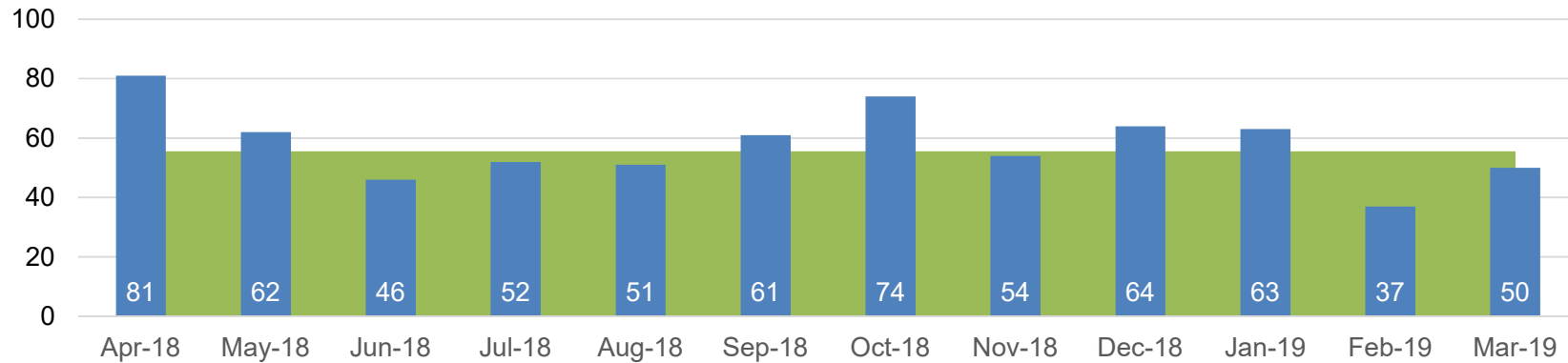
G



<b>Description</b>	The number of permanent placements of older adults (aged 65+) in Residential and Nursing care.						
<b>Benchmarking</b>	Somerset's 17/18 outturn was 690.3 placements per 100,000 population. National average for 16/17 was 610.7 placements per 100,000 population.						
<b>Polarity</b>	Lower is better	<b>Target</b>	no more than 666 placements for year end, 55.5 per month.				
<b>Aug-18</b>	<b>Sep-18</b>	<b>Oct-18</b>	<b>Nov-18</b>	<b>Dec-18</b>	<b>Jan-19</b>	<b>Feb-19</b>	<b>Mar-19</b>
51	61	74	54	64	63	37	50
G ↑	G ↓	G ↓	G ↑	A ↓	G ↑	G ↑	G ↓

### Commentary and actions to be taken

Monthly average across the first nine months of the year is 55 - this is well within the target of 56. If the daily average rate continues at this level then we will come in under target (approx. 492 placements per 100,000 population compared to a target of 520)



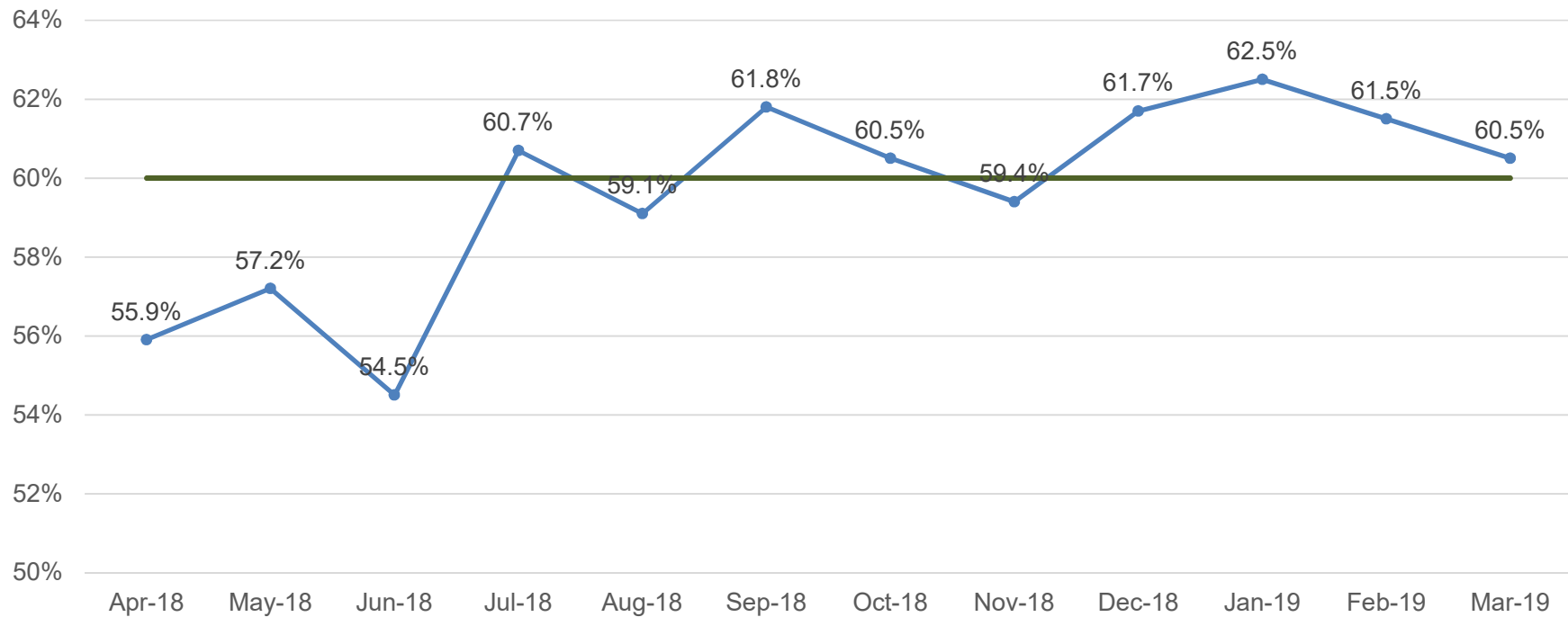
Proportion of total contacts handled resolved with no costed service by Somerset Direct

G



<b>Description</b>	The proportion of all contacts handled by Somerset Direct where the recorded outcome was 'Signposted' - i.e. the call was resolved without the need to pass the call to a social work team (Adults Services)						
<b>Benchmarking</b>	Outturn for 17/18 was 53.8%						
<b>Polarity</b>	Higher is better	<b>Target</b>	60.0%				
<b>Aug-18</b>	<b>Sep-18</b>	<b>Oct-18</b>	<b>Nov-18</b>	<b>Dec-18</b>	<b>Jan-19</b>	<b>Feb-19</b>	<b>Mar-19</b>
59.10%	61.80%	60.50%	59.40%	61.70%	62.50%	61.50%	60.50%
G ↓	G ↑	G ↓	G ↓	G ↑	G ↑	G ↓	G ↓

**Commentary and actions to be taken**  
 Target is 60%. July was the first month where the target was achieved. Since then the average across 6 months from July to December was 60.5%. This measure has a direct impact on the volume of contacts that are passed to operational teams



## Breastfeeding continuation

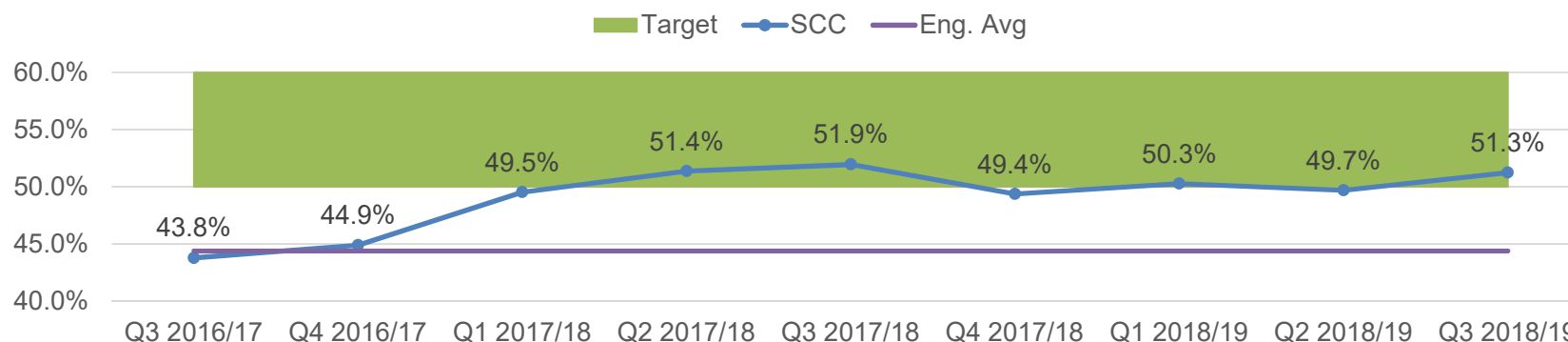
G



<b>Description</b>	Percentage of all infants due a 6-8 week check by a health visitor that are totally or partially breastfed.														
<b>Polarity</b>	Higher better		<b>Target</b>		>50%										
<b>Q4 2016/17</b>	<b>Q1 2017/18</b>		<b>Q2 2017/18</b>		<b>Q3 2017/18</b>		<b>Q4 2017/18</b>		<b>Q1 2018/19</b>		<b>Q2 2018/19</b>		<b>Q3 2018/19</b>		
44.91%	49.54%		51.38%		51.95%		49.37%		50.28%		49.70%		51.25%		
A	A		A		G		G		A		G		G		

### Commentary and actions to be taken

- Increases in breastfeeding are expected to reduce illness in young children, have health benefits for the infant and the mother and result in cost savings to the NHS through reduced hospital admission for the treatment of infection in infants. Breast milk provides the ideal nutrition for infants in the first stages of life.
- There is evidence that babies who are breast fed experience lower levels of gastro-intestinal and respiratory infection. Observational studies have shown that breastfeeding is associated with lower levels of child obesity. Mothers who do not breastfeed have an increased risk of breast and ovarian cancers and may find it more difficult to return to their pre-pregnancy weight.
- The proportion of children breastfed at age 6-8 weeks old in Somerset remains above target and the overall rate for 2017/18 was 50.6% above target and compared with a reported England average of 44.4%.
- Breastfeeding rates are significantly lower in areas of increased deprivation and therefore the breastfeeding data is being used for the first time to support the development of the Somerset Breastfeeding strategy; to identify key areas of the county for targeted work and to highlight inequalities, with lower rates amongst babies in more deprived and urban areas.
- Health Visitors are trained to support parents with all aspects of infant feeding including support with breastfeeding. In addition, a multi-faceted approach is used in Somerset to promote and sustain breastfeeding including a 'Positive about Breastfeeding' scheme for local organisations and businesses, breast feeding volunteer champions and the promotion of baby wearing to promote feeding and attachment through sling libraries.
- Statistically improved prevalence in breastfeeding rates at six weeks in most deprived areas. Funding has been received to extend sling library.





**Number of GP practices receiving NHS health checks data electronically**

A



**Description**

The NHS Health Checks programme is a mandated public health service. On completion of the health check the results of the check can be sent directly to GP Practices who will receive the read coded health check results through the pathology EDT system, which can then be added to the patient record. The application also supports the use of nhs.net to securely send a letter with the individual's results and any recommended follow-up to the practice. Practices that have not signed up to receive a paper copy of the read coded results and GP letter, which would then have to be manually entered into the patient record. Having an increased number of practices signed up to the Electronic Data Transfer (EDT) process assures us that the results of the health checks are received by a practice.

**Polarity**

Higher is better

**Target**

increase the number by 10%

Aug-18	Sep-18	Oct-18	Nov-18	Dec-18	Jan-19	Feb-19	Mar-19
33 of 66	33 of 66	34 of 66	34 of 66	34 of 66	34 of 66	34 of 66	34 of 66
A →	A →	A ↑	A →	A →	A →	A →	A →

**Commentary and actions to be taken**

Electronic data transfer is the best method to ensure the results of the health check are received by the GP Practice. This allows for follow up action with those who demonstrate cardio-vascular disease risks (e.g. type 2 diabetes or hypertension) or have a high risk of a cardiovascular event (e.g. stroke or heart attack).

Following a novation of contracts the NHS Health Checks programme is commissioned from Thrive Tribe. They have continued to contact practices to increase the uptake of electronic data transfer to GP practices. Most recent action from Public Health has been to work with partners from the Clinical Commissioning Group and Commissioning Support Unit to resolve technical barriers. The willingness of GP practices to sign up to the process is continuing to be addressed through the Cardio-vascular disease prevention board, comprised of representatives across Somerset's health providers.

We are hoping to see progress with more practices signing up over coming months.



**SOMERSET**  
County Council

## Contact us



If you have any specific questions or comments on this publication please contact the Planning and Performance Team on 0300 123 2224, or email [performance@somerset.gov.uk](mailto:performance@somerset.gov.uk)

Somerset County Council

Notice of key decision



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**The Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012 – Regulation 10**

In accordance with the Council's Access to Information Procedure Rule 4, as set out in the Council's Constitution, notice is hereby given that the following Key Decision, which has not been included in the current Cabinet Forward Plan for the required 28 days, is to be considered by the Cabinet on Monday 10 June 2019:

**Q4 Performance Report**

Author: Simon Clifford – Director of Corporate Affairs

Contact Details: 01823 359166

Reasons

It is proposed to take a key decision on this matter on the date shown above. It would be impracticable to defer the decision until it has been included in a published version of the Forward Plan for the required 28 days.

Circulation:

Leader of the Council

Cabinet Members

Chair's of Scrutiny Committee for Polices and for Place, for Adults and Health and Children & Families

All County Council Members

Public notice board at County Hall, Taunton

31 May 2019

Honor Clarke – Deputy Monitoring Officer

For questions about this notice please contact Scott Wooldridge, Monitoring Officer and Governance Manager, Democratic Services, County Hall, Taunton, TA1 4DY. Tel: 01823 357628
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10 June 2019

## 2018/19 Revenue Budget Outturn Report

Cabinet Member(s): Cllr Mandy Chilcott – Cabinet Member for Resources  
 Division and Local Member(s): All  
 Lead Officer: Sheila Collins – Interim Director of Finance  
 Author: Leah Green – Finance Manager MTFP – Corporate  
 Finance Contact Details: [SDCollins@somerset.gov.uk](mailto:SDCollins@somerset.gov.uk) Tel: 01823 359028

	<b>Seen by:</b>	<b>Name</b>	<b>Date</b>
	County Solicitor	Honor Clarke	29.05.19
	Monitoring Officer	Honor Clarke	29.05.19
	Corporate Finance	Sheila Collins	29.05.19
	Human Resources	Chris Squire	
	Senior Manager	Sheila Collins	29.05.19
	Local Member(s)	All	
	Cabinet Member	Mandy Chilcott	
	Opposition Spokesperson	Liz Leyshon	
	Relevant Scrutiny Chairman	Anna Groskop	30.05.19
<b>Forward Plan Reference:</b>	<b>FP/19/04/06</b>		
<b>Summary:</b>	<p>This report details the dramatic turn-around in Somerset County Council’s finances in 2018/19 from a significant forecast overspend of -£12.115m predicted early in the financial year, through to an actual delivery of a £5.909m underspend against a net budget of £317.882m (-1.85%) at year end. An £18.024m turnaround. The General Fund Reserve is also rebuilt to an end of year balance of £16.366m with further increases in excess of £19m now predicted during the current Medium-Term Financial Plan period (MTFP 2019-22). The Council’s financial outlook is far more positive than it has been for a number of years.</p> <p>This has been achieved through a tighter financial grip on spending, difficult decisions to make budget reductions and a determination to significantly rebuild resilience through reserves.</p> <p>That all of this has been achieved is tribute to staff, managers and all county councillors who have contributed to a</p>		

turnaround that places the Council in an improving and more resilient position.

However, it remains imperative that this tighter financial grip is maintained whilst the Council further strengthens its financial foundations.

The report sets out more details, but in summary the tighter financial grip included an emergency Cabinet meeting on the 12 September 2018 where the Cabinet:

- Approved additional in-year change proposals of £12.790 (including savings of £9.396m);
- Approved the setting up of more robust processes for ensuring the effective management of expenditure and for ensuring delivery of agreed savings (supporting delivery of 72% of MTFP1 original planned savings (i.e. those agreed in February 2018) and 98% of MTFP2 additional savings (i.e. those agreed in September 2018) by the end of the financial year). See table 8 (section 7) for details.

Cabinet also recognised the need for improved public accountability and transparency through significantly strengthened financial reporting during 2018/19; in terms of frequency, quality and timeliness of reports to Cabinet, Audit Committee and Scrutiny meetings. This improved approach will continue throughout 2019/20 to ensure on-going transparency in financial reporting.

Finally, the Cabinet recognised the unsustainable low level of reserves and the need for the Council to take in-year opportunities to improve the position to secure the longer-term financial sustainability of the Council (ending 2018/19 with a £16.366m General Fund balance compared with a balance at the beginning of the financial year of £12.188m).

The movement of -£18.024m from the early forecast outturn position (month 2) to actual outturn position reflects a combination of several factors:

- Additional Grants: £0.931m
- Additional Funding: £2.839m
- Additional in-year savings (agreed in Sept 2018): £9.396m
- Technical Adjustment - Minimum Revenue Provision (MRP) Saving: £4.178m
- Various in-service movements: £0.680m.

	<p>In addition to this during the year, the Council has improved the reserves position significantly by £16.628m through:</p> <ul style="list-style-type: none"> <li>• Net repayment of negative balances: £2.107m (repayments totalling £5.363m, off-set by increases of £3.256m);</li> <li>• New earmarked reserves set up in 2018-19: £9.020m, and;</li> <li>• Contributions to the General Fund Reserve of £5.501m.</li> </ul> <p>The sections in this report highlight the following:</p> <ul style="list-style-type: none"> <li>• Proposal for application of revenue budget underspend 2018/19 (section 2)</li> <li>• Service outturn variances (section 3 and <b>appendix A</b>)</li> <li>• Service carry forward requests (section 4 and <b>appendix B</b>)</li> <li>• 2018/19 use of Earmarked Reserves and General Fund Reserves position (section 5 and <b>appendix C</b>)</li> <li>• 2018/19 use of Capital Receipts Flexibilities (section 6)</li> <li>• Delivery of agreed MTFP savings (section 7)</li> <li>• Outturn Aged Debt position (<b>appendix D</b>)</li> <li>• Early Indications for 2019/20 (section 8)</li> <li>• Core Council Programme update (section 9)</li> </ul>
<b>Recommendations:</b>	<p><b>Cabinet is recommended to approve:</b></p> <ol style="list-style-type: none"> <li>1. Carry forward requests of £0.417m to be used against future commitments (section 4 and <b>appendix B</b>);</li> <li>2. The creation of new earmarked reserves totalling £9.020m (section 5, table 5) to fund future commitments as detailed in section 4 and <b>appendix C</b>;</li> <li>3. The elimination of the negative balance of £2.936m of the Repairs &amp; Maintenance (R&amp;M) and Buildings Maintenance Indemnity Scheme (BMIS) reserves (sections 2 and 5) and;</li> <li>4. The creation of a new earmarked reserve of £2.556m to enable the Council to support ongoing priorities with delegated authority to be given to the Leader, Cabinet Member for Resources, Chief Executive and Director of Finance (section 2)</li> </ol>
	<p><b>Cabinet is recommended to note the contents of this report and the outturn position for 2018/19 and to specifically note:</b></p> <ol style="list-style-type: none"> <li>5. The transfers to and from existing reserves (section 3, table 2 and section 5)</li> </ol>

	<p>6. The planned future forecast position of the General Fund and Earmarked Reserves (section 5, table 5 and <b>appendix C</b>).</p> <p>7. The use of Capital Receipts Flexibilities (section 6)</p> <p>8. The delivery of the agreed savings for 2018/19 (section 7)</p> <p>9. The Aged Debt position (<b>appendix D</b>)</p> <p>10. The early outlook for 2019/20 (section 8)</p> <p>11. The update on the Core Council Programme (section 9)</p>
<b>Reasons for Recommendations:</b>	To inform members of the revenue budget position at the end of 2018/19 and to confirm funding through carry forward requests for delayed commitments that are expected to crystallise in 2019/20.
<b>Links to Priorities and Impact on Service Plans:</b>	The Medium-Term Financial Plan (MTFP) sets the funding for the County Vision. The Council's business plan then sees that the use of those funds is monitored, via budget monitoring reports, throughout the year and a final position as part of this report to ensure delivery of Council objectives and actions within the resources available.
<b>Consultations and co-production undertaken:</b>	Information and explanations have been sought from directors on individual aspects of this report and their comments are contained in the report.
<b>Financial Implications:</b>	The financial implications are identified throughout the report.
<b>Legal Implications:</b>	There are no legal implications arising directly from this report.
<b>HR Implications:</b>	There are no HR implications arising directly from this report.



<p><b>Risk Implications:</b></p>	<p>Our corporate risk register recognises the risk to containing spend within budget in the face of service pressures, reducing funding and the challenges of delivering ever more savings and efficiencies.</p> <p>Although broader economic uncertainty exists in view of the current Brexit negotiations, at this stage any precise implications are not known. The Council needs to be alert to potential implications as negotiations develop and respond accordingly.</p> <p>The Children’s Services budget, whilst increased during the year to reflect demand and cost pressures, remains under pressure due to the sensitivity to small volume changes that result in significant financial changes especially seen in placements.</p> <p>Whilst the ECI budget is robust for 2019/20 there are still several factors that may result in budget pressures during the year, including winter and emergency costs, any upturn in waste volumes and Concessionary Fares. For example, 2017/18’s late and severe weather conditions resulted in additional costs of over £0.500m in Highways.</p> <p>According to a report by the Alzheimers Society the number of people living with Dementia in the United Kingdom will increase by 34% between 2015 and 2025. Adults Services have managed demand in this area to date, but this has the potential to be a significant financial pressure as the number of people requiring support with Dementia continues to increase.</p> <p>The Organisational Risk (00043) for 2018 had a broad perspective, encompassing both current year spending and future years’ budgets. On the risk register it is framed as:  <i>“Maintain a sustainable budget: Reserves will not be sufficient to manage any in-year overspends for the forthcoming financial year 2018/19. That we don't set a balanced budget for 2019/20. Risk that we don't have a short- and medium-term financial plan for SCC”.</i></p> <p>In view of the significantly improving financial position during the latter part of the financial year, the month 10 revenue budget monitoring report, (to Cabinet on 20 March 2019), agreed the following amends to this risk:</p> <ul style="list-style-type: none"> <li>• Amended the impact of this corporate risk from 5 (complete failure to deliver a strategic priority or</li> </ul>
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	<p>opportunity) to 4 (major impact, positive or negative, on a strategic priority);</p> <ul style="list-style-type: none"> <li>Reduced the likelihood from 5 (very likely; &gt;75% chance of occurrence) to 4 (likely; &gt;50 to 75% chance of occurrence; likely to happen within the next 1-2 years).</li> </ul> <p>This combination of scores still leaves the risk as “red” – “very high” but is showing a positive direction of travel without allowing any room for complacency. The financial situation is still vulnerable to increased demand or poor management therefore robust control must be maintained.</p> <p>Due to the significant level of uncertainty over demand for services, the potential impact of Governments various funding reviews (Fair Funding Review, Business Rate Retention Review and Spending Review) and the nature of “one-off” grants, it is not proposed to amend the rating of this risk at this time although the description is being up-dated to reflect the core strategic risks facing the Council into 2019/20.</p>						
	<table border="1"> <tr> <td><b>Likelihood</b></td> <td><b>4</b></td> <td><b>Impact</b></td> <td><b>4</b></td> <td><b>Risk Score</b></td> <td><b>16</b></td> </tr> </table>	<b>Likelihood</b>	<b>4</b>	<b>Impact</b>	<b>4</b>	<b>Risk Score</b>	<b>16</b>
<b>Likelihood</b>	<b>4</b>	<b>Impact</b>	<b>4</b>	<b>Risk Score</b>	<b>16</b>		
<b>Other Implications (including due regard implications):</b>	Any remedial actions being taken to manage budgets within resources will have due regard to the legal, HR and equalities issues, as necessary.						
<b>Scrutiny comments / recommendation (if any):</b>	This report will be presented to the Scrutiny Committee for Policies and Place on 19 <sup>th</sup> June 2019						

## 1. Background

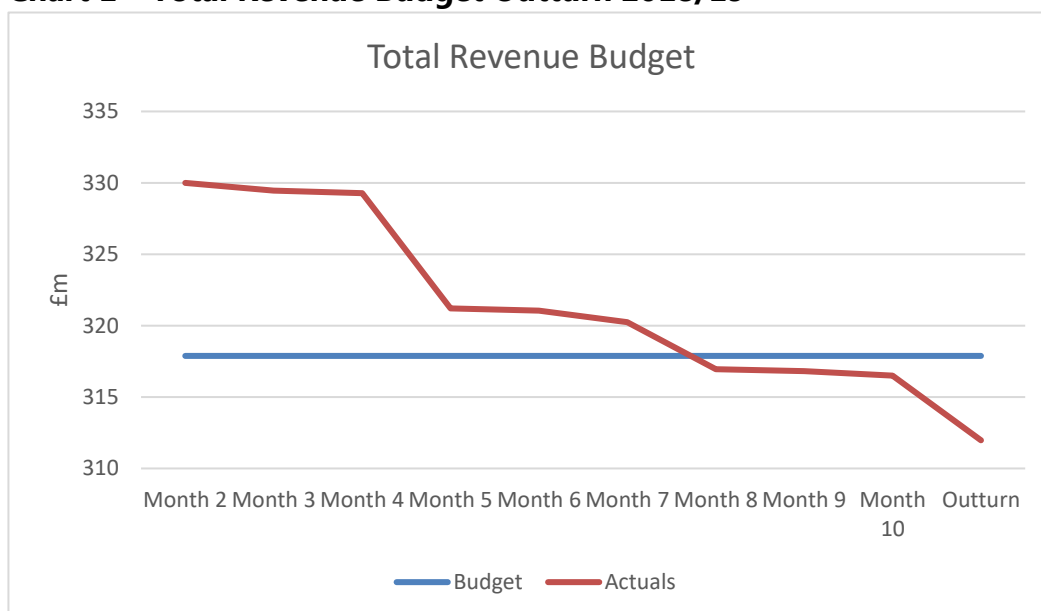
- 1.1.** At the start of the 2018/19 financial year the Council recognised that urgent action was required to manage its financial situation differently to ensure it remained within its resources in 2018/19; with low financial resilience due to reduced reserves and a significant overspend forecast early in the year action was required immediately. This was noted by the external auditor with a qualified Value for Money (VFM) opinion which detailed poor resilience and ineffective/unclear financial reporting. Additionally, the feedback from the Corporate Peer Challenge Review in April 2018, a process where a small team of Local Government officers and members spent time at Somerset County Council to provide challenge and share learning also detailed the challenges that the Council faced.

**1.2.** Several specific actions were identified to drive the improvement journey including:

- Addressing the funding gap in Children’s Services and allocating some corporate contingency to help mitigate the scale of the budget gap;
- Additional savings proposals identified and approved in September 2018;
- A Financial Imperative programme established to control, track and monitor current year financial performance and delivery of savings;
- Weekly Senior Leadership meetings focussing on the Financial Imperative work;
- Increased reporting through Cabinet and Scrutiny meetings on a monthly basis and additional reporting to Audit Committee of management actions and progress in addressing the auditors adverse VFM opinion;
- A conscious decision to increase reserves where the opportunity allowed;
- A robust approach to budget planning for 2019/20 onwards to ensure the budget assumptions were realistic and deliverable.

**1.3.** Throughout the financial year, the forecast outturn position has been reported to Cabinet and chart 1 below summarises the month by month forecast, culminating in the end of year underspend of £5.909m:

**Chart 1 – Total Revenue Budget Outturn 2018/19**



**1.4.** The Council’s forecast early in the year showed a projected net overspend of £12.115m with the main pressures being in Children’s Services, reflecting even higher forecast spend for 2018/19 than the previous year due to the continuing increase in costs of looking after and transporting children. To manage this situation, a more realistic budget needed to be identified urgently to enable the service to provide safe and improving services. At its meeting in July 2018 the Cabinet approved £5m of the corporate contingency (£7.8m) to be immediately

allocated to the Children's operational budget. An exercise was also carried out to assess the underlying funding need in Children's Services to ascertain a more realistic budget.

- 1.5.** The report from the Corporate Peer Challenge Review reinforced the need for urgency and that strategic focus was needed on finance first and foremost. Following this, and early indications of in-year overspends, the Senior Leadership Team (SLT) and Members increased their focus on identifying ways of reducing spend, demand and ultimately the gap between available resources and spending.
- 1.6.** The Quarter 1 revenue budget monitoring report, forecast that, without decisive intervention, there would be a projected overspend of £11.400m at the end of the year with the majority of the overspend being in the Children's Services budgets. Following the previous budget monitoring report there had been considerable focus on addressing the financial pressures (known as Financial Imperative Programme). This culminated in nearly £13m of proposals for change which included over £9m of savings to be delivered over the remainder of the financial year and more in 2019/20. These proposals that were agreed at Cabinet's meeting in September addressed the majority of the current financial year's pressures and laid the foundations for longer-term financial sustainability for the Council. This was based on a core service offer that is affordable within funding now available and prioritises services for vulnerable children and adults and those services most valued by residents.
- 1.7.** With the added focus on finance, additional actions and greater management of spend across the Council the financial position had been managed more effectively and by quarter 3 the Council was reporting a projected underspend of £1.067m. In addition to the projected underspend, a contribution to the General Fund reserves was made and an adjustment to release some pressure on the need to use Capital Receipts Flexibilities to support the revenue budget and to improve the resilience of the Council. By quarter 3 it was also anticipated that the General Fund reserve would reach of total of £11.637m, plus any residual underspend, at the year end.
- 1.8.** The Council's final revenue budget outturn position is an underspend of £5.909m (tables 1&2 below) against a net budget of £317.882m (-1.86%). In recognition of the need for services to manage service delivery across financial years, it may be sensible to carry forward funding to 2019/20 where specific individual rationale is clearly set out (see section 4 and **appendix B** and details within section 3 and **appendix A**). Total requests for carry forwards are £0.417m and it is recommended that Cabinet approve these.
- 1.9.** Services continued with their tighter grip on financial management of services during the latter part of the year and whilst the overall financial position has changed favourably since month 10 by £2.580m additional contributions to

reserves have also been made which improved the Council's overall financial resilience.

## 2. Proposals for underspend

2.1. To further strengthen the Council's financial resilience, it is proposed that the services' net underspend (including the unused Corporate Contingency) is applied as follows:

- To consider carry forward requests submitted by Services and detailed in section 4 and **appendix B**;
- To eliminate the deficit balance on the Repairs & Maintenance (R&M) and Buildings Maintenance Indemnity Scheme (BMIS) reserves, and;
- To create an earmarked reserve of £2.556m to enable the Council to support ongoing priorities with delegated authority to be given to the Leader, Cabinet Member for Resources, Chief Executive and Director of Finance.

2.2. Table 1 below summarises the planned use of the Council's overall revenue underspend for 2018/19:

### 2.3. Table 1 – Planned application of revenue budget underspend 2018/19

Proposals for Underspend	£m
Service outturn underspend	£3.965
Unused Corporate Contingency	£1.944
Total outturn underspend	<b>£5.909</b>
<i>Proposed use:</i>	
Carry forward requests (as detailed in <b>appendix B</b> )	£0.417
Elimination of Repairs & Maintenance (inc BMIS) deficit Reserves	£2.936
Creation of a new Priorities reserve	£2.556
	<b>£5.909</b>

## 3. Summary Outturn 2018/19 – Revenue Budgets

3.1. Table 2 below summarises the outturn positions at Service level. Column F of this table shows the final Local Authority variance. More detailed information on the variances at Service level and for Trading Units are in **appendix A**. The carry forward requests made by those services is provided within section 4 and **appendix B**.

### 3.2. Table 2 – Revenue Outturn 2018/19 – Summary

<i>Column A</i>	<i>Column B</i>	<i>Column C</i>	<i>Column D</i>	<i>Column E</i>	<i>Column F</i>
<b>Service</b>	<b>Total Approved Budget</b>	<b>Variance Under (-) / Overspend</b>	<b>Contribution to Earmarked Reserves</b>	<b>Use of Capital Receipts Flexibility</b>	<b>Net Variance Under (-) / Overspend</b>
	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>
Adult Services	132.186	<b>(6.080)</b>	9.718	<b>(3.638)</b>	<b>0.000</b>
Children and Families	61.910	<b>1.884</b>	0.000	<b>(0.097)</b>	<b>1.787</b>
Children and Learning	24.554	<b>(2.234)</b>	1.452	<b>(0.066)</b>	<b>(0.848)</b>
Public Health (SCC funding)	0.966	<b>(0.829)</b>	0.249	0.000	<b>(0.580)</b>
ECI Services	65.007	<b>(3.138)</b>	0.699	<b>(0.595)</b>	<b>(3.034)</b>
<b>Key Services Spending</b>	<b>284.623</b>	<b>(10.397)</b>	<b>12.118</b>	<b>(4.396)</b>	<b>(2.675)</b>
Corporate and Support Services	20.785	<b>1.761</b>	1.147	<b>(2.911)</b>	<b>(0.003)</b>
Non-Service Items (Inc Debt Charges)	12.474	<b>0.345</b>	0.555	<b>(1.292)</b>	<b>(0.392)</b>
Trading Units	0.000	<b>0.066</b>	<b>(0.066)</b>	0.000	<b>0.000</b>
<b>Support Services and Corporate Spending</b>	<b>33.259</b>	<b>2.172</b>	<b>1.636</b>	<b>(4.203)</b>	<b>(0.395)</b>
Funding Surplus	0.000	<b>(2.839)</b>	0.000	0.000	<b>(2.839)</b>
<b>SCC Total Spending</b>	<b>317.882</b>	<b>(11.064)</b>	<b>13.754</b>	<b>(8.599)</b>	<b>(5.909)</b>

## 4. Carry Forward Requests

- 4.1. Service underspends are usually added to the General Fund at year end unless services have Cabinet approval to carry-forward unspent sums where there are future commitments, ring-fenced grant conditions or pooled budget arrangements with partners. For 2018/19 these requests total £0.417m and are summarised in Table 3 below and explained further in **appendix B**:

**4.2. Table 3: Carry Forward Requests (from favourable variances in 2018/19)**

<b>Service</b>	<b>Carry Forward Value £m</b>	<b>Description</b>
Children & Learning Commissioning	0.030	Youth Justice Board (agency contributions reduction)
Children & Learning Commissioning	0.124	Early Help Portal (Getset)
Children & Learning Commissioning	0.047	Troubled Families Programme
Economic Community Infrastructure	0.018	Library Stock
Economic Community Infrastructure	0.030	Road Safety
Economic Community Infrastructure	0.050	Food Waste Campaign
Economic Community Infrastructure	0.103	Property Services (Popham House)
Corporate & Support Services	0.015	Contact Centre Headsets (Customers & Communities)
<b>Total</b>	<b>0.417</b>	

**5. Reserves**

**5.1.** The Council holds reserves in two forms:

- Earmarked reserves held for specific purposes and to mitigate against future known or predicted liabilities, and;
- The General Fund to mitigate against unforeseen spends or major unexpected events.

**5.2.** Although there is no formal guidance that sets the appropriate level of reserves, in recognition of the financial challenges facing the Council and the high level of uncertainty over future funding arrangements for Local Government, a prudent and sensible level of General Fund reserve balance is considered to be 5% of the net budget, approximately £16m. However, alongside the potential volatility of the Council's core services due to demographic changes, and as the Council continues to build its financial resilience, it is considered reasonable for this level to be exceeded for a number of years.

**5.3.** The following paragraphs explain the movements in reserves in 2018/19 and the end of year balances.

## 5.4. Earmarked Reserves

- 5.4.1.** Across all earmarked reserves (including the Dedicated Schools Grant) the Council holds a balance of £26.075m as at the 31<sup>st</sup> March 2019, (this assumes that the recommendations included in the report to repay a negative reserve, and create a new earmarked reserve are approved) compared with £9.874m held as at 31 March 2018: an improvement of £16.201m during 2018/19. This improvement is due to:
- £9.020m of new reserves set up in 2018/19;
  - £5.043m net reduction of negative reserves;
  - £2.138m of other various in-year movements.
- 5.4.2.** The overall balance of £26.075m comprises:
- Reserves held on behalf of other organisations such as the Somerset Rivers Authority (SRA) and the Local Enterprise Partnership (LEP), and others where use is controlled by statute, such as Public Health and the Insurance Fund. (These total £20.738m);
  - Useable earmarked reserves which total £5.337m.
- 5.4.3.** The level of useable earmarked reserves is a significant improvement of £14.066m on the balance at 1 April 2018, which was a negative balance of -£8.730m. This turnaround has been possible by taking the opportunity of using one-off funding and service underspends during 2018/19 to strengthen the Council's financial resilience and repay several of the negative balances.
- 5.4.4.** It must be noted that the figures above include the significant negative reserve associated with the Dedicated Schools Grant (DSG). This reserve position is the result of the Department for Education (DfE) confirming 3 years ago that the funding for schools and education (dedicated schools grant) must be ring-fenced. Over this period significant pressures have been felt in this area and as a result a cumulative position has been built up in these ringfenced earmarked reserves. Due to the pressures that is felt nationally the DfE confirmed that at the end of the financial year 2018/19 any Local Authority with a DSG deficit of 1% or more of the total DSG received must submit a recovery plan to them. For Somerset County Council this deficit at the end of 2018/19 was £7.020m which equates to 1.8% of the DSG received. The Council is working with Somerset Schools Forum to develop a robust plan which will be submitted back to the DfE by 30 June 2019, which will set out the recovery actions and the impact on this deficit.
- 5.4.5.** **Appendix C** (ALL Earmarked Reserves) gives details of individual earmarked reserves the specific movements during 2018/19 and a forecast for the following two years. The following table (table 4) shows a summarised position:



5.4.6. **Table 4 – Summary of Earmarked Reserves:**

	Balance at 1st April 2018	2018/19 Use of Reserves	Balance at 1st April 2019	2019/20 Planned Use of Reserves	Balance at 1st April 2020	2020/21 Planned Use of Reserves	Balance at 31st March 2021
	£m	£m	£m	£m	£m	£m	£m
<b>Total</b>	<b>9.874</b>	<b>16.201</b>	<b>26.075</b>	<b>-2.523</b>	<b>23.552</b>	<b>-2.115</b>	<b>21.437</b>

*Made up of*

<b>Total Negative SCC Reserves</b>	<b>-13.068</b>	<b>5.043</b>	<b>-8.024</b>	<b>-0.420</b>	<b>-8.444</b>	<b>-0.170</b>	<b>-8.614</b>
<b>Total Positive SCC Reserves</b>	<b>4.338</b>	<b>9.023</b>	<b>13.361</b>	<b>-1.163</b>	<b>12.198</b>	<b>-0.060</b>	<b>12.138</b>
<b>Held on Behalf of Others</b>	<b>18.605</b>	<b>2.135</b>	<b>20.738</b>	<b>-0.938</b>	<b>19.799</b>	<b>-1.885</b>	<b>17.914</b>

<b>Total</b>	<b>9.875</b>	<b>16.201</b>	<b>26.075</b>	<b>-2.521</b>	<b>23.553</b>	<b>-2.115</b>	<b>21.438</b>
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*Including new reserves*

<b>New Earmarked Reserves</b>	<b>-</b>	<b>9.020</b>	<b>9.020</b>	<b>3.382</b>	<b>12.402</b>	<b>-</b>	<b>12.402</b>
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5.5. **Transfers to and from Earmarked Reserves**

- 5.5.1. During the year, reserves are used to fund various activity and additional contributions are made to the reserves for future use. At the end of the financial year some new earmarked reserves were set up for specific purposes and are detailed in the following table (table 5).

## 5.5.2. Table 5 – Earmarked Reserves created in 2018/19

Note: All new Earmarked Reserves listed in the following table except for the Adult Social Care Reserve are awaiting Cabinet approval

### Held for others

Name of Reserve (or Group)	Service	Description	Balance at 31st March 2019 (£m)
LEP Heart of SW Reserve	Corporate & Support Services	Funded from contributions from the LEP and the contributions fund SCC administration of the joint committee and other work commissioned by the committee	0.036
<b>Total held for others</b>			<b>0.036</b>

### Held for SCC use

West Somerset Opportunity Area	Children & Learning Commissioning	3-year programme funded by the DfE. Decision in January 2018 for all current and future grant funding to be allocated to the WSOA delivery plan	1.286
Adult Social Care Reserve	Adult Services	Resilience reserve to support future pressures resulting from demand	2.309
Adults & Health System Reserve	Adult Services	To support Somerset's Sustainability and Transformation Plan.	2.500
Parking Services	ECI	To hold any surplus of deficit of parking income. It is ring-fenced and can only be used in accordance with the road traffic regulation act 1984 section 55.	0.333
Corporate Priorities	N/A	To support Council priorities with delegated authority to be given to the Leader, Cabinet Member for Resources, Chief Executive and Chief Finance Officer	2.556
<b>Total held for SCC use</b>			<b>8.984</b>

<b>TOTAL</b>			<b>9.020</b>
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## 5.6. General Fund Reserve

5.6.1. As set out in table 6 below, the balance of the General Fund Reserve as at 1 April 2018 was £12.188m and movements during the year have improved this to a balance of £16.366m by 31 March 2018. This reflects:

- Planned contributions budgeted for in the 2018/19 Medium Term Financial Plan (MTFP);
- Additional contributions during 2018/19 to improve the financial stability of the Council funded from additional one-off funding (e.g. Ministry of Housing, Communities and Local Government (MHCLG) Levy Grant);
- Release of contingency budget no longer required due to the savings approved by Cabinet in September 2018;
- The subsequent rebase of under pressure budgets, and;
- In-year contributions to reduce the impact to the Council of a number of the Council's negative (deficit) earmarked reserves.

5.6.2. The Council has budgeted, as part of its Medium-Term Financial Plan (MTFP 2019-22), to contribute an additional £2.000m to the General Fund and to repay £3.389m of negative reserves during 2019/20 to further strengthen the Council's financial resilience. However as detailed in section 2, proposals have been put forward to pay off the negative Repairs and Maintenance (R&M) and Buildings

Maintenance Indemnity Scheme (BMIS) reserves in 2018/19 by using part of the reported underspend (although the year-end position of these reserves was an improvement to earlier forecasts.)

**5.6.3.** The General Fund position at the end of March 2019 and for 2019/20 is shown in table 6:

**5.6.4. Table 6 – General Fund Reserves Movements 2018/19**

<b>General Fund</b>	<b>Outturn £m</b>
<b>Opening Balance 2018/19</b>	<b>12.188</b>
<u>In Year Movements 2018/19:</u>	
Additional Business Rate Pool Gain from 2017/18	0.703
Base budget contribution	2.013
LOBO annual loan repayment premium	-0.046
Revenue underspend contribution (month8)	1.000
One-off additional grant levy (month9)	1.031
Contribution from Contingency Fund (month9)	0.800
	<b>5.501</b>
Less impact of negative Earmarked Reserves	-1.322
<b>Balance at 31st March 2019:</b>	<b>16.366</b>
<u>In Year Movements 2019/20:</u>	
Base budget contribution	2.000
Cabinet Addendum Proposal - Funding for preventative work	0.500
	<b>2.500</b>
<b>Balance at 31st March 2020:</b>	<b>18.866</b>

## **6. Capital Receipts Flexibilities**

**6.1.** Since 2016 the Government has allowed local authorities to use capital receipts to fund transformation projects that would otherwise have counted against revenue funding. The Council has used this flexibility in 2018/19 and following a full review of business cases for 2018/19 in March 2018, £8.598m of expenditure was judged to qualify as transformational against capital receipts funding. This enables the amount of £1.5m set aside in Quarter 3 monitoring report to avoid adverse effects on services had any of the expenditure not met the qualifying criteria, to contribute to the outturn underspend position.

6.2. The business cases where capital receipts flexibility funding has been used are detailed in the below table (table 7). This can also be seen in the Revenue Outturn 2018/19 – Summary table above (section 3, table 2, column E).

6.3. **Table 7 – Use of Capital Receipts Flexibilities 2018/19**

Service		Value £m	Description
Adult Services	Learning Disabilities	3.638	Contractual transformation costs
Children & Families - Operations		0.050	Moving Adoption services to an agency arrangement
		0.047	Supporting the Family Support Service model
Children & Learning - Commissioning		0.066	Supporting the Family Support Service model
ECI Services	Property	0.206	Costs associated with property rationalisation and transforming the use of assets
	Economic Development	0.087	Supporting the roll-out of Broadband, underpinning how services can be delivered to the public
	Commissioning	0.025	Commissioning development and working towards integrated commissioning solutions
	Libraries	0.277	Costs associated with the activity supporting the Library transformation
<b>Key Services</b>		<b>4.396</b>	
Corporate & Support Services	Core Council Programme	1.756	Costs within the Core Council Programme team who support transformational projects across the Council
	ICT and related costs	1.000	Costs associated with supporting the digital transformational changes across the Council
	Customers and Communities	0.154	Costs supporting the transformation of the customer "front door" service delivery
Non-Service	Central Redundancies	1.292	Redundancy costs as a result of restructures supporting service transformation
<b>Support Services and Corporate</b>		<b>4.202</b>	
<b>SCC Total</b>		<b>8.598</b>	

## **7. Delivery of 2018/19 Savings**

**7.1.** As part of the 2018/19 revenue budget setting process, £13.418m of savings were agreed by Full Council in February 2018. Following the forecast adverse variance of £12.115m anticipated earlier in the year, the Council approved a further £12.790m of savings proposals to the 2018/19 revenue budget in the September meeting. This section of the report provides the final position at outturn of the delivery of the new proposals as well as the original savings. These savings have four different status' showing the level of risk around delivery and by the end of the year are either delivered or not delivered.

**7.2.** The different savings statuses are as follows:

- Red (controlled): This means that although the saving has been identified as being at risk of delivery, there are plans in place which means either the saving has been acknowledged as undeliverable and this is therefore a pressure, or it will be replaced by a different saving.
- Red (uncontrolled): This means the saving has been identified as being at risk of delivery and plans to replace the saving have not yet been agreed via the change control process.
- Green: The saving is on track for delivery.
- Blue: The saving has been delivered.

**7.3.** When combined, 85% of both the original savings (MTFP1) and the new savings (MTFP2) have been delivered. The remaining 15% of savings have been absorbed via in-year service underspends or included as part of the new base budget for 2019/20.

**7.3.1.** A total of 72% of the original 2018/19 MTFP savings of £13.418m approved by Full Council in February 2018 have been delivered and 98% of the additional in-year savings of £12.790m approved by Cabinet in September 2018 have been delivered. The significant improvement in achievement of savings over the year reflects the more rigorous monitoring process established in September 2018. Importantly this rigor will be sustained into 2019/20.

Please see table 8 for a breakdown of savings for each service.

#### 7.4. Table 8 Revenue Savings (2018/19)

Note: This table shows the achievement of savings for MTFP1 (72%) and MTFP2 (98%). Overall savings achieved were 85%

Service	Value of Approved Saving MTFP 1 £	Red (controlled) £	Blue (delivered) £	Value of Approved Saving MTFP 2 £	Red (controlled) £	Blue (delivered) £
Adult Services	3,226,000	-	3,226,000	3,828,000		3,828,000
Public Health	107,000	-	107,000	-	-	-
<b>Adults and Health</b>	<b>3,333,000</b>	<b>-</b>	<b>3,333,000</b>	<b>3,828,000</b>	<b>-</b>	<b>3,828,000</b>
Children and Families - Operations	1,451,400	774,400	677,000	241,000	-	241,000
Children and Learning - Commissioning Central	1,697,000	1,186,700	510,300	1,893,100	193,800	1,699,300
<b>Children's</b>	<b>3,148,400</b>	<b>1,961,100</b>	<b>1,187,300</b>	<b>2,134,100</b>	<b>193,800</b>	<b>1,940,300</b>
ECI Other Services	1,307,500		1,307,500	3,838,200	-	3,838,200
<b>Economic and Community Infrastructure</b>	<b>1,307,500</b>	<b>-</b>	<b>1,307,500</b>	<b>3,838,200</b>	<b>-</b>	<b>3,838,200</b>
<b>Key Service Spending</b>	<b>7,788,900</b>	<b>1,961,100</b>	<b>5,827,800</b>	<b>9,800,300</b>	<b>193,800</b>	<b>9,606,500</b>
Corporate and Support Services	4,128,800	1,732,100	2,396,700	793,600	24,628	768,972
<b>Corporate and Support Services</b>	<b>4,128,800</b>	<b>1,732,100</b>	<b>2,396,700</b>	<b>793,600</b>	<b>24,628</b>	<b>768,972</b>
<b>Total Services</b>	<b>11,917,700</b>	<b>3,693,200</b>	<b>8,224,500</b>	<b>10,593,900</b>	<b>218,428</b>	<b>10,375,472</b>
<b>Non-Service</b>	<b>1,500,000</b>		<b>1,500,000</b>	<b>2,196,000</b>	<b>-</b>	<b>2,196,000</b>
<b>Total Non-Service</b>	<b>1,500,000</b>	<b>-</b>	<b>1,500,000</b>	<b>2,196,000</b>	<b>-</b>	<b>2,196,000</b>
<b>TOTAL</b>	<b>13,417,700</b>	<b>3,693,200</b>	<b>9,724,500</b>	<b>12,789,900</b>	<b>218,428</b>	<b>12,571,472</b>
<b>Percentage</b>		<b>28%</b>	<b>72%</b>		<b>2%</b>	<b>98%</b>

## **8. 2019/20 Outlook**

- 8.1.** The Council's Medium-Term Financial Plan (2019-22) sets out proposals to further develop its financial resilience over the long-term whilst also supporting the delivery of the Council's key priorities. This section of the report summarises the outlook for 2019/20 for each service, identifying potential risks that require close monitoring during the year.
- 8.2.** As the Council moves into 2019/20 the core strategic risk, Maintaining a Sustainable budget (ORG043) has been reviewed to reflect the significant level of on-going uncertainty over demand for services, the potential impact of Governments various funding reviews (Fair Funding Review, Business Rate Retention Review and Spending Review) and the nature of "one-off" grants. However, it is not proposed to alter the rating of this risk since the council, along with all other upper tier authorities, still face a challenge in developing long term sustainable MTFP's.
- 8.3. Children's Services**
- 8.3.1.** The budget for 2019/20 was based on known activity at month 4 in 2018/19 adjusted for demography and inflation. This brings with it a risk that the budget that has been set may not be sufficient to meet the changes in demand that have occurred since, in particular in external placements.
- 8.3.2.** Headroom has been built into the external placements budget, however as reported in year, expenditure exceeded the rebased budget for 2018/19 as the number of days in care increased above those originally projected. If this level of increase were to continue into 2019/20 it could bring with it a significant pressure that will be extremely challenging for the service to manage in year. A first look at current placement data shows that this is not the case, but history demonstrates this can change quickly and therefore the Council must ensure robust monitoring and reporting arrangements are in place to enable urgent management action to be taken to address.
- 8.3.3.** There are also £1.367m of placement savings that must be achieved to ensure a balanced outturn position. These savings are being tracked via the Transformation Board to ensure early identification if the plans are off target and appropriate management actions put in place to address the slippage.
- 8.3.4.** As mentioned elsewhere in the report there is a risk that the issue identified with Capita may have an impact on the Home to School Transport budget in 2019/20 as this occurred after the rebased budget was calculated. At present it is too early to confirm what impact that would have but should be noted as a potential pressure to be managed in year.

#### **8.4. Adult Services**

**8.4.1.** Whilst there may be early forecasts for an underspend in Adult Social Care in 2019/20, the service continues to face serious long term demographic challenges and will be planning accordingly. An end of year variance is not therefore expected.

**8.4.2.** It is anticipated that the Discovery contract will underspend in 2019/20. This comes as the service continues to transform and as a result of the equalisation reserve being cleared fully in 2018/19. Any underspend would be split with the Clinical Commissioning Group in accordance with the pooled budget agreement and will contribute to the long-term financial resilience of Adult Social Care services.

#### **8.5. Public Health Service**

**8.5.1.** There are no early indications of any financial issues for Public Health during 2019/20. The grant is reduced by a further £0.547m for which savings have already been identified and there is a one-off MTFP saving of £0.100m to be achieved.

#### **8.6. Economic and Community Infrastructure Services (ECI)**

**8.6.1.** A robust budget has been set for ECI for 2019/20. It is anticipated that services will come in on budget. However due to the volatility of some budget areas for example winter maintenance, concessionary fares and waste volumes there may be some variation. This will be monitored closely and reported throughout the year. The Highways energy budget could come under pressure if energy prices increase more than anticipated. Due to resource pressures in both Highways DC and Planning Control it will be a challenge to maintain a balanced budget position.

#### **8.7. Corporate and Support Services (C&SS)**

**8.7.1.** When the budget was set for 2019/20 an unachievable prior year saving within HR&OD was not identified. Given the savings that have subsequently been offered up in this area it is unlikely there will be in year underspends to cover this pressure. However, the budget as a whole is robust and there are no other known variances expected at this stage.

#### **8.8. Non-Service**

**8.8.1.** Given the outturn position, the negative Repair and Maintenance and BMIS reserve balances are being re-paid in 2018/19 rather than 2019/20 as originally planned. Having taken the opportunity to replenish negative earmarked reserves of -£3.389m earlier than originally planned may enable alternative use of this funding in 2019/20 to deliver corporate priorities subject to successful delivery



of the agreed budgets. A decision on the use of this funding will be included through regular budget monitoring during 2019/20.

There is expected to be an adverse variance of £0.400m due to a saving being identified as unachievable (R18-027 - Efficiencies across trading activities).

## **9. Evolving the Core Council Programme**

**9.1.** During Quarter 4, the evolution of the Core Council Programme has continued. The Council continues to build on the foundations laid by our Core Council and Financial Imperative Programmes in 2018/19, which established financial control and sustainability and enabled us to bring our focus to a transformational redesign of the Council.

**9.2.** As a result, going forward, the Council will be creating a new overarching strategically important programme called Transforming Somerset County Council to Improve Lives. This will also incorporate the Children's Transformation Programme and along with the continued Financial Imperative focus will replace the Core Council Programme.

**9.3.** Initial activity has been on planning and scoping the emerging Transforming SCC to Improve Lives work. This programme will redesign the organisation to create a sustainable Council and a culture that promotes innovation and values our staff.

### **9.4. Transforming Somerset County Council to Improve Lives Programme.**

**9.4.1.** The Transforming Somerset County Council to Improve Lives Programme (TSTILP) will deliver an ambitious redesign of our services to enable us to better manage demand and put prevention at the heart of our thinking. It will also set a digital agenda that supports and empowers our customers to help themselves as well as enabling us to commission very differently in the future so that the people and communities of Somerset can thrive.

**9.4.2.** Alongside this redesign the programme will focus on transforming the culture of the organisation and ensuring the workforce is equipped with the right skills and demonstrates the behaviours needed to bring the organisational vision to life.

**9.4.3.** The approach to this organisational redesign will be open and transparent, collaborating with staff and partners to enable the co-design of a financially sustainable Council that delivers better outcomes for our residents. To support this open and transparent approach the programme was launched by the Chief Executive with Strategic and Service Managers in February and following this launch a dedicated website was created and shared with staff – referred to as a Knowledge Site. The site is the 'go to' place for the workforce to access information and register their interest to get involved in the programme. In addition to this, regular communications have been shared with staff and a

series of engagement events as well as opportunities for staff to shape the work are being planned and will be publicised in the next quarter.

**9.4.4.** All Council members were briefed on the launch of this programme via a Members Information Sheet in February and also have access to the programme knowledge site. Members will be kept updated as the programme progresses via Members Information Sheets and face-to-face briefings where appropriate. The Council is also exploring the possibility of a members only area on the knowledge site, where information can be published.

## **9.5. Financial Imperative Programme (FIP)**

**9.5.1.** The Financial Imperative Programme has successfully supported the delivery of 98% of the £12.79m additional in-year savings approved by Cabinet in September 2018, by the close of the financial year.

**9.5.2.** In addition, 72% of the adjusted original 18/19 MTFP savings (£13.42m) approved by Full Council in February 2018, amounting to £9.72m, have also been delivered. Of the remaining 28% (£3.7m), £949k is being delivered in full in 2019/20 with budgets reduced accordingly, and the remaining £2.75m has been reset as part of the new base budget for 2019/20.

**9.5.3.** The financial imperative approach has enabled the delivery of a balanced budget for 2019/20 with the identification and development of a further £15.1m of savings proposals as part of the 2019-22 Medium Term Financial Plan.

## **9.6. Children's Service Transformation Programme (CSTP)**

**9.6.1.** This programme wraps governance, rigour and assurance around a number of transformational workstreams which collectively intend to deliver improved outcomes for Children within a sustainable budget. The workstreams have been shaped initially from the recommendations of the Peopletoo review and honed to prioritise areas of high opportunity to transform commissioning and practice and ensure future sustainability of the Service in the light of known service funding and future demand pressures. Integral to the success of this Programme is a focus on workforce development and required cultural and behavioral change across the system based on an agreed vision and set of shared values and outcomes. Workstream outcomes align to the Transforming Somerset to Improve Lives design principles and aim to deliver improvements in demand management, prevention, digital customer thinking and commissioning for the future.

## **9.7 Other Programmes and Projects**

**9.7.1.** The following existing Core Council Programme and Projects will either be closing in the next quarter or will transition into the services to deliver as part of

their service planning process. Dependencies with the Transforming SCC to Improve Lives Programme will be managed and monitored with progress reported and aligned to Financial Imperative and Transformation (TSTILP) activity.

- **Modernising Adult Social Care** – The Adults Transformation Programme is currently being refreshed. The scope includes service development with Learning Disabilities and Mental Health services, innovation with the use of existing and new technology and commissioning differently for the future. This new framework has identified further opportunities to enhance our promoting independence offer. All commissioning activity aligns to the Promoting independence strategy, and the new transformation programme will focus on joint commissioning to enhance this further, as well as helping out key stakeholders understand what 'promoting independence' means for them and how the Council can work collaboratively to achieve better outcomes for people.
- **Family Support Services** – 200 Public Health Nursing Staff including Health Visitors, School Nurses, Assistant Practitioners and Admin Support officially transferred from Somerset Partnership NHS Foundation Trust to Somerset County Council from 1<sup>st</sup> April. The new service specification will give us a fantastic opportunity to continue to make a difference to the families in Somerset and further develop a service with a strong public health focus.
- **Libraries Service Review** – The future of Somerset's Libraries Service was decided by Cabinet on 5 November 2018: Of the 13 libraries that received an expression of interest to become Community Library Partnerships, 9 have signed agreements and will be transferred on 1 April through an Officer decision taken on 4 March. Work is continuing for the remaining 4 libraries, Priorswood, Street, Bishops Lydeard and Milborne Port and it planned for these to be transferred during the next 3 months.

## **10. Background Papers**

- 10.1.** Cabinet – 12 Feb 2018 – 2018/19-2021/22 Medium Term Financial Plan  
Cabinet – 12 Sep 2018 – Revenue Budget Monitoring 2018/19 Month 4 (Qtr1)  
Cabinet – 18 Dec 2018 – Revenue Budget Monitoring 2018/19 Month 7  
Cabinet – 23 Jan 2019 – Revenue Budget Monitoring 2018/19 Month 8  
Cabinet – 19 Feb 2019 – Revenue Budget Monitoring 2018/19 Month 9 (Qtr3)

### **Note:**

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

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## Appendix A – Service Revenue Outturn Variances 2018/19

1. The paragraphs below set out the key service variances and explanations.

### 1.1. Children’s Services (Net budget £86.464m, £0.939m overspend)

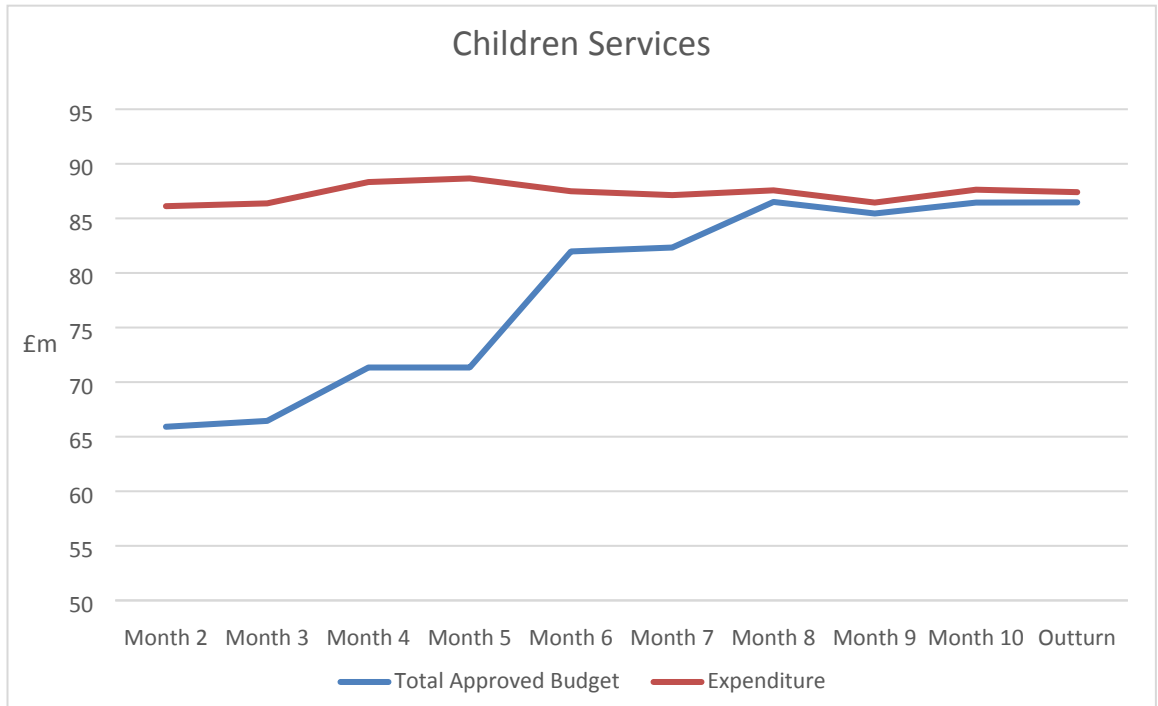
The year-end revenue position as at the 31st March 2019 for Children’s Services is an overspend of £0.939m (1.08% of budget).

### 1.2. Table B1 – 2018/19 Revenue Outturn – Children’s Services

Service	Total Revised Budget	2018/19 Outturn Adverse / Favourable (-) Variance	Contribution to Earmarked Reserves	Use of Capital Receipts Flexibilities	Net Variance (Under) / Overspend		Previous Cabinet Report (mth10) Variance	Movement from Previous Cabinet Report
	£m	£m	£m	£m	£m	%	£m	£m
Children & Families - Operations	61.910	1.884	0.000	(0.097)	1.787	2.89%	1.806	(0.019)
Children & Learning - Commissioning	24.554	(2.234)	1.452	(0.066)	(0.848)	(3.45%)	(0.624)	(0.224)
<b>Total</b>	<b>86.464</b>	<b>(0.350)</b>	<b>1.452</b>	<b>(0.163)</b>	<b>0.939</b>	<b>1.09%</b>	<b>1.182</b>	<b>(0.243)</b>

1.3. The chart below (Chart B1) shows the Children’s Services budget variance trend for 2018/19, illustrating the impact of the budget rebasing during the year. This was designed to match budget more realistically to the level of spending need. It also shows that the Children’s services spend forecasts have remained relatively stable across the year despite ongoing increasing demands, reflecting the considerable effort by the service to focus on spend control and management actions to mitigate additional increases in spend. It should be noted that these service budgets remain high risk due to the nature and volatility of spend and significant management action continues to mitigate any increases in costs.

**1.3.1 Chart B1 – 2018/19 Revenue Outturn – Children’s Services**



- 1.4.** Over the last 3 years there has been a sustained increase in demand for social care including children coming into care (14.7% increase in the Children Looked After (CLA) rate per 10,000). This has caused significant pressures within Children's Services against the external placements and fieldwork budgets resulting in increasing overspends year on year. There have also been Medium Term Financial Plan (MTFP) savings that have been agreed with no plans in place to achieve them along with an expectation that services would absorb any inflationary increases, causing pressures, in particular, on the Home to School Transport budget. Increased statutory burdens placed upon local authorities in relation to Staying Put, Special Guardianship, Unaccompanied Asylum Seekers and SEND reforms with insufficient funding has also contributed to these pressures.
- 1.5.** In July 2018 it was reported that Children's services would overspend by £16.991m. Following the implementation of the financial imperative an organisational wide rebase of the budget was undertaken to address the Council's financial position with additional MTFP savings being agreed across all services in the September 2018 emergency Cabinet meeting, to contribute towards achieving this. Children's Services received an additional £12.951m budget in year and put forward an additional £2.135m savings. A further adjustment was made in November 2018 of £4.178m following a Minimum Revenue Position (MRP) review.
- 1.6. Children and Families Operations: Overspend £1.787m (Net budget £61.910m)**
- 1.6.1.** External placements numbers exceeded the budget throughout the year and as at the 31<sup>st</sup> March 2019 there were 265 placements and an overspend of £3.308m. At the time of the budget rebase it was projected that the total number of days in external placements would be 102,568 compared to the final number of 103,447, an increase of 8%.
- 1.6.2.** Use of high cost unregulated placements has reduced significantly but the transition to alternative permanence has been to residential in most cases, at an average weekly cost of £4,157, compared to fostering at £874. This is in part due to a lack of highly skilled fostering placements that could support children with more complex needs in a family setting. This has also contributed to a shortfall of £0.393m in achieving the full MTFP saving to step down children from residential to fostering placements, with £0.330m of savings achieved in year.
- 1.6.3.** The number of semi-independent placements for 16 plus aged young people have reduced due to work being undertaken by Commissioning and the newly formed 16 plus panel. This has helped in achieving an in-year savings target of £0.189m. Reductions in Unaccompanied Asylum-Seeking Children (UASC) placement costs have also been realised which will contribute towards achieving a savings target in 2019/20. However, children are escalating through the care system and being placed with external providers which has resulted in the overall number of external placements not seen to be reducing.
- 1.6.4.** The number of family assessment placements have decreased during the year but due to decisions made by the courts the placements have been extended beyond the 90 days within which the Council would expect an assessment to be completed. This has increased the number of days in care during the year from 1,394 to 2,258.

- 1.6.5.** At the start of 2018/19 an assessment was done of the number of children in residential placements with health needs and it was estimated that £1.000m should be expected from the Somerset Clinical Commissioning Group (CCG) towards these placement costs. This was revised to £0.500m in December 2018 following a meeting with the CCG and the Council ended the year with a £0.200m contribution. The reason for this reduction is Continuing Health Care criteria not being met or the CCG's view that universal services can provide the appropriate level of health intervention.
- 1.6.6.** Recruitment and retention of a permanent social work workforce remains a challenge but has contributed to offsetting the overspend on placements by £0.494m. The use of locums has been reducing during the year (38.6 FTE in February 2019 in comparison to 53.0 FTE in April 2018), some of which is due to transition into permanent roles and some due to operational decisions to address the financial pressures.
- 1.6.7.** Staff vacancies in the short break disability units along with savings achieved through reviewing the units running expenses has resulted in an underspend of £0.222m. Further vacancy savings across the disability service have contributed £0.092m and the projected uptake of direct payments has been lower than expected, underspending by £0.063m.
- 1.6.8.** Spend against the Children in Need (CIN) and Children Looked After (CLA) budgets supporting children on the edge of care and those in care underspent by £0.153m. Team managers have been working hard to ensure that funding is used in the most effective way to contribute to achieving the right outcomes for children and families resulting in a lower use of this funding than originally anticipated earlier in the year.
- 1.6.9.** An underspend of £0.165m is reported in the Youth Offending and Targeted Youth Service the majority of which is due to vacancy savings.
- 1.6.10.** Business Support underspent by £0.146m following the staffing restructure. This will help towards achieving the second year of the MTFP saving being overseen through the children's transformation programme.
- 1.6.11.** Following professional development staff taking redundancy at an earlier date than forecast the training budget for social work staff is reporting an underspend of £0.100m.



**1.7. Children and Learning Central Commissioning: Underspend -£0.848m (Net budget £24.554m)**

**1.7.1.** The education transport budgets overspent by £0.532m, against a budget of £13.518m. The majority was due to 3 routes not being included on Capita reports prior to the budget rebase, as reported earlier in the year. Transporting Somerset are checking and validating the data held in Capita to ensure future forecasting is not adversely affected. This has the potential to impact upon 2019/20 but it is too early to be able to quantify this.

**1.7.2.** Underspends within Early Help totalled £0.848m. This was largely due to increased payments by results income of £0.376m as per the Troubled Families recovery plan and a reduced call on the grant to support Getset services of £0.399m. Staff left the service earlier than anticipated due to the planned MTFP savings in 2019/20. An additional £0.056m was achieved through building closures.

**1.7.3.** There have been vacancy savings across all services totalling £0.331m (including £0.111m returned from the Support Services for Education (SSE) commissioned Education Welfare Service) and efficiency savings across all services totalling £0.201m.

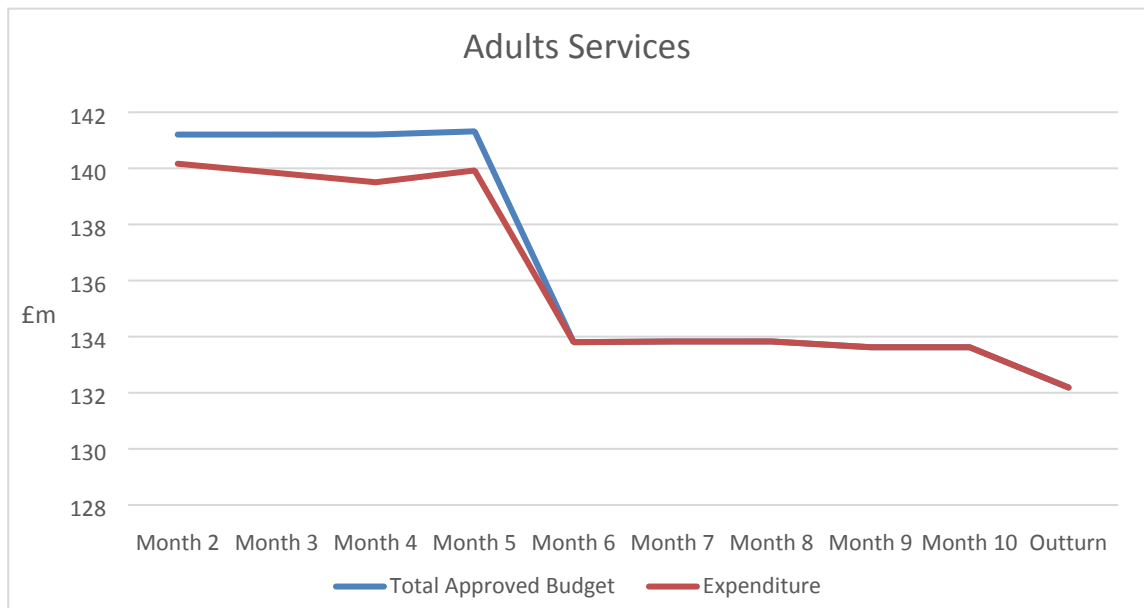
**2. Adults' Services including Learning Disabilities (Net budget £132.186m, £0.000m on budget)**

**2.1. Table B2 – 2018/19 Revenue Outturn – Adults' Services**

Service	Total Revised Budget	2018/19 Outturn Adverse / Favourable (-) Variance	Contribution to Earmarked Reserves	Use of Capital Receipts Flexibilities	Net Variance (Under) / Overspend		Previous Cabinet Report (mth10) Variance	Movement from Previous Cabinet Report
	£m	£m	£m	£m	£m	%	£m	£m
Adult Services	132.186	(6.081)	9.719	(3.638)	0.000	0.00%	0.000	0.000
<b>Total</b>	<b>132.186</b>	<b>(6.081)</b>	<b>9.719</b>	<b>(3.638)</b>	<b>0.000</b>	<b>0.00%</b>	<b>0.000</b>	<b>0.000</b>

**2.2.** The chart below (Chart B2) shows the ASC budget variance trend for 2018/19, illustrating how the service has been managing within budget throughout the year to date. The reduction in the budget in month 6 reflects the rebasing of the Councils budget undertaken in September, following the decisions of the Cabinet required to address the projected overspend.

### 2.2.1. Chart B2 – 2018/19 Revenue Outturn – Adults’ Services



### 2.3. Adults’ Services: On budget (Net budget £132.186m)

As predicted throughout the year Adult Social Care has finished on budget. This position is after the use of Capital Receipts Flexibility to fund Discovery transformation costs, and transfers to Earmarked Reserves.

### 2.4. There have been three changes to the use of earmarked reserves since the month 10 budget report and it is asked that cabinet agree these as follows:

- The amount requested in relation to the underspend against the Winter Pressures grant and the Improved Better Care Fund has increased by £0.048m to £1.978m. This is requested to be set aside in an earmarked reserve. Alongside this, there is a request to move the £0.330m underspend against Home First into this earmarked reserve. The Home First service is jointly funded by Somerset County Council and Somerset Health partners to improve outcomes for those leaving hospital by utilising intensive therapy and reablement. The underspend will be reinvested in the service during 2019/20.
- A new reserve for Somerset’s Sustainability and Transformation Plan has been created. £2.500m has been identified in the system to support this work and it is requested this is moved into a reserve for use in 2019/20.
- The £4.910m Discovery equalisation reserve will also be repaid in full.

### 2.5. Across the Adults service demand and growth has been managed throughout the year, with the main areas of delivery seeing a reduction when compared to 2017/18 when you take inflationary increases into account. All inflationary uplifts were funded from the Adult Social Care Council Tax precept. These ranged from 5% to 7.5%.

### 2.6. The main area where demand has been managed is Adults Residential and Nursing placements. The cost of these reduced by £2.489m year on year which is the equivalent of approximately 90 placements. There was also a reduction in spend of £0.313m on short term placements. Whilst funding levels increased in this area to

ensure the quality of provision, usage has continued to drop which is in line with Somerset County Councils desire to reduce permanent placements into residential and nursing settings. This is because placing people in these settings reduces their independence, limits peoples' choices and control and can restrict their liberty.

- 2.7.** One area where there has been a small amount of growth is Mental Health Residential and Nursing placements for younger adults. New and extended placements have increased costs by £0.400m in year. Although a number of these were either short term or joint funded with the Clinical Commissioning Group (CCG) this area will need to be watched carefully in 2019/20 for signs of continuing growth. There was also growth in placements for people with Dementia with an increased cost of £0.594m although this is more in line with previous years increases.
- 2.8.** There has also been a large reduction in the delivery of core domiciliary care this year. The real time change was £1.999m less than 2017/18 which is the equivalent of approximately 2,100 hours per week. This reduction is largely due to a focus on Community Connect, Home First and reablement support being provided at home. This has replaced some core care as well as reducing future need by providing recovery led support that increases people' independence.
- 2.9.** A high number of posts continued to be vacant throughout the year which created an underspend of £1.874m. This position contributed a big part of the service achieving a balanced budget however it should not be considered as a sustainable position. Work is underway with Adults Management Team to ensure that resources are allocated where they are most needed in the new financial year and it is not anticipated that this underspend will be repeated.
- 2.10.** Growth in Learning Disabilities purchased spend has dropped for the second year running with an increase in spend of £0.431m during 2018/19. This compares to growth figures of £4.750m in 2016/17 and £1.499m in 2017/18. The main factors in this has been less reliance on the use of Residential Care and better use of community and employment options, rather than traditional building-based day care.
- 2.11.** As reported previously the transformation of services within Discovery has led to an underspend. This underspend which totals £1.092m which will be used to pay back the Learning Disabilities negative reserve created at the end of 2017/18. Service changes where savings have materialised are the conversion of 3 Residential Homes to Supported Living, removal of the Crisis Support Service and reductions in delivery at Six Acres Day Services in preparation for closure. Capital Receipts Flexibility has been used to fund £3.638m of transformation costs.
- 2.12.** The service made savings totalling £13.966m which includes savings identified during previous years MTFP (£8.438m), the £1.7m underspend reported in year, and savings through the additional savings agreed by Cabinet in September 2018 (£3.828m). All savings were fully achieved.

**3. Public Health** (*Net budget £0.966m, £0.580m underspend*)

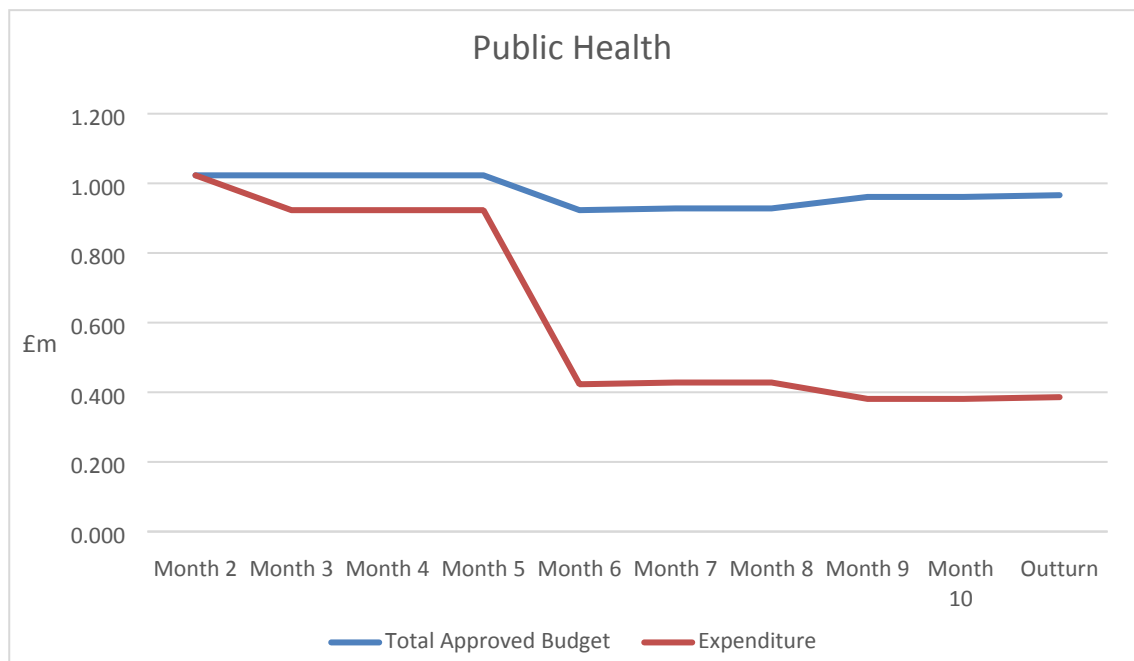
**3.1. Table B3 – 2018/19 Revenue Outturn – Public Health**

Service	Total Revised Budget	2018/19 Outturn Adverse / Favourable (-) Variance	Contribution to Earmarked Reserves	Use of Capital Receipts Flexibilities	Net Variance (Under) / Overspend		Previous Cabinet Report (mth10) Variance	Movement from Previous Cabinet Report
	£m	£m	£m	£m	£m	%	£m	£m
Public Health	0.966	(0.829)	0.249	0.000	(0.580)	(60.04%)	(0.580)	0.000
<b>Total</b>	<b>0.966</b>	<b>(0.829)</b>	<b>0.249</b>	<b>0.000</b>	<b>(0.580)</b>	<b>(60.04%)</b>	<b>(0.580)</b>	<b>0.000</b>

**3.2. Public Health: Underspend -£0.580m (Net budget £0.966m)**

The outturn position for Public Health is an underspend of -£0.580m. The variances are explained as follows:

**3.3. Chart B3 – 2018/19 Revenue Outturn – Public Health**



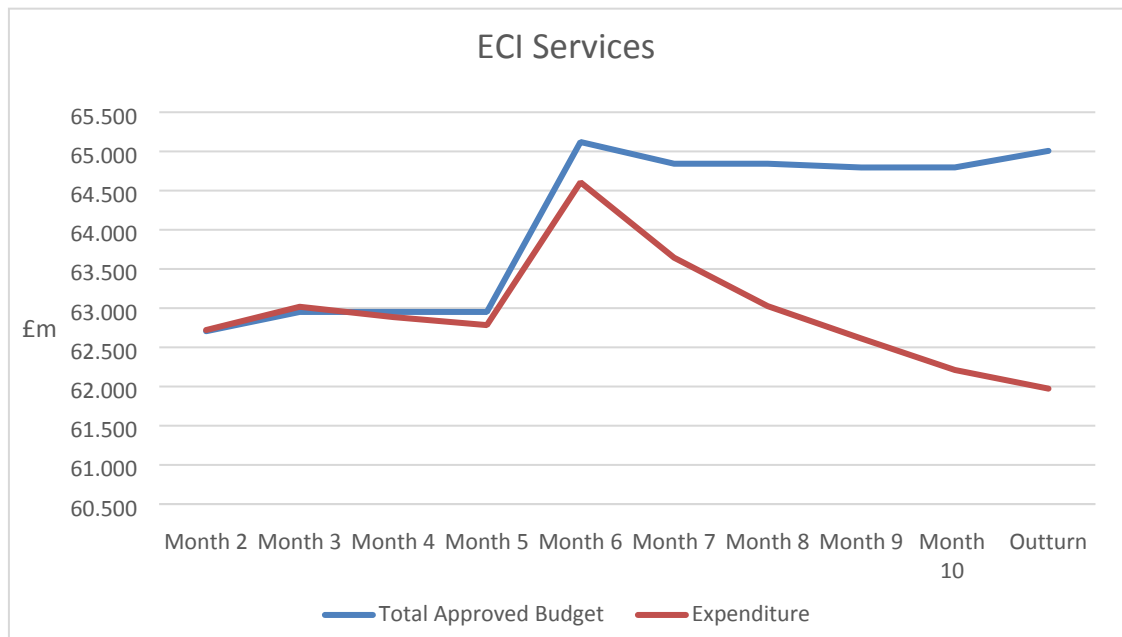
- 3.4.** The reported underspend is against the Councils element of the Public Health budget and will be used to offset the overall pressure for the Council. The Public Health Grant of £20.723m has been fully spent.
- 3.5.** The Somerset Drug and Alcohol Partnership budget finished underspent by £0.050m and it is requested that this amount be moved into the pooled budget reserve.
- 3.6.** The service made savings totalling £0.207m during 2018/19. These were £0.107m identified during previous years MTFP process and £0.100m MTFP 2 savings. As well as these there was a reduction in the Public Health Grant of £0.547m for which savings were identified and achieved.
- 4. Economic and Community Infrastructure Services (ECI) (Net budget £65.007m, £3.034m underspend)**

**4.1. Table B4 – 2018/19 Revenue Outturn – ECI Services**

Service	Total Revised Budget	2018/19 Outturn Adverse / Favourable (-) Variance	Contribution to Earmarked Reserves	Use of Capital Receipts Flexibilities	Net Variance (Under) / Overspend		Previous Cabinet Report (mth10) Variance	Movement from Previous Cabinet Report
	£m	£m	£m	£m	£m	%	£m	£m
Somerset Waste Partnership	27.610	(1.286)	0.000	0.000	(1.286)	(4.66%)	(1.094)	(0.192)
Highways	9.475	0.137	(0.495)	0.000	(0.358)	(3.78%)	(0.258)	(0.100)
Other ECI Services	27.922	(1.989)	1.194	(0.595)	(1.390)	(4.98%)	(1.233)	(0.157)
<b>Total</b>	<b>65.007</b>	<b>(3.138)</b>	<b>0.699</b>	<b>(0.595)</b>	<b>(3.034)</b>	<b>(4.67%)</b>	<b>(2.585)</b>	<b>(0.449)</b>

- 4.2.** The chart below (Chart B4) shows the ECI budget variance trend for 2018/19, illustrating how the service has been increasing its forecast favourable variance over several months.

#### 4.2.1 Chart B4 – 2018/19 Revenue Outturn – ECI Services



- 4.3.** Economic and Community Infrastructure (ECI) finished 2018/19 with a total underspend of £3.034m. This is after £2.838m of in year savings were taken and all fully achieved either as intended, through other achievable means or via service underspends.
- 4.4. Somerset Waste Partnership: Underspend -£1.286m** (*Net budget £27.610m*)
- 4.4.1.** The overall underspend on Waste Services represents 4.7% of the SCC contribution to the Somerset Waste Partnership annual budget at outturn. In year savings of £0.800m which included volume reductions and negotiated contract savings linked to the contract extension were fully achieved.
- 4.4.2.** Waste tonnages were lower in the first half of the year than budgeted, a large factor in this was the snow at the end of the previous financial year. Tonnages were lower at the kerbside for landfill, sweepings and garden waste, and there was also reduced garden waste at the recycling centres. Reduction in waste tonnages accounts for the majority of the 2018/19 underspend.
- 4.4.3.** There was an £0.080m underspend against restored landfills, predominantly due to lower costs of leachate disposal during the year. Leachate volumes are very weather dependant, so this should be considered a one-off saving.
- 4.4.4.** One off Head Office underspends of £0.092m and recycling sites for licencing, maintenance and tackling trade waste of £0.101m were also achieved during the year.
- 4.4.5.** It is requested that £0.050m is carried forward for Somerset Waste Partnership to extend the coverage of its proposed food waste campaign to cover the whole county.
- 4.5. Highways: Underspend -£0.358m** (*Net budget £9.475m*)

- 4.5.1.** Highways started the year with a number of pressures totalling £0.446m. This was largely due to historical base budget issues including salaries and insurance charges. Throughout the year Highways have worked hard to address these pressures through charging appropriate costs to capital activities, holding staff vacancies and working with Traffic Management to, where possible, jointly cover costs. The underspend at year end is due to Highway Lighting energy costs being lower than anticipated and a large scheme being confirmed as a capital project during month 12.
- 4.5.2.** In year MTFP savings of £1.243m were agreed. These savings included a redistribution of staff time across capital and revenue budgets (£0.307m), capitalising illuminated asset replacement (£0.400m) and a reduction in the County's precautionary salting network (£0.120m). Highways achieved the majority of these savings, and where savings could not be met they found savings in other areas. A number of vacancies have also been held within the service.

#### **4.6. Other ECI Services: Underspend -£1.390m (Net budget £27.922m)**

- 4.6.1.** The outturn position is made up of individual over and under spends across ECI services, the largest of which are detailed below.
- 4.6.2.** Traffic Management was underspent by £0.895m. This is after the Parking Services underspend of £0.333m was moved to an earmarked reserve for future use in line with relevant regulations. The underspend is a result of increased income through charges and enforcement, rather than a reduction in service delivery. The change in CIPFA guidance for the accounting of bad debt impairment led to an increase in underspend of £0.140m from the figures previously reported. As expected, bus gate income has now started to decline, although not as quickly as first anticipated. Holding staff vacancies (£0.077m) also contributed to the overall underspend. Road Safety Projects received a £0.030m grant from Public Health for which a carry forward is requested as the programmes are due to be delivered in 2019/20.
- 4.6.3.** Transporting Somerset was underspent by £0.325m due to surplus income from the charging out of SCC fleet vehicles, an underspend on Concessionary Fares and an underspend on County Ticket due to payments to operators being less than in 2017/18, as a result of student intake being lower at colleges for 2018/19.
- 4.6.4.** Libraries Services were £0.018m underspent; This underspend is requested as a carry forward to provide additional funds to support Library stock in 2019/20. £0.277m capital receipts flexibility funded the cost of the libraries service redesign programme, covering a percentage of staff costs; legal services; senior management and project team costs and transitional Community Library Partnership costs for 2018/19.
- 4.6.5.** Property Services ended the year with a £0.212m underspend. £0.206m capital receipts flexibility funded resource to deliver a range of development projects across the Councils estate to rationalise the property usage and support the asset strategy, including A Block at County Hall. County Farms income has not yet reduced as expected contributing to the overall underspend, this is still anticipated to reduce in future years. The Commercial Properties underspend includes a £0.135m receipt for a surrender payment from the previous tenants of The Court and Popham House. A carry forward is requested for £0.103, to cover costs of the vacant properties in 2019/20. BMIS was £0.073m overspent as a result of schools exiting the Skanska Property Management contract without providing sufficient notice, this was cleared to the negative earmarked reserve. Due to a number of large one-off underspends an additional £0.550m was transferred to the R&M negative reserve, greatly reducing this pressure in 2019/20.
- 4.6.6.** Commissioning was £0.108m overspent of which £0.079m was the pressure as a result of the unachievable element of the unpaid leave. This was offset by savings elsewhere in ECI. £0.025m capital receipts flexibility funded resource to undertake essential forthcoming transformation work on the Commissioning work stream. In addition, a request for capital receipts flexibility of £0.033m was not agreed therefore contributing to this overspend. There were a number of other small over and underspends in this area.



**4.6.7.** Capital receipts flexibility of £0.087m funded resources within Economic Development to pay for project management, technical assurance and similar delivery costs that are not included within the grant agreements with BDUK / MHCLG.

**4.6.8.** Other variations were minor and in the main were as a result of in year staff vacancies.

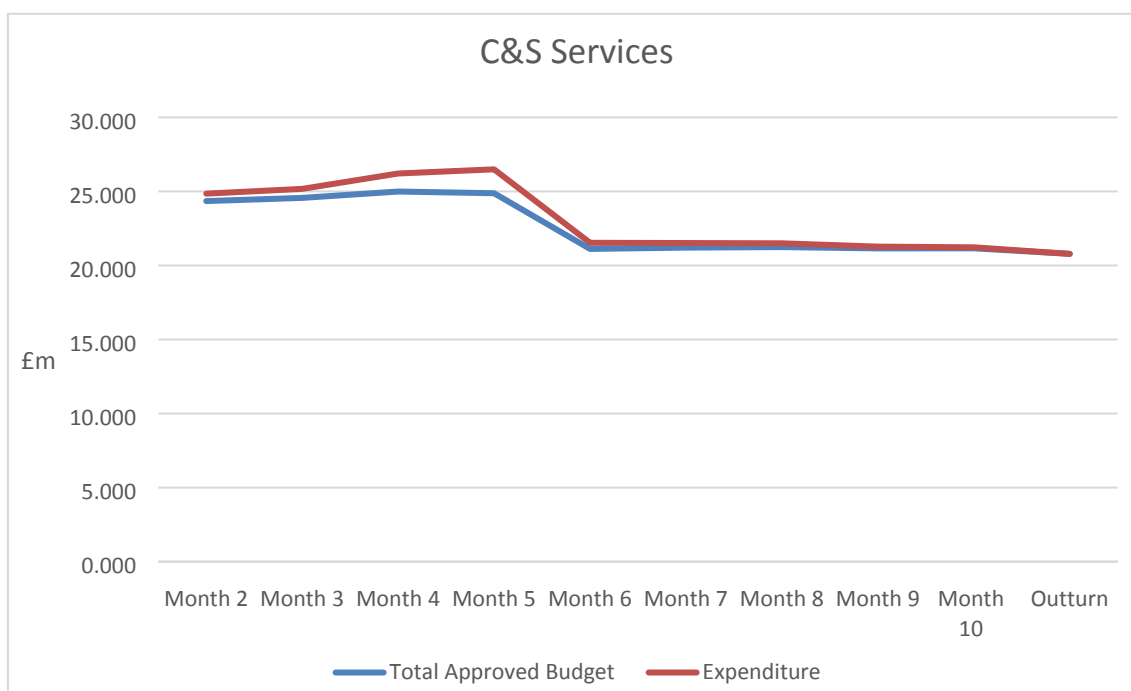
**5. Corporate and Support Services (C&SS) (Net budget £20.785m, -£0.003m underspend)**

**5.1. Table B5 – 2018/19 Revenue Outturn – C&SS**

Service	Total Revised Budget	2018/19 Outturn Adverse / Favourable (-) Variance	Contribution to Earmarked Reserves	Use of Capital Receipts Flexibilities	Net Variance (Under) / Overspend		Previous Cabinet Report (mth10) Variance	Movement from Previous Cabinet Report
	£m	£m	£m	£m	£m	%	£m	£m
Corporate Affairs	10.926	2.065	0.933	(2.905)	0.093	0.85%	0.028	0.065
Finance	2.558	(0.035)	(0.008)	0.000	(0.043)	(1.70%)	(0.047)	0.004
Other Corporate Services	7.301	(0.269)	0.223	(0.007)	(0.053)	(0.72%)	0.089	(0.142)
<b>Total</b>	<b>20.785</b>	<b>1.761</b>	<b>1.147</b>	<b>(2.911)</b>	<b>(0.003)</b>	<b>(0.01%)</b>	<b>0.069</b>	<b>(0.073)</b>

**5.2.** The chart below (Chart B5) shows how the C&SS budget variance trend has moved during for 2018/19, illustrating how the service has managed to control its spend within budget over recent months.

**5.2.1. Chart B5 – 2018/19 Revenue Outturn – C&SS**



**5.3.** Overall, Corporate and Support Services were underspent by £0.003m following the net contribution to earmarked reserves of £1.147m and approved use of capital receipt flexibility of £2.911m. This is as a result of the hard work of the services to reduce, in some cases, significant overspends and make savings in line with the

corporate directive.

- 5.4.** There was a corporate rebasing of budgets which increased the overall budget by £0.462m along with a budget reduction for in year savings of £0.794m. All savings were achieved either as intended, through other achievable means or via service underspends, even those that were deemed undeliverable.
- 5.5. Corporate Affairs: Overspend £0.093m (Net budget £10.926m)**
- 5.5.1.** Commercial & Procurement were £0.270m overspent at the end of the year. They received £1.108m additional budget in the rebasing, this was required due to several unachievable cross cutting savings. There was a reduction in budget of £0.083m for MTFP in year staff savings as a result of a restructure, these savings were fully achieved. The overspend position is due to cross cutting savings that earlier in the year had been anticipated to be achievable not coming to fruition. £0.933m was transferred to the earmarked Building Schools for the Future equalisation reserve at year end.
- 5.5.2.** The Communications budget was £0.019m underspent even after savings of £0.040m (additional income target) were applied and fully achieved. The underspend is as a result of in year staff vacancies. There was also a drawdown from contingency of £0.057m for a prior year unachievable saving.
- 5.5.3.** The underspend of £0.142m in Customers and Communities is after rebasing resulted in a budget reduction of £0.410m and £0.016m of MTFP in year savings were applied for a reduction in service delivery. The underspend is as a result of a one off (£0.083m) unused carry forward from 2017/18, invest to save monies and £0.059m of staff savings. £0.154m was funded through capital receipts flexibility for resources for transformational activity within the Council.
- 5.5.4.** ICT were £0.010m underspent at the end of the year. They received £0.390m additional budget in year however savings of £0.384m were taken in year. All these savings which were for staff and contract costs were achieved in full. ICT were considerably overspent earlier in the year but the hard work of the Service in not only achieving the in-year savings, but also reducing costs resulted in an underspend of £0.010m at year end. £0.994m of capital receipts flexibilities were used to fund increased resources levels, including external consultancy, across the ICT service to deliver the significant level of transformation activity that is directly enabling.
- 5.5.5.** The expenditure in 2018/19 for The Core Council Programme and Financial Imperative Team £1.756m which has been funded through approved use of capital receipt flexibility. The service supports delivery of transformational projects across the Council as its core business, including delivery of the Core Council Programme and the Financial Imperative work.
- 5.5.6.** Other variations were minor and in the main were as a result of in year staff vacancies.
- 5.6. Finance: Underspend -£0.043m (Net budget £2.558m)**

- 5.6.1.** The budget increased by £0.105m in the rebasing exercise to cover additional staff costs. However, since then there have been a number of staff vacancies and due to difficulties in recruiting to vacant posts this has resulted in an underspend position at year end. There was a draw of £0.008m on the Supply Mutual Fund at year end.
- 5.7. Other Corporate Services: Underspend -£0.053m** (*Net budget £7.301m*)
- 5.7.1.** HR & OD were underspent by £0.101. This was after the budget was reduced by £0.273m as part of the rebasing and had £0.111m of MTFP in year savings applied all of which were achieved. The underspend is due to a saving in learning and development of £0.045m following a review of the training plan in line with the 10-point plan and a £0.056m underspend for additional pathway to employment savings and staff vacancies in year.
- 5.7.2.** Democratic Services were £0.107m overspent at the end of 2018/19. In year they received £0.024m additional budget through the rebasing. They also had MTFP savings applied in year of £0.101m. They received £0.007m of capital receipts flexibilities as the new Cabinet Member for Education and Transformation role spends a proportion of their time on supporting the transformational work and programmes (such as Core Council Programme and Information Technology programmes) for the Council. The overspend is principally due to overspends as a result of the team providing corporate support to the Councils work on strategic partnerships such as Heart of the South West and the Peninsula Strategic Transport Board, school admission and transport appeals and some of the MTFP savings proposals being unachievable e.g. Members voluntary deductions from Members Allowances. At year end £0.253m was transferred to the Elections earmarked reserve and £0.031m drawn down from the Heart of the South West earmarked reserve.
- 5.7.3.** Legal Services were £0.059m underspent, the budget increased by £0.375m as a result of the rebasing, there was also a reduction in budget of £0.041m for MTFP in year savings. These staff and way of working savings were achieved either in the manner intended or through service underspends as agreed. The Coroners budget was overspent by £0.021m due to increased service costs. This was offset by an underspend in legal services of £0.080m as a result of staff vacancies and lower than anticipated court, counsel and expert fees.

**6. Non-Service (Net budget £12.474m, -£0.391m underspend)**

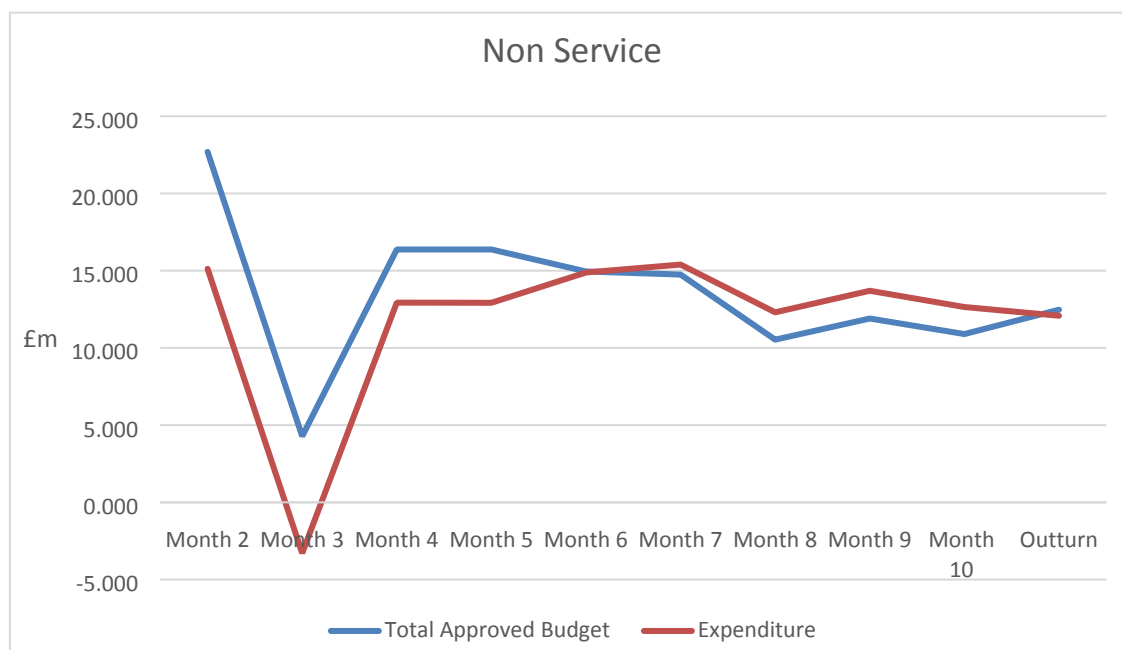
**6.1. Table B6 – 2018/19 Revenue Outturn – Non-Service**

Service	Total Revised Budget	2018/19 Outturn Adverse / Favourable (-) Variance	Contribution to Earmarked Reserves	Use of Capital Receipts Flexibilities	Net Variance (Under) / Overspend		Previous Cabinet Report (mth10) Variance	Movement from Previous Cabinet Report
	£m	£m	£m	£m	£m	%	£m	£m
CDC/NDC	0.091	0.070	(0.063)	0.000	0.007	7.73%	(0.005)	0.012
Contingencies	1.979	(1.944)	0.000	0.000	(1.944)	(98.27%)	0.000	(1.944)
Contributions	0.808	(0.008)	0.000	0.000	(0.008)	(1.01%)	(0.008)	(0.000)
Central Redundancies	0.708	1.678	0.000	(1.292)	0.386	54.48%	0.220	0.166
Audit Fee	0.109	(0.003)	0.000	0.000	(0.003)	(2.72%)	(0.015)	0.012
Discontinued Services	2.951	0.066	0.000	0.000	0.066	2.24%	0.065	0.001
Pension Deficit	0.847	(0.847)	0.000	0.000	(0.847)	(100.00%)	(0.847)	0.000
Subscriptions	0.101	0.004	0.000	0.000	0.004	3.96%	0.000	0.004
Apprenticeship Levy/Reclaim	(0.042)	0.042	0.000	0.000	0.042	(100.00%)	0.044	(0.002)
Sustainable Transformation Programme	0.009	(0.009)	0.000	0.000	(0.009)	(100.00%)	(0.009)	0.000
Central Debt & Lease Charges	16.429	0.169	0.000	0.000	0.169	1.03%	(0.023)	0.192
Investment Income	(2.138)	(0.871)	0.618	0.000	(0.253)	11.82%	(0.200)	(0.053)
Use of Reserves	1.001	2.931	0.000	0.000	2.931	292.81%	2.531	0.400
Special Grants	(10.420)	(0.931)	0.000	0.000	(0.931)	8.94%	(0.002)	(0.929)
Residual Magistrates Courts	0.043	(0.001)	0.000	0.000	(0.001)	(1.21%)	0.000	(0.001)
<b>Total</b>	<b>12.474</b>	<b>0.346</b>	<b>0.555</b>	<b>(1.292)</b>	<b>(0.391)</b>	<b>(3.13%)</b>	<b>1.751</b>	<b>(2.142)</b>

**6.2. Non-Service Items: Underspend -£0.391m (Net budget £12.474m)**

The outturn position for Non-Service is an underspend of -£0.391m. The variances are explained in the following paragraphs.

### 6.2.1. Chart B6 – 2018/19 Revenue Outturn – Non-Service



### 6.3. Contingency: Underspend -£1.944m

In recognition of the volatility in a number of service budgets, a proportion of the corporate contingency was retained as uncommitted until the final outturn position was known. As the Council is reporting an underspend position, it no longer needs to allocate the corporate contingency fund to support service pressures and this balance (-£1.944m) will help towards supporting a more resilient reserves position.

### 6.4. Pension Deficit: Underspend -£0.847m

Following a revision to the allocation of the pension deficit recharge to the service, schools are now receiving a more proportionate share of the charge which is funded by their Dedicated Schools Grant resulting in a reduction in the pressure on the Councils budget.

### 6.5. Apprenticeship Levy: Overspend £0.042m

This is due to a post being funded from the apprenticeship levy pot. This will be funded from C&SS from 2019/20 onwards.

### 6.6. Central Redundancies: Overspend £0.386m

The costs of central redundancies exceeded the £2.000m budget in 2018/19 due to the sizeable amount of staff leaving as a result of MTFP savings. For example, in 2018/19 235 staff members were charged to this budget, compared with 161 staff in 2017/18.

### 6.7. Discontinued Services: Overspend £0.066m

In year corporate budget rebasing reduced the Discontinued Services budget by -£0.084m. However, the cost of compensation for loss of office did not reduce as

projected resulting in the overspend.

**6.8. Central Debt & Lease Charges: Overspend £0.169m**

There is a -£0.132m favourable variance due to; A -£0.030m contingency budget, for interest payments on held funds, not required and -£0.102m of reduced interest costs predominantly from paying off a long-term loan. This is offset by an adverse variance of £0.301m is due to £0.022m of inflation related service costs on our leases and £0.279m for year-end debt management write offs following a new accounting requirement.

**6.9. Investment Income: Underspend -£0.253m**

The favourable variance is mainly due to -£0.213m of additional interest earned from treasury and property fund investments and -£0.054m of additional interest from the management of waste partnership cashflow. This is partly offset by an adverse variance of £0.020m due to lost interest from Somerset Care withdrawing from 2 lease agreements with regards to elderly people homes.

**6.9.1.** The Council invests funds earmarked for specific purposes i.e. section 106 (income paid to the Council from developers) and the Local Enterprise Partnership (LEP). The interest earned on these balances is contributed to the specific reserves it relates to, for 2018/19 this was £0.618m.

**6.10. Use of Reserves: Overspend £2.931m**

The adverse variance of £2.931m is due to a £1.000m contribution to the General Fund Reserve as agreed by Cabinet at their meeting in January 2018 from service underspends. An additional levy has also been received for £1.031m which has been transferred to the General Fund Reserve. Two cross-cutting savings totalling £0.900m associated with exploring more joint working and additional trading activities were assigned to this budget and were not achieved.

**6.11. Special Grants: Underspend -£0.931m**

This is due to receiving -£0.087m Brexit Grant which had not been budgeted for. Also, an additional -£0.739m was received for section 31 business rates cap reconciliation grant (2017/18) which the Council was informed of late in the year. The Council also received additional funding for the Extended Rights to Free Travel grant of -£0.103m.

**6.12. Funding Surplus: Underspend -£2.838m**

As reported in previous budget monitoring reports there is a surplus in the Business Rates funding received. The favourable variance of -£2.838m is made up of an additional -£1.273m Business Rates baseline funding, additional -£0.231m Business Rates Surplus, additional -£0.693m for Business Rates Top Up due to the timing of information made available when setting the budget and additional Business Rates Pool Gain of -£0.642m which we were not informed of until late in the year.

## 7. Trading Units

7.1. Trading Units have a net nil budget. Any underspend is described as a surplus and any overspend as a deficit on the trading account.

### 7.2. Table B7 – 2018/19 Revenue Outturn – Trading Units

Service	Total Revised Budget	2018/19 Outturn Adverse / Favourable (-) Variance	Contribution to Earmarked Reserves	Use of Capital Receipts Flexibilities	Net Variance (Under) / Overspend		Previous Cabinet Report (mth10) Variance	Movement from Previous Cabinet Report
	£m	£m	£m	£m	£m	%	£m	£m
Dillington	0.000	0.437	(0.437)	0.000	0.000	0.00%	0.000	0.000
Support Services for Education	0.000	(0.371)	0.371	0.000	0.000	0.00%	0.000	0.000
<b>Total</b>	<b>0.000</b>	<b>0.066</b>	<b>(0.066)</b>	<b>0.000</b>	<b>0.000</b>	<b>0.00%</b>	<b>0.000</b>	<b>0.000</b>

### 7.3. Dillington House: Overspend £0.437m

7.3.1. The in-year deficit of £0.437m was a £237k variance on the initial budget. This was due largely to reduced income from the Adult Education programme (£100k), weddings/events (£23k) and conferences (£29k). Although the number of weddings was significantly lower than estimated, additional income was obtained through increased events to help mitigate the impact. Income from the newly introduced B&B accommodation offer was £135k below forecast, largely due to not going live with online bookings until early December 2018. In addition, overall costs increased by £78k over budget due to fuel costs, pay and pensions deficit increases although £98K was saved on supplies and services to offset these pressures.

7.3.2. The reduced income from the Adult Education Programme and Weddings is largely attributable to the departure and non-replacement of specialist staff in key posts. Savings from holding these vacancies are displaced by significant reductions in income, as a result of less resource and focus on the main income generating activities. Conference income from SCC reduced significantly but impact was mitigated by generating additional income from external users. Appointments have now been made to these posts and they will be working hard under the direction of the new General Manager to achieve improved sales. From August 2019 Somerset Centre for Integrated Learning will be based at Dillington providing additional income for Dillington as well as increased footfall and future opportunities.

7.3.3. A new Business Plan for 2019 – 2021 with specific sales targets and actions has been drawn up and performance against those targets will be robustly monitored. Early indications are positive and show a significant upturn in bookings and income from all income streams. Unfortunately, the impact from developments taking place as part of the revised business plan will not be seen until next financial year, e.g. enabling customers to book Bed and Breakfast accommodation on line through external booking agencies and increasing exposure through wedding fairs, refresh of the education programme, etc.

### 7.4. Support Services for Education: Underspend -£0.371m

**7.4.1.** The surplus is due to vacancy savings as a result of delays in recruitment in light of the financial imperative. Additional traded income across a number of areas has also contributed towards the surplus position. This will remain in SSE's traded reserve to reinvest back into education support services to children and young people in Somerset.



## **Appendix B – Service Carry Forwards 2018/19**

### **1. Children’s Services Requests for Carry Forwards**

#### **1.1. Troubled Families £0.047m**

The service was successful in a bid for grant funding for reducing parental conflict to support the Troubled Families programme. This was allocated in March for activity to be delivered in June 2019.

#### **1.2. Getset £0.124m**

Cabinet agreed in February 2018 to fund £0.124m one off implementation costs enabling development work of the electronic early help module to support partners in delivering early help. Work is planned and will begin in Summer 2019.

#### **1.3. Youth Justice Board £0.030m**

External partner multi-agency income to support the reduction in agency contributions anticipated in 2019/20.

#### **1.4. Economic & Community Infrastructure Services Requests for Carry Forwards**

##### **1.4.1. Waste £0.050m**

Carrying forward 3.9% of SCC’s 2018/19 underspend on waste will enable Somerset Waste Partnership to extend the coverage of its proposed food waste campaign to cover the whole County, subject to a successful bid for funding (currently in process) and supporting funding from Viridor (currently being negotiated). The food waste campaign proposed will utilise a campaign successfully undertaken in Bristol (Slim my Waste, Feed my Face) and reduce future SCC costs through diverting food waste out of residual waste and into food waste. As such the payback to SCC of the overall campaign costs should be approx. 2.5 years, with payback commencing in September 2019 (i.e. the proposed launch of the campaign). Whilst rolling out a successful campaign across the whole County, SWP will also be targeting low participation areas (e.g. through work in schools and with community groups).

##### **1.4.2. Road Safety £0.030m**

Funds were given to Road Safety for the delivery of Public Health focussed programmes. The programmes are due to be delivered in 2019-20. The purpose of the grant is to create new, innovative ways to work with our vulnerable road user groups, such as older drivers and cyclists. This is a key objective for both Public Health and Road Safety. If the funding is not carried

forward the projects will not go ahead.

**1.4.3. Libraries £0.018m**

Carry forward of Libraries service underspend to provide additional funds to support library stock in 2019/20.

**1.4.4. Property Services £0.103m**

As part of the contract with the previous tenants of The Court and Popham House a surrender sum of £0.135m was received at the time of withdrawal. This was negotiated by the service and only received late in the financial year. £0.032m of this receipt related to costs of the vacant properties for the remainder of the 2018/19 financial year. The balance was intended to be used for the remainder of the costs (£0.103m), however due to timing these will not be incurred until 2019/20.

**1.5. Corporate & Support Services Requests for Carry Forwards**

**1.5.1. Customers & Communities £0.015m**

The Contact Centre require new headsets to replace old and failing kit which is affecting the quality of the service delivered to customers. The cost of the new headsets is £0.015m. These new headsets will enable smart and homeworking solutions. The budget is predominantly staffing and therefore there is not sufficient budget to fund these in 2019/20 without this carry forward.

## Appendix C - All Earmarked Reserves as at 31 March 2019

Name of Reserve (or Group)	Service	Held for SCC Use?	Description	Balance at 1st April 2018	2018/19 Use of Reserves	Balance at 1st April 2019	2019/20 Planned Use of Reserves	Balance at 1st April 2020	2020/21 Planned Use of Reserves	Balance at 31st March 2021
				(£m)	(£m)	(£m)	(£m)	(£m)	(£m)	(£m)
Operating Accounts - Trading	Support Services for Education	Yes	The cumulative surpluses/deficits of the authorities trading accounts.	-0.423	-0.371	-0.794	0.644	-0.150	0.150	-
Operating Accounts - Trading	Dillington	Yes	The cumulative surpluses/deficits of the authorities trading accounts.	0.885	0.437	1.322	0.170	1.492	0.170	1.662
BSF Bridgwater Equalisation Reserve	Corporate & Support Services	No	Set aside to meet future contract costs of the authorities PFI schools in Bridgwater. The reserve has been put aside by previous years underspends.	-4.698	-0.933	-5.630	-	-5.630	-	-5.630
Economic Development Fund	ECI	No	Funds Economic Development activity that is not capitalizable or contributes to specific capital projects. This balance is committed to iAero project, and without this amount the high-profile project and significant match funding would be lost	-0.551	0.072	-0.479	0.131	-0.348	0.131	-0.217
Elections	Corporate & Support Services	Yes	Set aside to smooth the cost of elections (every 4 years) into an equal amount each year.	-0.042	-0.253	-0.295	-0.253	-0.548	-0.253	-0.801
Environment Commuted Sums Reserve	ECI	No	Consists of developer payments for highways maintenance liabilities that are drawn down when conditions have been met	-1.080	-0.212	-1.292	-	-1.292	-0.129	-1.421
Flood Recovery & 20-year plan	ECI	Yes	Money awarded to SCC after the flooding for remedial and preventative measures (some amounts held by SRA). Ring-fenced to certain works and geographical locations.	-0.649	0.483	-0.166	0.064	-0.102	0.049	-0.053

Futures for Somerset	ECI	Yes	Futures for Somerset pay a premium on top of reimbursing SCC for seconded staff payroll. This reserve will cover any redundancy costs of those staff whilst in the employ of Futures for Somerset.	-0.084	-0.030	-0.114	-	-0.114	0.114	-
Hinkley Project	ECI	No	Ring-fenced funding that is provided specifically for us to client the Hinkley development.	-0.023	-	-0.023	0.023	-	-	-
Insurance Fund Reserve	N/A	No	As the authority largely self-insures, this reserve has been set aside for Incurred but Not Reported (IBNR), MMI levy and other insurance related balances that the broker has recommended we need to hold against a variety of exposures.	-3.765	-0.321	-4.086	-0.704	-4.790	-0.601	-5.391
Invest to Save Fund	N/A	Yes	Set aside to fund efficiency projects within the authority	-0.366	0.018	-0.349	-	-0.349	-	-0.349
LD Equalisation Reserve	Adult Services	Yes	Equalisation fund for initial additional costs relating to the Discovery contract.	4.910	-4.910	-	-	-	-	-
Local Enterprise Partnership (LEP)	ECI	No	Set aside to meet the future operational costs of the Heart of the South West Local Enterprise Partnership (of which SCC are the administering body). The fund is controlled by the LEP so is not available for the authority to utilise.	-2.207	0.223	-1.984	0.831	-1.153	0.693	-0.460
Public Health Earmarked	Public Health	No	Ring-fenced underspends from the authorities Public Health budget. Only available for Public health related expenditure.	-1.357	-0.199	-1.556	1.556	-	-	-
Repairs and Maintenance Fund (inc BMIS)	ECI	Yes	Historical overspends against Property Repairs and Maintenance and BMIS (schools property indemnity scheme). BMIS scheme is now ended and the balance on the scheme will have to be written off	3.389	-3.389	-	-	-	-	-
Reserves for capital purposes	Various	Yes	Set aside to meet the revenue costs of the authority's capital	-2.693	0.145	-2.548	-	-2.548	-	-2.548

			projects							
S106 funds	Non-Service	No	Relates to interest earned on developers s106 contributions. Not available for the authority to utilise as the funds are repayable to the developer.	<b>-0.327</b>	-0.144	<b>-0.471</b>	0.041	<b>-0.430</b>	0.165	<b>-0.265</b>
SAPHTO Funds	Children & Learning Commissioning	No	Surplus balance following School contributions towards SAPHTO activity	<b>-0.007</b>	-0.020	<b>-0.026</b>	0.026	-	-	-
SEN Reform Grant	Children & Learning Commissioning	No	Balance of 2018/19 grant received late in 2017/18, covering SEN support staff, SEN consultancy and Supported Internships	<b>-0.182</b>	0.170	<b>-0.011</b>	0.011	-	-	-
Somerset Drug & Alcohol	Public Health	No	Used to offset ongoing pressures. Pooled budget with partner agencies.	<b>-0.126</b>	-0.050	<b>-0.176</b>	0.176	-	-	-
Somerset Rivers Authority	ECI	No	Relates to unspent SRA funding (interim and local partner funding). This is not ours to use, must be approved by SRA Board.	<b>-3.256</b>	-0.809	<b>-4.066</b>	2.439	<b>-1.626</b>	1.626	-
Superfast Broadband	ECI	No	Set aside to fund the authorities Connecting Devon & Somerset broadband project	<b>-0.055</b>	-	<b>-0.055</b>	0.055	-	-	-
Supply Mutual Fund Reserve	N/A	No	This is a scheme run by Insurance for maintained schools to cover the costs of supply teachers for schools that buy in. At the end of each academic year, the current scheme requires the balance to be returned to schools who have not claimed above their contribution level. Therefore, this is not ours to use.	<b>-0.523</b>	0.008	<b>-0.515</b>	-	<b>-0.515</b>	-	<b>-0.515</b>
Sustainable Drainage Funding	ECI	Yes	Suds/LLFA Defra Grant Reserve funding to be used to handle flood risk	<b>-0.071</b>	0.018	<b>-0.052</b>	0.052	-	-	-
SWP - WDA	ECI	No	Funds set aside within the Somerset Waste Partnership and approved by the Somerset Waste Board pooled budget for various projects	<b>-0.301</b>	0.100	<b>-0.201</b>	0.201	-	-	-
Total Transport Pilot Fund	ECI	No	Ring-fenced funding for a number of specific transport projects.	<b>-0.147</b>	0.016	<b>-0.131</b>	0.131	-	-	-

DSG (Early Years, High Needs & De-delegated services) + Central Schools Budget (SEPB)	Children & Learning Commissioning	Yes	DSG: Funding of the additional hours for 3&4-year olds for eligible working parents (DfE funded based on the numbers in Jan 2018, for a new initiative in Sept 2018). The EY surplus being used to offset EY high needs costs and development of EY training. The High Needs cumulative deficit of £5.6m to be managed (DSG recovery plan reducing in year spend and using one off savings to repay). CSB (SEPB): Planned underspend to be used to reduce the pressure on the High Needs budget, and support strategic initiatives with Schools Forum support	3.884	2.819	6.702	0.250	6.952	-	6.952
Youth Bank	Children & Learning Commissioning	Yes	Clark foundation grant retained for Youth Service use	-0.010	0.010	-	-	-	-	-
Library Renewal Book Fund	ECI	No	Library Book Renewal Fund	-	-0.059	-0.059	0.059	-	-	-
West Somerset Opportunity Area (NEW)	Children & Learning Commissioning	Yes	3-year programme funded by the DfE. Decision in January 2018 for all current and future grant funding to be allocated to the WSOA delivery plan	-	-1.286	-1.286	1.286	-	-	-
Adult Social Care Reserve (New)	Adult Services	Yes	Resilience reserve to support future pressures resulting from demand	-	-2.309	-2.309	0.330	-1.979	-	-1.979
Adults & Health System Reserve (New)	Adult Services	Yes	To support Somerset's Sustainability and Transformation Plan.	-	-2.500	-2.500	2.500	-	-	-
Parking Services (New)	ECI	No	To hold any surplus of deficit of parking income. It is ring-fenced and can only be used in accordance with the road traffic regulation act 1984 section 55.	-	-0.333	-0.333	0.333	-	-	-
LEP Heart of SW Reserve (New)	Corporate & Support Services	No	Funded from contributions from the LEP and the contributions fund SCC administration of the joint committee and other work commissioned by the committee	-	-0.036	-0.036	0.036	-	-	-

Invest to Save Fund (New)	N/A	Yes	To improve the council's resilience and relieve pressure on Capital Receipts Flexibilities	-	-	-	-2.852	<b>-2.852</b>	-	<b>-2.852</b>
Preventative Fund (New)	N/A	Yes	Funding for preventative work, including for localised impact – detail to be worked up	-	-	-	-1.000	<b>-1.000</b>	-	<b>-1.000</b>
County-Wide Pot (Business Rates Pilot Scheme) (New)	N/A	No	To fund local projects, determined in partnership and designed to generate economic growth in the Somerset area.	-	-	-	-4.015	<b>-4.015</b>	-	<b>-4.015</b>
Priorities Reserve	N/A	Yes	To help Strengthen the council's resilience by protecting against funding uncertainties in 2019/20 (Spending Review)	-	-2.556	<b>-2.556</b>	-	<b>-2.556</b>	-	<b>-2.556</b>
<b>TOTAL</b>				<b>-9.874</b>	<b>-16.201</b>	<b>-26.075</b>	<b>2.523</b>	<b>-23.552</b>	<b>2.115</b>	<b>-21.437</b>

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## Appendix D – Outturn Aged Debt Position as at 31 March 2019

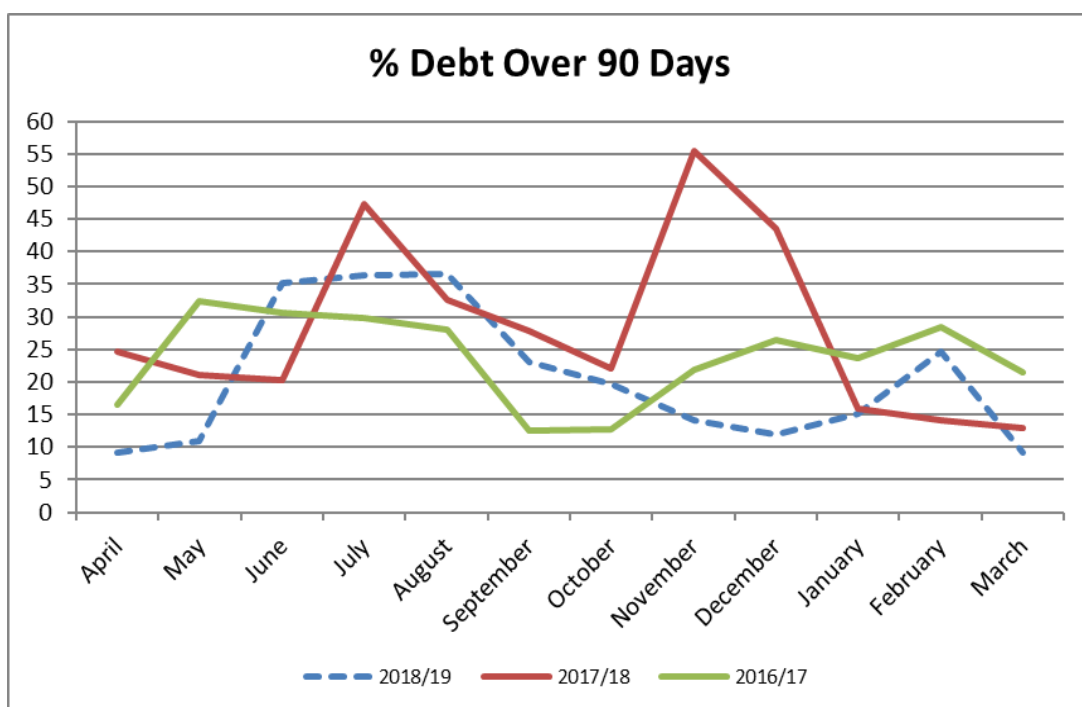
### 1. Aged Debt Analysis

**1.1.** The overall debt position as shown in table D1 below, shows a total gross debt of £19.768m, of which £1.796m (9.09%) is over 90 days old. This continues the improvement throughout the year, where the figure was over 35% at the start of the year, and 12.00% when last reported to Cabinet. Previous areas where debt has been difficult to collect promptly have improved. The outstanding debts over 90 days remain consistent at around £1m. The NHS debt is significantly reduced from the previous year when it was consistently over £1m and is now under £0.200m.

**1.2.** Detailed debt information is reported to Audit Committee on a quarterly basis. In addition, a SWAP audit report has recently been issued on debt management, and it has informed updates to the Income Code of Practice. Mandatory training awareness sessions are currently underway for all officers involved in actively managing debt.

**1.3.** Members are reminded that over the last 3 years, the Council has collected 99% of all the debt raised on our Accounts Receivable system.

### 1.4. Chart D1 – Debt Over 90 Days



## 1.5. Table D1 – Aged Debt as at 31<sup>st</sup> March 2019

Service	Not o'due	0-30 Days	1-3 Mths	3-12 Mths	12+ Mths	Total
	£m	£m	£m	£m	£m	£m
Adult Services	0.085	4.642	1.112	1.002	0.363	<b>7.204</b>
Children and Families	0.004	0.004	0.042	0.009	0.005	<b>0.064</b>
Children and Learning	0.085	0.094	0.023	0.007	0.003	<b>0.212</b>
Public Health (SCC funding)	0.000	0.001	0.000	0.011	0.000	<b>0.012</b>
ECI Services	0.285	8.605	2.129	0.216	0.155	<b>11.390</b>
Corporate and Support Services	0.033	0.449	0.118	0.002	0.008	<b>0.610</b>
Support Services for Education	0.005	0.172	0.042	0.007	0.000	<b>0.226</b>
School & Early Years	0.033	0.007	0.002	0.004	0.004	<b>0.050</b>
<b>Total (£m)</b>	<b>0.530</b>	<b>13.974</b>	<b>3.468</b>	<b>1.258</b>	<b>0.538</b>	<b>19.768</b>
<b>Total (%)</b>	<b>2.68%</b>	<b>70.69%</b>	<b>17.54%</b>	<b>6.36%</b>	<b>2.72%</b>	<b>100.00%</b>

## 1.6. Aged Debt – Service Commentary

### 1.6.1. Children's Services: £0.326m

Of those invoices older than 1 month, 42% relate to contributions from partner health authorities for placement costs of looked after children. The remainder relates to charges for places on the Duke of Edinburgh scheme along with recoument of salary overpayments.

All debts over 3 months old have agreed repayment plans in place or have been referred to the debt recovery officer.

Debt impairments of £16,384 have been made and 45 debts to the value of £20,373 have been written-off during the year, of which 1 was greater than £1,000.

### 1.6.2. Adult Services: £7.204m

Debts older than 30 days have increased year on year by £1.545m which mainly relates to debts between 30 and 365 days old. £1.127m of this increase relates to outstanding debts with Somerset Clinical Commissioning and although the Council expects a lot of this to be paid shortly, there is roughly £0.500m in dispute. The Council will work with them as a priority to resolve these. There is also a debt with Wiltshire County Council for £0.326m relating to an Ordinary Residence case. This will also be paid shortly.

### **1.6.3. Public Health: £0.012m**

The majority of the debt in Public Health relates to one debt (£0.007m) which is in dispute. This will be resolved as quickly as possible.

### **1.6.4. Economic and Community Infrastructure: £11.390m**

The overall increase in debts outstanding is due to £6.711m of invoices raised for developer contributions and £1.560m for Somerset Waste Partnership. These are all under 90 days. Specific bad debt provisions of £0.183m were made in respect of the outstanding debts as at 31<sup>st</sup> March 2019 and debts totalling £0.022m were written off during 2018/19. These were small debts from transport provision, including County Ticket and minor damage to the highway. All debts over 90 days are being actively pursued.

### **1.6.5. Corporate and Support Services: £0.610m**

Of the outstanding debt of £0.610m, £0.033m is not overdue and £0.449m is within 0-30 days, leaving an aged debt balance of £0.128m.

The 1-3 months debt totals £0.118m. The largest debt in this category is for £0.052m for Brymore School. There are 37 other debts in this category all smaller than £0.009m

The 3-12 months debt at year end was £0.002m. There are 9 small debts in this category.

The over 12 months total of £0.008m arises from 13 small debts.

No bad debt provision was made at year end for Corporate and Support Services. Support Services wrote off 19 small value debts during the year, with a total value of £0.002m.

### **1.6.6. Support Services for Education: £0.226m**

A significant volume of invoices are raised on a termly basis resulting in a fluctuating level of debt throughout the year. This is reflected in the not overdue and 0 to 30 days bandings above.

Concerning the debts over 1 month old, the majority have been settled within April 2019 resulting in approximately £11,000 still outstanding. This mainly relates to building and property work from one customer which is being followed up in accordance with the income code of practice.

24 debts to the value of £1,090.29 have been written-off during the year.

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Somerset County Council

Cabinet

- 10 June 2019

**Capital Programme 2018/19 – Outturn Report**

Cabinet Member(s): Mandy Chilcott – Cabinet Member for Resources

Division and Local Member(s): All

Lead Officer: Sheila Collins – Interim Director of Finance

Author: Ian Trunks – Finance Manager, Capital

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	<b>Seen by:</b>	<b>Name</b>	<b>Date</b>
<b>Report Sign off</b>	County Solicitor	Honor Clarke	29/05/2019
	Monitoring Officer	Scott Wooldridge	29/05/2019
	Corporate Finance	Lizzie Watkin	29/05/2019
	Human Resources	Chris Squire	29/05/2019
	Senior Manager	Sheila Collins	29/05/2019
	Cabinet Member	Mandy Chilcott	29/05/2019
	Opposition Spokesperson	Liz Leyshon	29/05/2019
	Relevant Scrutiny Chairman	Anna Groskop	29/05/2019
<b>Forward Plan Reference:</b>	FP19/04/06		
<b>Summary:</b>	<p>This report outlines the County Council Capital Programme outturn position for 2018/19 and updates Members on changes since the Quarter 3 report presented to Cabinet in February 2019.</p> <p>The report shows that £114.412m was spent against the Capital Programme in 2018/19 compared to forecasts of £133.393m provided by services at Quarter 3. Whilst most of this movement reflects timing and the spend remains necessary, overall the Capital Programme is forecasting a favourable variance of £1.274m compared with total approvals available, which equates to 0.17% of the programme.</p>		
<b>Recommendations:</b>	<p><b>Cabinet are requested to approve:</b></p> <ul style="list-style-type: none"> <li>• <b>A virement of £1.224m from the underspend to fund additional Highways Small Improvement and Integrated Transport Schemes;</b></li> <li>• <b>The below supplemental approvals as detailed in Section 2.9:</b></li> </ul>		

	<ul style="list-style-type: none"> <li>• <b>£1.463m Devolved Formula Capital Grant for Schools;</b></li> <li>• <b>£0.312m Healthy Pupil Capital grant applied to Taunton Nerrols Primary School build.</b></li> </ul> <p><b>The Cabinet is recommended to note the contents of this report, including the managed overspends detailed in Section 2.10.</b></p>
<b>Reasons for Recommendations:</b>	To inform members of the financial position for the Capital Programme relating to the financial year 2018/19 and any consequential impacts for 2019/20.
<b>Links to Priorities and Impact on Service Plans:</b>	The Capital Programme is the means by which the Council provides the assets and infrastructure required to deliver the County Plan.
<b>Consultations undertaken:</b>	Information and explanations have been sought from service managers on individual aspects of this report and their comments included as appropriate.
<b>Financial Implications:</b>	The financial implications are dealt with in detail in the body of the report and are in line with expectations.
<b>Legal Implications:</b>	There are no specific Legal implications arising directly from the report.
<b>HR Implications:</b>	There are no specific HR implications arising directly from the report.
<b>Risk Implications:</b>	Overall the performance in relation to the Capital Programme remains good and services are managing to maintain control over expenditure within the resources available.
<b>Other Implications (including due regard implications):</b>	Equalities Impact Assessments (EIA) for projects in the existing programmes were undertaken during the budget setting process and are updated as projects are implemented as necessary. Any slippage or major change in a particular project will trigger the service to conduct a review of the original EIA and amend as necessary.

<b>Scrutiny comments / recommendation (if any):</b>	Not applicable.
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## 1. Background

- 1.1. This report provides a corporate overview of the financial aspects of the Capital Programme for the 2018/19 financial year. It highlights movements in the programme since the end of December 2018 contained in the third quarter report to Cabinet on 11 February 2019.

Appendix A provides members with examples of projects completed during the 2018/19 financial year.

## 2. Options considered and reasons for rejecting them

- 2.1. This report summarises the outturn position for 2018/19 for the Capital Programme. The paragraphs below cover the following elements of the Capital Programme.

- Live Approvals under active management in the Capital Programme
- Outturn Expenditure
- Movement between actual Outturn and previous forecast
- Net Over and Underspend Forecasts
- Capital Expenditure Financing
- Capital Receipts
- Capital Fund
- Prudential Code Outturn Indicators
- Performance Indicators

### 2.2. Active Approvals 2018/19

2.2.1 Approvals are the amounts available to services to deliver the Capital Programme. They include the planned programme of works and known sources of finance agreed at County Council in February 2018 and earlier programmes. These approvals are supplemented during the financial year by additional approvals for which additional resources have become available generally from grants or third party contributions. As part of the budget approval process the Council gave delegated responsibility to the Section 151 Officer in anticipation of such eventualities to avoid the necessity for additional formal approval to be given for each additional resource.

2.2.2 Capital Programme active approvals at the end of December 2018 stood at £720.413m. There have been several movements between the end of December 2018 and the end of March 2019 amounting to a net increase in approvals of £10.020m. This figure comprises of values that mainly relate to movements in grants or contributions from, or returned to, third party organisations and additional revenue funding due to technical adjustments.

The details of the movements are contained in Appendix B. Some of these movements are over the scheme of delegation threshold and require Members approval. More information about these schemes can be found in section 2.9. of this report.

- 2.2.3 There have been a few virements during the final quarter of 2018/19. The virements have been examined to identify their purpose and shown that none of them require formal ratification by members as they are classed as technical changes. The virements do not result in a net increase or decrease in the level of approvals or the financing structure of the Capital Programme.

Examples of this within Schools Basic Need has seen £41.380m of approval allocated against specific school projects (£13.373m to Bridgwater New Special School, £5.831m to Keyford New Primary School in Yeovil, £5.279m to Brue Farm, Highbridge, £4.766m to Castle Cary Primary, £3.953m to Wells New Primary School, £1.963m to Somerton King Ina School). Within Property, £1.350m of approval has been reallocated to the Taunton One Public Estate project from other projects (Shepton Mallet and Yeovil).

- 2.2.4 There is a reported underspend (section 2.4) across the Capital Programme and a request is made to vire £1.224m of the underspend to fund the request for additional Highways Small Improvement and Integrated Transport Schemes. This approval is no longer required as an alternative option of delivery is being implemented at a greatly reduced cost. The balance of the underspend (£0.050m) has restrictions on the funding and is therefore not available to utilise.

### **2.3. Forecast and Outturn Expenditure**

- 2.3.1. The change between the previously reported forecast outturn of £133.933m and the actual outturn of £114.412m comprises two elements:
- an increase arising from the new approvals added to the programme since December 2018 of £10.020m, and;
  - a decrease against all previous forecasts of £29.543m.

This gives a net decrease of £19.523m. It should be noted that the movements in predicted expenditure do not mean that the resources are no longer required to complete projects rather that the timing of the expenditure has changed. This position will continue to be monitored and challenged to assess the impact on any funding that is no longer required.

- 2.3.2. Some movement in spend predictions is to be expected in the Capital Programme; due to uncertainties including planning, procurement delays, ground conditions, contractor issues and the difficulty for services to anticipate the outturn position some months in advance of the year end. Much of the slippage relates to Local Enterprise Partnership schemes (£16.558m), something that has been highlighted to the LEP Project Board



and discussions have begun to help the LEP Board improve future forecasting of schemes. Details of the movements at service level in addition to further information on the causes of the movements on individual projects can be provided if requested.

## **2.4. Forecasting Net Adverse or Favourable Variances**

- 2.4.1. The net adverse or favourable variance is calculated using the actual expenditure to date added to the predicted expenditure in future years. The total of these is then compared to the recorded approvals, to give the overall position of the Capital Programme.
- 2.4.2. Current forecasts are that the total approval required for the programme is £730.433m. Of this £398.464m has already been incurred leaving approval for the remaining programme at £331.969m. Forecasts indicate £330.695m is required to complete the programme as shown in Appendix C, therefore giving the projected net favourable variance of £1.274m, as shown in Appendix D. This represents a projected net favourable variance over the whole Capital Programme of 0.17% of active approvals.

## **2.5. Capital Expenditure Financing**

- 2.5.1. Actual expenditure at outturn was £114.412m. The actual financing for 2018/19 is shown at the base of the Table in Appendix C. The most significant source of finance in the Capital Programme is capital grants which are being used to finance £80.473m or 70% of the total. The remaining funding comes from a range of sources including revenue, third party contributions, loans pool funding, and capital receipts. Capital grants are provided by Central Government for some of the key investment programmes in education and transport, although it must be noted that the full projected cost of these programmes is not met by grants alone. Funding for the Capital Programme is set out in Appendix C.

## **2.6. Capital Receipts**

- 2.6.1. Capital Receipts are the sums received from the sale of assets where the proceeds exceed £0.010m. Net useable receipts during 2018/19 after taking into account the costs of sale amounted to £11.344m. This included the following:
- County Farm sales £8.075m; and
  - Other general sales £3.269m.
- 2.6.2. As at 31 March 2019 the balance of available capital receipts was £6.066m, this is split between earmarked receipts for Economic Development of £2.203m and general receipts of £3.863m. Of these sums, the Economic Development receipts are fully committed against future planned expenditure. There is also £1.768m forecast against general receipts for the remaining Capital Programme.

2.6.3. The Secretary of State issued updated guidance for the flexible use of Capital Receipts. This flexibility now allows for any Capital Receipts received within 2018/19 to 2021/22 to be used on qualifying expenditure that would normally be classed as revenue. This qualifying expenditure is expenditure on any project that is designed to generate on-going revenue savings in the delivery of public services and/or transform service delivery to reduce costs or to improve the quality of service delivery in future years. In 2018/19 £8.600m of capital receipts funded the council's revenue budget and details are included in the revenue budget outturn report elsewhere on this agenda.

## **2.7. Capital Fund**

2.7.1. The Capital Fund is part of the overall framework that enables the County Council to deliver a robust budget and maintain adequate reserves and balances. It is a reserve created from revenue resources which means that it can also be used flexibly to:

- Support new investment or manage unexpected costs arising from existing Capital Investment Programmes;
- Support the preparation costs of major capital investments which cannot be treated as capital investment such as the feasibility costs of abandoned schemes or the original design costs of schemes which are subsequently amended substantially redesigned; and
- Support capital receipt financing in the event asset sales are not realised as estimated either due to timing or reduced sale values.

2.7.2. The Capital Fund balance at 31 March 2019 stood at £2.548m. The total of the Capital Fund reserve is included within the earmarked reserves in the Table at 5.13. of the Revenue Outturn report for 2018/19. As at 31 March 2019 this balance is planned to be used to cover potential cash flow implications around the J25 M5 project and the school's feasibility fund (for abortive feasibility and design works). Any other commitments will be considered at the appropriate time.

## **2.8. Prudential Borrowing Indicators**

2.8.1. The Prudential Borrowing Indicators are published and agreed by County Council as part of the annual budget report. The Prudential Borrowing Code of Practice requires that the actual outturn figures should be reported for the following indicators:

- Capital Expenditure for 2018/19 is £114.412m (2017/18 £103.606m).
- The percentage of Financing Costs to Net Revenue Stream in 2018/19 is 7.64% (2017/18 7.12%).
- Capital Financing Requirement as at 31 March 2019 is £378.304m (31 March 2018 £366.114m).
- External Debt as at 31 March 2019 is £378.984m (excluding accrued interest of £3.920m) (2017/18 £383.444m).

The above external debt figures are defined in such a way as to include only the debt raised for capital purposes and other forms of debt including money managed on behalf of other authorities, short term debt and Other Long-Term Liabilities such as finance leases, including the Bridgwater Private Finance Initiative school.

## **2.9. Other Matters – Supplement and Virement Approvals**

Within the Schools – Primary and Secondary Sectors heading, there are two supplementary approvals which require sign off by members.

### **2.9.1. Devolved Formula Capital Grant for Schools (DFCG) - £1.463m**

As part of the Autumn budget, Central Government announced an extra £400m capital funding for schools. This funding can be used towards improvement to buildings, equipment and other facilities, such as ICT.

**Members are requested to approve the supplementary approval of £1.463m to SCC from the DfE Devolved Formula Capital grant for Schools.**

### **Healthy Pupil Capital Fund – £0.312m**

2.9.2. Earlier in the year, the government announced additional schools funding as part of the Sugar Tax Levy introduced. Somerset County Council was awarded the sum of £0.312m for 2018-19. The funding could be spent on school project(s) which met the criteria set out within the grant determination. The Learning Infrastructure Board decided the grant was best used as part of the Taunton Nerrols Primary School build.

**Members are requested to approve the supplementary approval of £0.312m to be allocated as part of the Taunton Nerrols Primary School build.**

## **2.10. Other Matters – Managed Overspends**

### **2.10.1. Highways Engineering Projects – Projected Overspend (£0.656m)**

During the year it was identified that some costs were still outstanding against the Taunton Northern Inner Distribution Road. Unspent approval in relation to this scheme was vired to other areas within the capital

programme at the end of 2017/18 believing it to be complete which has led to the projected overspend. Detailed work is to be undertaken prior to the quarter one 2019/20 capital report to fully understand the estimated remaining costs and to scope out any current approvals which could be used to complete the scheme.

#### **2.10.2. Highways and Traffic Management – Minor Traffic Management**

Towards the end of the financial year it became apparent that Minor Traffic Management was forecasting an overspend. At the end of the financial year the figure was £0.075m. Various options were discussed with the service which led to the decision by the Strategic Manager to fund the overspend from their revenue budget, which was underspent. This has been reflected in the revenue outturn position.

### **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. Financial Implications Statement of Accounts and Balance Sheet 2018/19**

- 4.1.1.** The current maturity profile of external debt for capital purposes at the 31 March 2019 was £372.515m. This figure includes long term liabilities, loans and finance leases. The council is scheduled to repay £75.000m between 2024/25 to 2034/35 and large repayments of £144.500m between 2053/54 and 2055/56.

A review of the current Minimum Revenue Provision was carried out during 2018/19 to ensure a prudent amount was continued to be set aside for the repayment of loans when due. Details of this can be found within the Medium Term Financial Plan 2019-22 and Annual Budget 2019/20 papers recommended by Cabinet and approved at Full Council in February 2019 (Item 9, Appendix B).

#### **4.2. Risk Implications**

- 4.2.1.** A number of risks to the remaining Capital Programme have been identified as detailed below.

#### **4.2.2. Additional School Places.**

The requirement to build new schools in Somerset to meet the growing basic

need for school places is the key driver of the capital investment programme. We are bidding for funding to the DfE and through the Housing Infrastructure Fund to provide resource for the capital programme. If we are unsuccessful, we will have to find a source of funding to meet this need.

The Wessex Learning Trust were unsuccessful in their Free School bid to the Department for Education's Free Schools Wave 13. The wave was heavily oversubscribed (124 bids for approximately 35 projects). Whilst the bid clearly showed the need for extra capacity in the Burnham on Sea area, it wasn't as critical as others. The Council will continue to explore the possibilities of submitting bids under Wave 14, subject to the bid criteria being met.

#### 4.2.3. **Early Years Sufficiency**

There is still a shortage of places in some areas of Somerset according to data from the Childcare Sufficiency Assessment in 2017 and 2018. There remains a risk, albeit a low risk, that the Council may not be able to ensure sufficiency of places in those areas.

#### 4.2.4. **Capital Receipts.**

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

During 2019/20, the Council plans to continue to use the flexibility permissible by the Government to fund qualifying revenue costs of service reform and transformation from capital receipts to the value of £2.796m.

#### 4.2.5. **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 it is possible that the Council would need to consider external borrowing to fund the requirements or 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.

#### 4.2.6. **Budgetary Control**

This report indicates that overall the budgetary control of the capital 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. As per the authority's financial regulations, any addition to the capital programme which impacts on revenue (i.e. additional borrowing

costs or use of capital receipts) would need the approval of council before it is implemented.

## **5. Other Implications**

- 5.1.** Issues such as access, equality and diversity, human rights, community safety, health & 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.** 2018/19 CIP Quarterly Monitoring Report to Cabinet  
2018/19 Revenue Outturn Report  
Medium Term Financial Plan and Annual Budget Report 2019/20

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

## Cabinet

– 10 June 2019

This appendix provides examples of projects completed during the 2018/19 financial year. It is not an exhaustive list but provides Members with examples of projects both large and small that have become operational.

Name of Scheme	Description of Scheme
Schools Basic Need	<ul style="list-style-type: none"> <li>• <b>Kingfisher Primary School, Yeovil</b> - Provision of new 14 Class Primary School and Nursery as well as community facilities to comply with the Local Authority's statutory duty to ensure that sufficient school places are available as a result of a major housing development.</li> <li>• <b>Wellington Court Fields</b> - Provision of a new 3 classroom general teaching block to provide additional School places to meet growing need as a result of various new housing developments in the town.</li> <li>• <b>Norton Fitzwarren Church School</b> – Provision of a new building including classrooms, group rooms and toilets, plus other associated works to enlarge the staff room - to provide additional School places and suitable core infrastructure to meet growing need as a result of new housing developments in the area.</li> <li>• <b>Heathfield School, Taunton</b> – Expansion of Heathfield School to increase the capacity to 1350 places through provision of new Arts and Science and Performing Arts buildings. This was required in order to meet the demands of demographic growth and following various housing developments in the surrounding area.</li> <li>• <b>Milford Junior School, Yeovil</b> – This project involved a building extension to provide a new suite housing an accessible toilet and therapy room to ensure suitable provision for pupils with specific physical or medical needs.</li> </ul> <p>The following schemes relate to the provision of Secondary phase ASD Resource Bases around the County. As there were not enough secondary-phase ASD Resource Base places in the local areas. The delivery of these projects aligns with the SEND Strategy and its principles of 'Local First' provision. Secondary aged pupils with ASD will be able to attend specialist provision in their local area. This will reduce travel costs, free up capacity in</p>

	<p>our special schools and reduce spend on independent school placements.</p> <ul style="list-style-type: none"> <li>• <b>Heathfield School, Taunton</b> – To deliver a new 20-place ASD Base at Heathfield School, Taunton (located in the former West Monkton Primary School building).</li> <li>• <b>Holway Park Primary School, Taunton</b> – To deliver a new 14-place Autism Spectrum Disorder (ASD) Base at Holway Park Primary School.</li> <li>• <b>Bridgwater College Academy</b> – To deliver a new 20-place ASD Base at Bridgwater College Academy.</li> </ul>
<b>Early Year Provision</b>	<ul style="list-style-type: none"> <li>• <b>Little Vikings Pre School, Watchet</b> - The project involved an internal remodelling of the Little Vikings nursery in Watchet. The purpose of the project was to create more places for early years 3 and 4 year olds to meet the demand in the area and also to forward plan for future need in the Watchet community indicated in the county sufficiency report.</li> <li>• <b>Milford Infants School</b> – The project established a 26 place early years provision on the site of Milford Infants School in Yeovil - the School took over the running of an existing provision which operated from another site. The benefits included more efficient working and access to resources and staffing, reduced rental and rates costs, improved convenience for parents who have siblings attending school and the provision of a purpose built provision designed for early years use.</li> <li>• <b>Westfield Little Discoveries, Yeovil</b> – The project involved an extension to the existing Nursery Building at Little Discoveries Nursery, Yeovil to increase the capacity of the Nursery from 24 to 40 places. The extension improved the environment for the children and made the business more financially viable in to the future. The building was in a less than good condition and not financially viable with 24 places. It delivered improved facilities for disadvantaged children and reduced the likelihood of sustainability grant being issued.</li> <li>• <b>Beech Grove Bouncy Bears, Wellington</b> – The objective of the project was to create additional early years places for families in Wellington. The former children’s centre space was internally restructured to create additional space in the Bouncy Bears Nursery that operates from the building. The County Sufficiency report 2017 identified that there was a projected shortage of early years and childcare places in Wellington. This project therefore created places in a town that is predicted to be insufficient in early years places. It was also less costly than creating a brand-new provision.</li> </ul>
<b>Property Services</b>	<ul style="list-style-type: none"> <li>• <b>A Block County Hall (Preliminary Enabling Works)</b> – As part of the major refurbishment works at County Hall, the first phase of works was successfully completed which involved works to renew the boiler and completion of B Block Ground – South, to include reconfigured offices and post room, Shower facilities and wellbeing room and B Ground - North temporary reception. These works addressed some</li> </ul>



	<p>of the core infrastructure issues relating the aged boiler systems which had become increasingly difficult to maintain and find parts for and therefore were posing a significant risk to both SCC and HM Courts Service business operations in case of failure.</p>
<p><b>Small Improvement &amp; Integrated Transport Schemes</b></p>	<ul style="list-style-type: none"> <li>• <b>A358 and B3167 Tatworth Speed Review</b> – Review of speed limit extents and village gateway enhancements to reduce the speed of vehicles through the village.</li> <li>• <b>Kingston Road/ Station Road, Taunton Cycle Safety Improvements</b> – Signing and lining on the approach to the Railway Station.</li> <li>• <b>A372 Ridley Hill Pedestrian Safety Improvements</b> – Construction of a new section of footway.</li> <li>• <b>Middle Path/ Lyme Road, Crewkerne Pedestrian Safety Improvements</b> – Installation of new zebra crossing and improvements to footway links to the crossing.</li> <li>• <b>Stourton Way/ The Toose, Yeovil Safety Improvements and Traffic Calming (Phase 1)</b> – Improvements including Advisory 20mph when lights show speed limit, raised table outside of the School and improved signing and lining.</li> <li>• <b>Honiton Road, Trull Traffic Calming</b> – Village gateway enhancements to reduce the speed of vehicles through the village.</li> <li>• <b>Westfield Academy, Yeovil Passenger Transport Improvements</b> – Creation of bus lay-by outside of the School to improve safety and visibility.</li> <li>• <b>Doniford Road, Williton Pedestrian Safety Improvements</b> – Advisory 20mph when lights show speed limit.</li> <li>• <b>A362 Terry Hill Road Safety Improvements</b> – Signing and lining at the crossroads and on the approaches.</li> <li>• <b>Hyde Lane, Creech St Michael Pedestrian Safety Improvements (Phase 1)</b> – Construction of a new section of footway.</li> <li>• <b>Taunton School/ Greenway Road Safety Improvements</b> – Signing and lining improvements to increase awareness of School presence.</li> <li>• <b>Berrow Road, Burnham Pedestrian Safety Improvements</b> – Upgrade of zebra crossing infrastructure to improve visibility.</li> <li>• <b>A39 Washford Pedestrian Safety Improvements</b> – Installation of timed wigwags and improved signage on pedestrian route to the School.</li> <li>• <b>Miners Arms Road Safety Improvements</b> – Road safety measures including signing and lining.</li> </ul>

	<ul style="list-style-type: none"> <li>• <b>Longforth Road, Wellington (Phase 2)</b> – Installation of right turn lane to improve capacity at light-controlled junction.</li> </ul>
<b>Rights of Way</b>	<ul style="list-style-type: none"> <li>• <b>Nunney Footbridge</b> – This project involved the installation of a new single span cambered steel framed timber clad footbridge. The installation re-opened an important footpath in Nunney village centre linking the church to the historic castle which had been closed since November 2016. Other benefits are that the new design removed the need for a central pier which should benefit the flow rates of the river and help prevent flooding. In addition, the bridge will now have a longer life span having previously had 3 different timber bridges at the location over the past 60 years.</li> <li>• <b>Clapton Footbridge 1</b> – This scheme involved the installation of a longer span steel framed, timber clad footbridge where a timber footbridge had previously sat. The main benefit is that the project re-opened an important safe off-road route for the community which had been closed in April 2017 and the new structure will have a much longer life span than the previous timber versions.</li> </ul>
<b>Bridges</b>	<p>The Structures team delivered major maintenance or renewal works to several structures during 2018/19. Example works include:</p> <ul style="list-style-type: none"> <li>• Re-decking of Baltonsborough Mill Bridge to provide a structure capable of carrying full highway loadings.</li> <li>• Masonry and Scour improvements to the integrity of Nethercott Bridge.</li> <li>• Sprayed concrete lining of Manor Farm, School Culvert and Chilcompton Wood Bridges in order to improve the integrity of the structures.</li> </ul>
<b>Road Structures</b>	<p>As part of the County's annual Highways Structural Maintenance programme, the following works are identified, designed, programmed and implemented in partnership with Skanska via the Term Maintenance Contract. Resurfacing works mitigate asset defects, arrest deterioration and contribute to our service plans. Examples of schemes delivered include;</p> <ul style="list-style-type: none"> <li>• <b>Principal Resurfacing</b> at various locations including: A358 Taunton to Ilminster; A361 Frome Bypass and Frome Cemetery Roundabout; A30 Snowdon Hill; Chard; A367 Bath Road, Ashwick; A358 Hankridge Roundabout, Taunton; Chilwell Street, Glastonbury; Huntsworth Roundabout/ Junction 24 of M5.</li> <li>• <b>Non-Principal Resurfacing</b> at various location including: Bath View, Stratton on the Fosse; Hannay Road, Cheddar; High Street/ North Street, North Petherton; Manor Farm Road/ Green Acre Lane, Mudford; Sparrow Road, Yeovil.</li> <li>• <b>Footway Resurfacing</b> at various locations including: Newbarn Park, Taunton; Pyles Thorne, Wellington; Swallowcliffe Gardens, Yeovil; Taylors Orchard, Chiselborough.</li> </ul>

## Cabinet

- 10 June 2019

**Capital Programme Approvals**

Col 1	Col 2	Col 3	Col 4	0	Col 5	0	Col 6	Col 7
Row No.	Service Area	Approvals as at end of Dec 2018	New Schemes Dec to end Mar	Approval Amendments				Approvals as at end Mar 2019
				N	Alterations to Existing Schemes	N	Technical Changes	
				O T E S	£m	O T E S	£m	
		£m	£m				£m	£m
1	Schools - Primary and Secondary Sector	233.730	+0.771	1	+2.271	3	+0.281	237.053
2	Local Enterprise Partnership	121.333			+2.108	4	-2.295	121.146
3	Highways and Traffic Management	92.992			+0.755	5	+1.972	95.719
4	Economic Development	112.615			+0.309	6	+1.231	114.155
5	Highways Engineering Projects	71.696			+0.664	7	+0.749	73.109
6	Support Services	45.889	+0.006	2	+0.006	8		45.901
7	Schools - SEN and Access	7.819			-0.001	9		7.818
8	Early Years and Community Services	9.957					+0.389	10.346
9	Flood And Water	9.506			+0.489	10	+0.315	10.310
10	Adult Social Care and Learning Disabilities	5.668						5.668
11	Other Services	9.208						9.208
13	<b>TOTAL</b>	<b>720.413</b>	<b>+0.777</b>		<b>+6.601</b>		<b>+2.642</b>	<b>730.433</b>

## Notes:

1. Schools – Primary and Secondary Sectors (+£0.771m)

This sum comprises of three elements as follows:

- £0.531m S106 contribution for Wellington St Johns School,
- £0.240m S106 contribution for Schools Basic Need.

2. Support Services (+£0.006m)

This sum comprises of £0.006m of revenue funding for the installation of a Lift at Dillington as part of the SCIL works.

3. Schools – Primary and Secondary Sectors (+£2.271m)

This sum comprises of a number of elements as follows:

- £1.467m of Devolved Formula Capital Grant for Schools (as per the Government announcement within the Autumn Budget),
- £0.465m S106 Contribution for Norton Fitzwarren School,
- £0.312m Healthy Pupil Capital Grant funding for Nerrols School, Taunton,
- £0.024m Revenue Funding for Children & Learning,
- £0.003m S106 Contribution for Beckington School.

4. Local Enterprise Partnership (+£2.108m)

This sum comprises of grant funding specific for Forder Valley Link Road in Plymouth, received as the accountable body for the Heart of the South West LEP.

5. Highways & Traffic Management (+£0.755m)

This sum comprises of a number of elements as follows:

- £0.421m Earmarked Revenue funding for Highway Roads (Somerset Rivers Authority funded),
- £0.176m Earmarked Revenue funding for Bridges (Somerset Rivers Authority funded),
- £0.075m Revenue funding for Traffic Management,
- £0.050m S106 Contribution for Misterton Traffic Management,
- £0.032m S106 Contributions for Highway Roads,

6. Economic Development (+£0.309m)

This sum comprises of a number of elements as follows:

- £0.157m Earmarked Economic Development revenue funding for Phase 2 of the Somerset Energy Innovation Centre,
- £0.135m Earmarked Economic Development revenue funding for Phase 3 of the Somerset Energy Innovation Centre,
- £0.011m Earmarked capital fund reserve funding for Phase 1 of the Somerset Energy Innovation Centre,
- £0.006m Earmarked Economic Development revenue funding for Phase 1 of the Somerset Energy Innovation Centre.

7. Highway Engineering Projects (+£0.664m)

This sum comprises of Highways England grant funding for the M5 Junction 25 scheme, this grant is received on a claim basis.

8. Support Services (+£0.006m)

This sum comprises of £0.006m of contribution towards the Library Service Kiosk instalment at Cheddar Library.

9. Schools – SEN and Access (-£0.001m)

This sum relates to the return of capital receipts approval for Penrose School due to the project coming in under spent.

10. Flood and Water (+£0.489m)

This sum comprises of £0.489m of earmarked revenue funding for Somerset Rivers Authority schemes.

### **Technical Changes**

The technical changes column (Col 6) comprises of two elements, virements that net nil allocating generic approvals to specific schemes and bringing back £2.253m of approval to allow the finalising of inactive schemes.

Members should note there have been a number of large movements from the Local Enterprise Partnership to the schemes being run by SCC. This includes £1.224m to Somerset Energy Innovation Centre (Phases 2 and 3), £0.748m to Yeovil Western Corridor, and £0.315m to Somerset Rivers Authority.

These movements and other smaller virements ensure all available current approvals are utilised and, therefore, not impact on the overall corporate cost of the capital programme.

## Cabinet

- 10 June 2019

**Actual Expenditure for 2018/19 and Future Years Forecasts**

<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>
<b>Service Area</b>	<b>Current Year £m</b>	<b>2019/20 £m</b>	<b>2020/21 £m</b>	<b>2021/22 £m</b>	<b>2022/23 onwards £m</b>	<b>Total £m</b>
Schools - Primary and Secondary Sector	26.390	43.354	45.926	27.358	0.275	143.303
Local Enterprise Partnership	19.133	33.232				52.365
Highways and Traffic Management	30.589	11.559	0.858			43.006
Economic Development	7.455	27.270	7.424			42.149
Highways Engineering Projects	18.528	3.109				21.637
Support Services	5.609	7.621	0.135	0.014		13.379
Schools - SEN and Access	1.485	0.429	0.005			1.919
Early Years and Community Services	1.029	3.328	1.024	0.140		5.521
Flood And Water	2.182	0.022				2.204
Adult Social Care and Learning Disabilities	0.723	0.880	0.097	0.097	0.071	1.868
Other Services	1.289	1.799	0.256			3.344
<b>TOTAL</b>	<b>114.412</b>	<b>132.603</b>	<b>55.725</b>	<b>27.609</b>	<b>0.346</b>	<b>330.695</b>
<b>Financing</b>						
Loans Pool Funded	16.172	49.616	46.540	27.512	0.275	140.115
Internal Funds	0.071	0.084				0.155
Capital Receipts	0.410	2.636	1.335			4.381
Revenue	1.486	0.095				1.581
Third Party Contributions	15.505	0.163	5.607	0.097	0.071	21.443
Grants	80.473	80.304	2.243			163.020
Leasing	0.295	0.295				
Donated Assets						
<b>TOTAL</b>	<b>114.412</b>	<b>132.603</b>	<b>55.725</b>	<b>27.609</b>	<b>0.346</b>	<b>330.695</b>

## Cabinet

- 10 June 2019

**Net projected adverse/ favourable variances as at 31 March 2019**

<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>	<i>Col 8</i>
<b>Service Area</b>	<b>Approvals Position as at end March 2019 £m App C Col 7</b>	<b>Spend Incurred prior to 01/04/2018 £m</b>	<b>Net Approval Remaining £m</b>	<b>Predicted Adverse Variances £m</b>	<b>Predicted Favourable Variances £m</b>	<b>Overall Variance £m</b>	<b>Overall Variance as % of Approval</b>
Schools - Primary and Secondary Sector	237.053	93.402	143.651		-0.347	-0.347	-0.15%
Local Enterprise Partnership	121.146	68.781	52.365				
Highways and Traffic Management	95.719	52.668	43.051		-0.045	-0.045	-0.05%
Economic Development	114.155	72.006	42.149				
Highways Engineering Projects	73.109	52.128	20.981	+0.656		+0.656	0.90%
Support Services	45.901	31.246	14.655		-1.276	-1.276	-2.78%
Schools - SEN and Access	7.818	5.898	1.920				
Early Years and Community Services	10.346	4.826	5.520				
Flood And Water	10.310	8.105	2.205				
Adult Social Care and Learning Disabilities	5.668	3.800	1.868				
Other Services	9.208	5.604	3.604		-0.262	-0.262	-2.85%
<b>TOTAL</b>	<b>730.433</b>	<b>398.464</b>	<b>331.969</b>	<b>+0.656</b>	<b>-1.930</b>	<b>-1.274</b>	<b>-0.17%</b>

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Somerset County Council

**Improving Lives to Prevent Demand  
Fund**

**2019-2020**

March 2019

# Introduction to the Scheme

This document provides detail on the running of the Somerset County Council Improving Lives to Prevent Demand Fund.

The scheme provides an opportunity for proposals to be developed by Service areas in discussion with the relevant Cabinet member and must focus on preventing needs/or the escalation need in order to reduce future demands on Somerset County Council services.

This fund has also been designed to provide support for the local delivery of the Somerset County Council 2019-2020 priorities.

In line with all council expenditure, it is expected that value for money is achieved from this funding and bids, if approved, must be spent on the purpose it was allocated.

These guidance notes set out how the scheme is to be administered, the necessary controls and governance arrangements, and clear practical advice to officers on which schemes can be supported and how to access the funding.

Proposal will be considered throughout the year (or once fund has been spent). Further details on the approach can be found below.

**David Fothergill**  
Leader of the Council

# Improving Lives to Prevent Demand Fund Guidance Notes 2019-20

## Contents

Introduction to the Scheme .....2

Section 1: What does the scheme aim to do? .....2

Section 2: What project will the fund support? .....2

Section 3: The Process? .....4

Section 4: What about publicity for the Fund? .....5

Appendix 1 .....6

## Section 1: What does the scheme aim to do?

- 1.1 The Improving Lives to Prevent Demand Fund enables SCC officers to put forward bids that will prevent need/or the escalation of need in order to reduce future demand on SCC service. The purpose of the fund is to empower services and teams to take responsibility for their areas in modernising their approach to how they enable a preventative culture/model which reduces demand on SCC that demonstrates a financial pay-back over a three-year period.
- 1.2 This funding will need to support the delivery of the Somerset County Council 2019-20 Business Plan as seen below:
- A thriving and productive county that is ambitious, confident and focused on improving people's lives
  - A county of resilient, well-connected and compassionate communities working to reduce inequalities
  - A county where all partners actively work together for the benefit of our residents, communities and businesses and the environment in which we all live
  - A county that provides you with right information, advice and guidance to help you help yourself and targets support to those who need it most
- 1.3 Appendix 1 is the expression of Interest form, which need to be completed electronically and will be considered by Director of Public Health, SLT, Leader of the Council and the Cabinet Member for Public Health and Wellbeing.

## Section 2: What projects will the fund support?

- 2.1 The fund will support projects which:
- prevent or reduce demand for SCC services, enabling the initial funding level to be saved through reduced costs within a three year period.
- And/or
- Redesign SCC services or processes to improve lives, enabling the initial funding level to be saved through increased efficiency and productivity within a three-year period.
- And/or
- Improve Lives for Somerset residents and bring additional external money into the county which exceeds the initial investment within three years.

2.2 Proposals will be given greater weighting if they:

- Demonstrate innovative thinking
- evidence increased prevention value
- focus benefits towards particularly vulnerable groups or have a strong focus on addressing health and social inequalities.

2.3 Bids can be for as much or as little as necessary. Expressions of interest will be accepted through the year (or until funds have been spent). If your initial proposal is approved, you will then be required to develop a Full Business Case which, depending on value, will follow the normal governance route for Somerset County Council's decisions.

2.4 The fundamental principle is that the Improving Lives to Prevent Demand Fund should focus on preventing need/or the escalation of need. Officers are encouraged to work jointly across the organisation as well collaboratively with partner organisations and communities (e.g. with other Local Authorities, Police and NHS) to create greater scale of change and, where possible, encourage any matched funding opportunities. In all cases, the proposals must be for projects benefitting Somerset residents.

2.3 A record of expenditure against the fund will be maintained and progress on the projects will be tracked through the Transforming SCC to Improve Lives Programme. Progress against the projects will be subject to scrutiny through the appropriate scrutiny committee.

**You can**



- Bids can be for as much or as little as necessary.
- Support projects inside your service area or across the authority
- Consult partners/other services to guard against duplication and double funding
- Attract and secure matched funding or third-party sponsorship

**You can't**



- Put forward a project in which you have a Disclosable Pecuniary Interest, Personal or Prejudicial Interest - unless you clearly set out the details of your interest in your application
- Support a project that is 'ultra vires' for the County or is contrary to Council policy (see below)
- Commit to on-going funding beyond use of this grant which could leave an on-going liability
- Use the budget for making hospitality payments
- Use the fund to replace cuts/savings

that are about to be or have already been taken

**Note:** The Improving Lives to Prevent Demand fund is public money and the same criteria of ensuring Value for Money and appropriate accountability will apply in the same way as all other County expenditure. All spending will be subject to County Policy, Standing Orders and Financial Regulations.

**Note:** Wellbeing powers

- The General Power of Competence under the Localism Act 2011 enables every local authority to do anything which an individual may generally do. Since the Act came into effect councils no longer need to demonstrate that their activities are of direct benefit to the authority, its area or persons resident or present in its area. The scheme will also contribute to delivery of the Council's responsibilities under the Health and Social Care Act 2012.
- This has direct implications on partnership working as local authorities are permitted to work with partners to deliver services promoting or improving the economic, social or environmental wellbeing of their area, even if the services are not normally provided by local authorities (provided they are not prohibited by statute).

## Section 3: The Process?

- 3.1 Initial expressions of interest in the fund are put forward using the form in Appendix A. Officers must engage with their Finance Officer from the outset during this process. Initial expressions of interest must have the support of the relevant Cabinet Members and Directors prior to being submitted. Forms need to be completed electronically and sent to [transformingscctoimprovelives@somerset.gov.uk](mailto:transformingscctoimprovelives@somerset.gov.uk).
- 3.2 Initial expressions of interest will then be considered by Director of Public Health, SLT, Leader of the Council and the Cabinet Member for Public Health and Wellbeing. Initial expressions of interest will be considered throughout the year until the funding is used.
- 3.3 Expressions of Interest will be assessed against the criteria outlined in section 2 and those that are considered most suitable for this funding will be asked to develop the proposal up to a full business case.
- 3.4 Full Business Cases must have the support of relevant Cabinet Members and Shadow Cabinet Members and must be validated and signed off by a Finance Officer prior to submission. They will be considered by the Strategic Commissioning Group (SCG), before then being considered by SLT, the Leader of the Council and the Cabinet Member for Public Health and Wellbeing. SCG may provide feedback to help strengthen the Business Case.
- 3.5 Proposals that are agreed for funding will be required to progress through the Council's normal decision making processes and will be subject to scrutiny through the most relevant committee.

- 3.6 Progress against the project and the key deliverables will be monitored through the Transforming SCC to Improve Lives Programme and progress will be reported to SLT and Cabinet as part of the overall programme.

## Section 4: What about publicity for the Fund?

- 4.1 Once projects have been approved, Officers are encouraged to obtain appropriate publicity for the projects that have been supported in collaboration with the appropriate Cabinet Members. The publicity should make it clear that the project has received funding from the County Council's Improving Lives to Prevent Demand Fund and should refer to the proposed outcomes being supported.
- 4.2 In the event that an election or by-election is called, officers will ensure that no council facilities are used to publicise expenditure from this fund during the Purdah period, in line with normal Purdah advice that would be issued by the council to officers at this time.
- 4.3 Once funds have been made to successful applicants, it is incumbent on lead Officers to ensure that the grant proceeds have been used, in full, for the specified purpose.

**IMPROVING LIVES TO PREVENT DEMAND  
FUND 2019 - 20  
Initial Expressions of Interest Form**



**PLEASE READ THE 'IMPROVING LIVES TO PREVENT DEMAND FUND GUIDANCE NOTES 2019-20' BEFORE COMPLETING THIS FORM**

<b>Title of Proposal:</b>
<b>Lead Member:</b>
<b>Lead Manager/Director:</b>
<b>Finance Lead/Service Manager:</b>
<b>SCC Service Areas involved:</b>
<b>Amount requested:</b>
<b>Purpose of Application (Please be specific as this helps to ensure that any grant applied for, is for the intended purpose. If necessary please attach a separate summary)</b>
<b>Please provide an outline of what are you trying to achieve and how you are going to go about it?</b>
<b>What are the indicative timescales for implementation/delivery of your idea?</b>
<b>What is the benefit to SCC? (How will this proposal prevent future demand for SCC services?)</b>
<b>How will we know it works?</b>
<b>When will SCC see the benefits?</b>



**Even at this early stage, what are the anticipated costs and how will this proposal bring savings/additional income within three years?**

**Is there any further information that you would like to provide?**

**Which Somerset priority is met?**

- Thriving and productive county       Resilient, well-connected communities
- Partners activity working together       Information, advice and guidance

**Which Transforming SCC to Improve Lives themes are met?**

- Commission for the future       Prevention
- Helping people to help themselves

**Financial information to be validated by Finance Service Manager.**

**Amount applied for from Improving Lives to Prevent Demand Fund  
£. . . . .**

Please provide a breakdown of how money is to be spent: (or attach details)


Does this scheme have any supporting funding available? Yes/No (If yes, provide details)


**Please return completed form to: [TransformingSCCtoimprovelives@somerset.gov.uk](mailto:TransformingSCCtoimprovelives@somerset.gov.uk)**

**For office use only**

Date logged in: .....

Date approved by member: .....

Date payment processed: .....

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Somerset County Council

Notice of key decision



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**The Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012 – Regulation 10**

In accordance with the Council's Access to Information Procedure Rule 4, as set out in the Council's Constitution, notice is hereby given that the following Key Decision, which has not been included in the current Cabinet Forward Plan for the required 28 days, is to be considered by the Cabinet on Monday 10 June 2019:

**Approval for the Improving Lives to Prevent Demand Fund, Members Improving Lives Grant Schemes & Somerset Young Peoples Fund**

Author: Trudi Grant – Director of Public Health

Contact Details: 01823 359015

Reasons

It is proposed to take a key decision on this matter on the date shown above. It would be impracticable to defer the decision until it has been included in a published version of the Forward Plan for the required 28 days.

Circulation:

Leader of the Council

Cabinet Members

Chair's of Scrutiny Committee for Polices and for Place, for Adults and Health and Children & Families

All County Council Members

Public notice board at County Hall, Taunton

31 May 2019

Honor Clarke – Deputy Monitoring Officer

For questions about this notice please contact Scott Wooldridge, Monitoring Officer and Governance Manager, Democratic Services, County Hall, Taunton, TA1 4DY. Tel: 01823 357628
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Somerset County Council

**Members Improving Lives Grant  
Scheme**

**2019-2020**

May 2019

# Introduction to the Scheme

This document provides detail on the running of the County Councillor Improving Lives Grant Scheme.

The scheme provides a fixed sum of £2,000 to each member to support local voluntary and community group initiatives in their division. This enables small grants to be provided at a very local level to help communities and neighbourhoods develop activities that deliver the County Council Improving Lives vision. One of the most important things we can do to improve lives is to support locally-led activity which encourages people to connect together, particularly people who find it hard to integrate into their local community.

This grant scheme has been designed to provide support for the local delivery of the Somerset County Council 2019-2020 priorities to improve the lives of Somerset residents. Applications are particularly encouraged which would improve lives of particularly vulnerable or less advantaged groups.

In line with all council expenditure, it is expected that value for money is achieved from this funding and members are responsible for ensuring that the money allocated to communities is spent for the purpose for which it was allocated.

These guidance notes set out how the scheme is to be administered, the necessary controls and governance arrangements, and clear practical advice to members on which schemes can be supported and how to access the funding.

This scheme will be open from **1<sup>st</sup> September and will close on 30<sup>th</sup> November 2019.**

**David Fothergill**  
Leader of the Council

# Improving Lives Scheme Guidance Notes 2019-20

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## Section 1: What does the scheme aim to do?

- 1.1 The Improving Lives Grant Scheme enables each County Councillor to put forward grant proposals to improve the lives of local communities. The focus of the scheme is to empower communities and groups to take responsibility for local action, help people to become better integrated in their own communities and to reduce pressure on local services.
- 1.2 This funding is designed to support the delivery of the Somerset County Council 2019-20 Business Plan at a very local level. Grants should support the priorities of Somerset County Council as seen below:
- A thriving and productive county that is ambitious, confident and focused on improving people's lives
  - A county of resilient, well-connected and compassionate communities working to reduce inequalities
  - A county where all partners actively work together for the benefit of our residents, communities and businesses and the environment in which we all live
  - A county that provides you with right information, advice and guidance to help you help yourself and targets support to those who need it most
- 1.3 Appendix 1 gives a list of possible examples for use of the fund. Appendix 2 is the application form, which is to be completed and emailed to [communities@somerset.gov.uk](mailto:communities@somerset.gov.uk). Appendix 3 is the consent forms for photographs which would enable the council to use them in future publicity.

## Section 2: How can the money be spent?

- 2.1 £2,000 is available per member and applications must be received by **30<sup>th</sup> November 2019**. Please be aware that there is a maximum of four bids per member. Any unspent funds at that date will be returned to the County Council's budget.
- 2.2 The Improving Lives Grant Scheme allows members to have a genuine impact in their local division.
- 2.3 Members are asked to be mindful of the amount of work involved in processing significant numbers of grant applications. Early applications are encouraged, and members are asked to spread their submissions over the three month period, to help with the smooth administration of the scheme. Carefully



completed applications without missing information will also help the funding to be allocated in a timely way.

- 2.4 The fundamental principle is that the Improving Lives Grant Scheme should benefit residents in a member's own division; however, two or more members may still submit a joint proposal benefiting their respective divisions or a wider area. In all cases, the grants provided must be for projects within Somerset.
- 2.5 Members are encouraged to work collaboratively (e.g. with District and Parish Council colleagues and other partners) to avoid duplication and prevent possible double-funding of projects and encourage any matched funding opportunities.
- 2.6 It is envisaged that most grants will be to Parish Councils and local voluntary sector organisations as this is most likely to benefit people at a very local level.
- 2.7 Members have no legal powers to certify expenditure; therefore, ultimate authorisation of a grant rests with the Director of Public Health.
- 2.8 A record of expenditure in each division will be maintained and made available to members on a periodic basis throughout the application period.
- 2.9 Members are asked to send in a photograph where possible of each project. These will be used to assist with the evaluation and ensure robust practices. Please ensure that permission has been obtained from the project and the individuals concerned.

#### **You can**



- Apply for up to £2,000 between 1<sup>st</sup> September and 30<sup>th</sup> November 2019
- Support a maximum of 4 projects with no minimum amount
- Support projects inside your electoral division
- Consult partners to guard against duplication and double funding
- Attract and secure matched funding or third party sponsorship
- Make combined allocations with

#### **You can't**



- Commit to a project in which you have a Disclosable Pecuniary Interest, Personal or Prejudicial Interest - unless you clearly set out the details of your interest in your application
- Support a project that is 'ultra vires' for the County or is contrary to Council policy (see below)
- Carry forward funds – unspent allocations will be returned to SCC on 1<sup>st</sup> December and late applications will not be accepted after the 30<sup>th</sup> November 2019 deadline.
- Commit to on-going funding

other Members to support larger projects

NB. Combined applications only require one application form. This will need to be signed by all contributing Members indicating allocations from each

beyond use of this grant

- Use your budget for making hospitality payments
- Seek to fund lobbying, political activity or general electoral division publicity
- Make payments to individuals in their own right or support initiatives where the final beneficiary is an identifiable individual or family other than those identified through a subsequent transparent selection process
- Payments should not be used for salaries or any project which could leave an on-going liability

2.10 Councillors are reminded of the need to observe the authority's Code of Conduct for Members. If you have any queries pending that advice please contact Scott Wooldridge for further advice.

**Note:** The Improving Lives Grant Scheme funding is public money and the same criteria of ensuring Value for Money and appropriate accountability will apply in the same way as all other County expenditure. All spending will be subject to County Policy, Standing Orders and Financial Regulations.

**Note:** Wellbeing powers

- The General Power of Competence under the Localism Act 2011 enables every local authority to do anything which an individual may generally do. Since the Act came into effect councils no longer need to demonstrate that their activities are of direct benefit to the authority, its area or persons resident or present in its area. The scheme will also contribute to delivery of the Council's responsibilities under the Health and Social Care Act 2012.
- This has direct implications on partnership working as local authorities are permitted to work with partners to deliver services promoting or improving the economic, social or environmental wellbeing of their area, even if the services are not normally provided by local authorities (provided they are not prohibited by statute).

## Section 3: How is a payment made?

- 3.1 In order to make an Improving Lives Grant payment, the application form provided will need to be completed. Please complete **all** non-shaded boxes. Please ensure **all** information requested is included on the form to save time and enable your application to be processed quickly.
- 3.2 Application forms are to be completed electronically and emailed to [communities@somerset.gov.uk](mailto:communities@somerset.gov.uk) from the member's own SCC address box (wherever possible).
- 3.3 Each application must include:
- Specific details of the proposed use of grants to avoid misunderstanding or the possibility of alternative use
  - The name and designation of an appropriate representative of the recipient body to whom the County Councillor has explained the terms under which the grant is made. The terms are that the grant will be applied in full and exclusively to the purpose specified in the application. If it is not, the full sum (or residual sum for part-use) is repayable to the Council unless a fresh application is approved
  - **The full address, post code and contact number** of the recipient organisation otherwise this will delay the payment
  - Details for electronic bank transfer including account name, sort code, account number
  - Additional useful information can accompany the application form on a separate sheet
- 3.4 Every effort will be made to ensure that **fully completed application forms** that have been approved, will be sent to the Accounts Payable Team for processing within three weeks of receipt. All payments will be made via BACS to ensure payment is banked immediately and received by the recipient faster. Cheques will NOT be available.
- 3.5 Please indicate on the application form who the payment should be allocated to. **Payments can only be made to organisations and not an individual's bank account.** Please provide the name on the bank account, sort code and bank account number.
- 3.6 Members can use Improving Lives Grant to 'lever in' match funding from other organisations. If this applies, it would be appreciated if details could be provided in the appropriate box on the application form, or additional information attached.

## Section 4: When can you make a payment?

- 4.1 The scheme begins on **1<sup>st</sup> September 2019** and payments can be made from then on, once the application has been approved. The deadline for the receipt of completed application forms is **30th November 2019**. Any unspent sums at that date will be returned to SCC budgets.
- 4.2 Whilst members are free to allocate their funding at any time between the commencement and deadline dates, they are encouraged to spread the applications over the period and avoid a last minute rush as this leads to an unacceptable burden on staff processing grant applications.

### Note: County Councillor changes

If a Councillor retires from office, or ceases to be a Councillor for whatever reason, then the allocation of their remaining uncommitted budget will be the responsibility of the Director of Finance and Performance in consultation with the Leaders of the Council's political groups. There will be a presumption to make the monies available to the new Councillor for the electoral division if there is sufficient time for funding applications to be made in accordance with the timescales set out above.

## Section 5: What about publicity for the grant?

- 5.1 Members are asked to send in a photograph of each project where possible, by email to [communities@somerset.gov.uk](mailto:communities@somerset.gov.uk) either at the time of presenting the payment or at a later date upon project completion. These will be used to assist with evaluation and ensure robust practices. Specimens of photography consent forms are attached (Appendices 3 and 4). Copies must be completed by each adult or parent/guardian for a child appearing in a photograph as they may be used in future publicity for the Scheme.
- 5.2 The Council's Communications and Marketing Team are unable to promote individual projects; however, a summary of projects grouped by District will be provided.
- 5.3 All expenditure from County Council funds is considered to be information that is available to the public. Details of any spending made from an individual member's improving lives grant will be provided to any internal or external enquirer upon request, and will be included as part of the Council's 'transparency' disclosures.

- 5.4 Public awareness of the availability of the Improving Lives Grant Scheme is key to its successful application and to public participation in its use. Whilst a publicity campaign will be coordinated centrally, members are encouraged to widely publicise the scheme at local level.
- 5.5 Once grants have been made, members are encouraged to obtain appropriate publicity for the projects that have been supported. Permission should be sought from the project. The publicity should make it clear that the project has received funding from the County Council's Improving Lives Grant Scheme and should refer to the proposed outcomes being supported.
- 5.6 In the event that an election or by-election is called, officers will ensure that no council facilities are used to publicise expenditure from this fund during the Purdah period, in line with normal Purdah advice that would be issued by the council to officers at this time.
- 5.7 Once grants have been made to successful applicants, it is incumbent on individual County Councillors to ensure that the grant proceeds have been used, in full, for the specified purpose. In all cases (see Section 4) when completing an application the County Councillor needs to inform an appropriately designated representative of the benefitting organisation, the terms under which the grant is made. The individual's name and designation needs to be entered on the application form.
- 5.8 Should a member discover that grants have not been used appropriately or residual funds exist, the Director of Finance should be informed immediately so that formal recovery procedures can be instigated.

## Section 6: What support is there for Members?

- 6.1 The Stronger Communities Team within Public Health at Somerset County Council will oversee the coordination of the scheme. The Team will be supported by the Programme Management Office in processing grant applications, keeping records of payments made on behalf of each member and issuing reminders of key deadlines periodically during the period.

- 6.2 For queries regarding the scheme please email [communities@somerset.gov.uk](mailto:communities@somerset.gov.uk) or speak to Chris Phillips, Service Manager Stronger Communities, email [cphillips@somerset.gov.uk](mailto:cphillips@somerset.gov.uk) or phone 01823 359243.
- 6.3 Grant applications will be considered by the Leader of the Council, Cabinet Member for Public Health and Wellbeing, and the Director of Public Health.

## Appendix 1

### **Examples of the type of spend that would be considered appropriate include:**

- Projects to reduce loneliness/isolation and promote social interaction at community level
- Projects to support stronger families and parenting support
- Gardening and healthy eating projects
- Falls prevention projects
- Projects with schools and young people's groups to promote emotional health and wellbeing
- Projects supporting use of outdoor amenities and developing mental wellbeing

### **Addressing health inequality**

The following summary which is taken from the Impact Assessment identifies the groups who have been identified as having high levels of health and wellbeing needs and experiencing inequalities. Projects may directly address these groups / issues or take steps to ensure that projects include some of these groups. It is expected projects will in some way, include between one and three groups from this list and it would be good to see the whole range covered across Somerset.

**Age:** Somerset has an aging demographic; maintaining the health and wellbeing of older people is therefore a very high priority for the County. At the other end of the spectrum, from a healthy futures perspective, it is vital to encourage health and wellbeing activity among children and young people. Intergenerational projects can also help connect older and younger people in communities.

**Pregnancy and Maternity:** Taking care of maternal health and wellbeing benefits both the future of the unborn child as well as the mother.

**Disability:** Disabled people experience considerably higher levels of health inequality than the general population; this is often exacerbated by low income. Enabling participation in health and wellbeing activities will help address this inequality.

**Race, ethnicity, religion or belief:** People from black and minority ethnic groups are at greater risk of some health conditions than the general population and this risk will be reduced by participation in health and wellbeing activities. Gypsy and Traveller communities experience extreme health inequality, with average male life expectancy being under 50 years. Where race equality is combined with other protected characteristics (for example age, low income or disability) the impact multiplies.

**Sexual orientation and gender reassignment:** Lesbian, Gay, Bisexual or people going through gender reassignment of all ages can experience barriers to participating in health promotion activities and in accessing health services; as well as experiencing poor health and wellbeing as a direct result of exclusion and discrimination.

**Men:** Men have poorer health outcomes than women; and on average die younger. Men's health is therefore a priority. Encouraging men to participate in health and wellbeing activities in non-traditional ways.

**Women:** It is well known globally that women are the key to changing a community; and this is also the case when we want to foster healthy futures.

**Carers:** Carers have known health needs and benefit enormously from being able to take time out to maintain their own health and wellbeing

**Military:** Somerset has a sizable population of service and ex -service personal and their families – whose particular health and well-being needs are well recognised in the Military Covenant and the military health programme.

**Low income:** Health outcome is closely associated with income inequality and financial exclusion. Taking positive action to support low income groups participate community activities and / or to engage in activities which might support their education or employment opportunities are all likely to have extremely positive health benefits.



**IMPROVING LIVES GRANT SCHEME  
APPLICATION FORM 2019-20**



**FORM TO BE COMPLETED BY COUNTY COUNCILLOR ONLY. PLEASE READ THE 'IMPROVING LIVES GRANT SCHEME GUIDANCE NOTES 2019-20' BEFORE COMPLETING THIS FORM**

<b>Electoral Division:</b>	
<b>Councillor:</b>	

<b>Purpose of Application</b> (Please be specific as this helps to ensure that any grant applied for, is for the intended purpose. If necessary, please attach a separate summary)
<b>Name of recipient organisation:</b>
<b>What is the need or issue the project is aiming to address?</b>
<b>How will the project be delivered and in what timescale?</b>
<b>How might the project improve lives through one of the principles highlighted in section 1.2?</b>
<b>What do you expect will be achieved as a result of the project?</b>

<b>Which Somerset priority is met?</b>
--

- |   |  |
|---|--|
| <input type="checkbox"/> Thriving and productive county     | <input type="checkbox"/> Resilient, well-connected communities |
| <input type="checkbox"/> Partners activity working together | <input type="checkbox"/> Information, advice and guidance      |

**Recipient's Certification:**

All grants are made on the basis that they will be used in full and exclusively for the purpose specified in "Purpose of Application" (above). If for any reason the grant cannot be used in this way the full sum will be immediately be repaid to the County Council.

**Members must make this clear to a representative of the applicant organisation when completing the application form and enter the name of the individual and their designation below.**

<b>Print name of individual:</b>	
<b>Position within recipient organisation:</b>	
<b>Contact telephone number:</b>	
<b>Email address:</b>	

**Financial information**

<b>Amount applied for from Improving Lives Grant Fund:</b>	£
--	---

**If this is a joint application with another County Councillor's Improving Lives Grant Scheme then please provide details:**

--

**Please provide a breakdown of how money is to be spent: (or attach details)**

--

**Does this scheme have any supporting funding available?  
Yes/No (If yes, provide details)**

--

**Payment details:**

**Payment cannot be processed without all of these details and please note payment**

**by cheque is not an option**

**Full name of payee (as it appears on bank account):**

**Full address of payee:**

**Bank name and branch:**

**Sort code:**

**Account number:**

**Charity number (if applicable):**

**In submitting this proposal, I confirm I have complied and will continue to comply with the Members' Code of Conduct and the Scheme Guidance**

(please tick box)

**Contact Number:**

**Date submitted:**

**Please email completed form to: [communities@somerset.gov.uk](mailto:communities@somerset.gov.uk)**

**For office use only**

Date logged in:

Date approved by panel:

# Appendix 3

Photography consent form for the recording and use of images of adults & children under 13



Dear: .....

Somerset County Council wishes to build up a bank of photographs that we can include in promotional material to highlight the Improving Lives Grant Scheme projects.

We would like to ask your consent before Somerset County Council records your image. Please complete the form and answer the questions below:

1. May we use <i>your / your child's</i> image in Somerset County Council publications?	Yes / No
2. May we use <i>your / your child's</i> image in display and exhibition material?	Yes / No
3. May we use <i>your / your child's</i> image on Somerset County Council's external website?	Yes / No
4. May we record <i>your / your child's</i> image on video or webcam?	Yes / No
5. Are you happy for <i>your / your child's</i> image to appear in the media, such as newspapers?	Yes / No
6. Are you happy for <i>your / your child's</i> name to be printed on video/photo captions?	Yes / No
7. Are you happy for <i>your / your child's</i> image to be published on social media?	Yes / No
8. Are you happy for <i>your / your child's</i> to be stored on the Apple iCloud? (if we are using an Apple product) <b>This will be based in the USA.</b>	Yes / No
9. May we contact you in 2 years' time to renew your consent for the purposes outlined above?	Yes / No

**Please make sure you have read and understood the 'Conditions of use' below, prior to signing this form.**

**Consent if you are an adult or over the age of 13**

Your name: \_\_\_\_\_

Signed: \_\_\_\_\_ Date: \_\_\_\_\_

Contact address: \_\_\_\_\_

---

Contact number: \_\_\_\_\_

**Consent if you have parental responsibility and are signing for a child under 13**

Your name: \_\_\_\_\_

Name of child: \_\_\_\_\_

I confirm that I have parental responsibility for the above named child

Age of child as of today's date: \_\_\_\_\_

Signed: \_\_\_\_\_ Date: \_\_\_\_\_

Contact address: \_\_\_\_\_

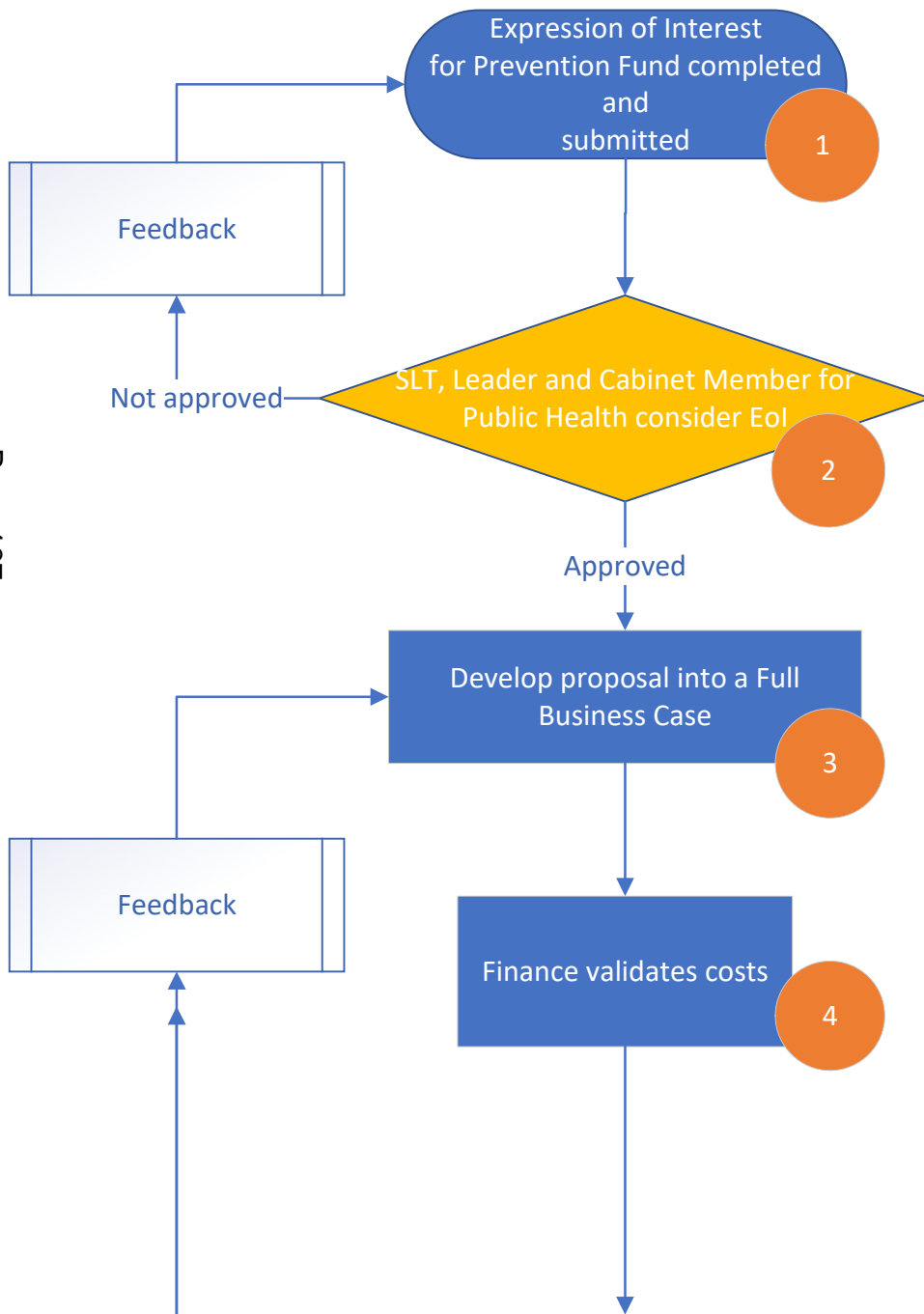
Contact number: \_\_\_\_\_

**Conditions of use**

1. This consent is valid for two years. If you change your mind about giving consent to any of the above during this period, please email: [eventsandmarketing@somerset.gov.uk](mailto:eventsandmarketing@somerset.gov.uk) or phone 01823 355020
2. Images will be stored securely. Please be aware that Somerset County Council has no control over the way external photographers and the media store images.
3. The Council has no control over any information or photograph published to the internet.



### 3. 'Improving Lives to Prevent Demand Fund' Funding Request Process

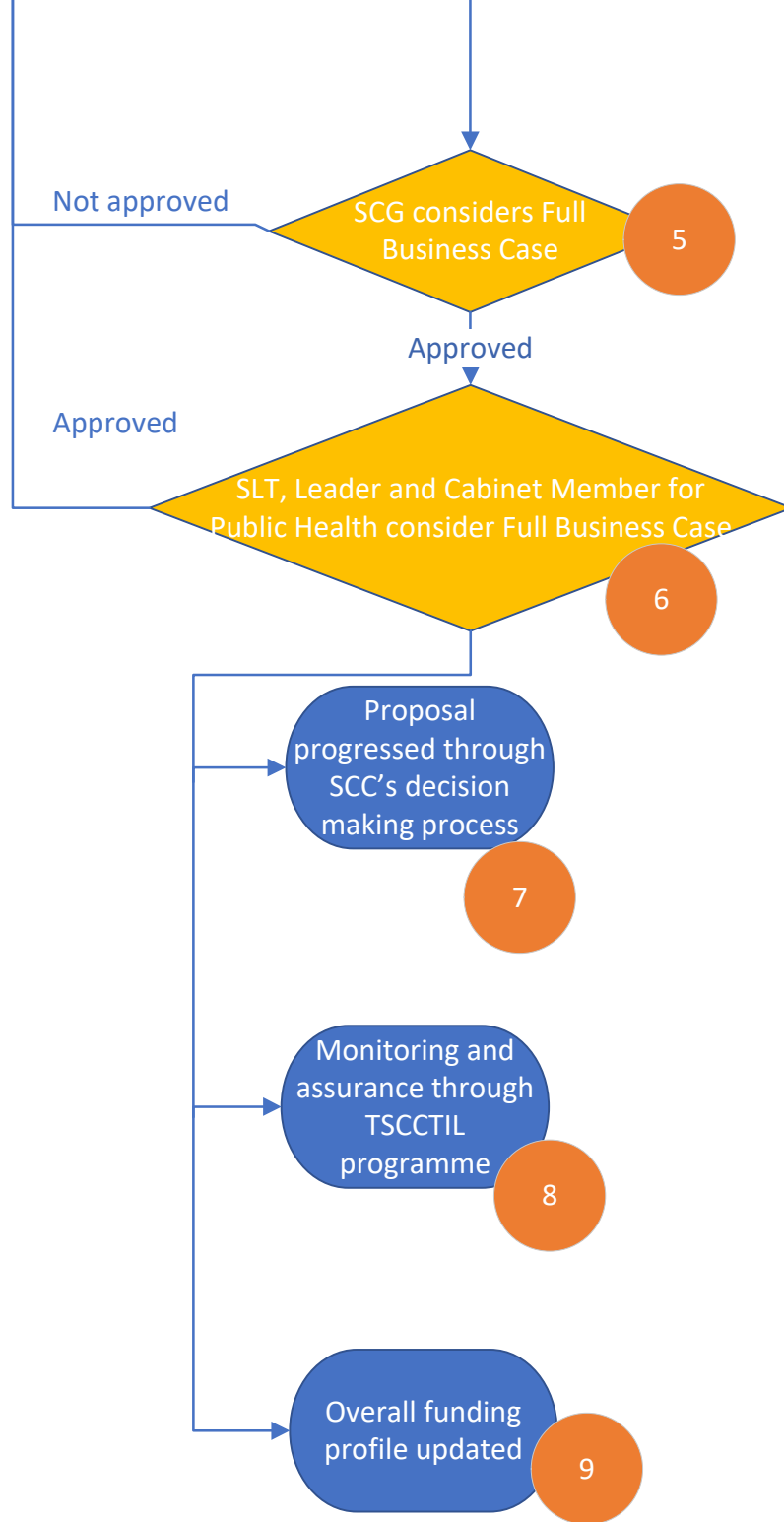


1 Initial Expressions of Interest Form to be completed - see 'Improving Lives to Prevent Demand Fund Information Pack'. Finance must be engaged from the outset. All EoIs must have the support of the relevant Cabinet Members and Directors. All forms should be submitted to [transformingscctoimprovelives@somerset.gov.uk](mailto:transformingscctoimprovelives@somerset.gov.uk)

2 Expressions of Interest will be assessed against the fund criteria detailed in the information pack.

3 Expressions of Interest considered most suitable for this funding will be asked to develop the proposal up to a Full Business Case. Business Cases must have the support of relevant Cabinet Members and Shadow Cabinet Members.

4 Business Cases must be validated by a Finance Officer prior to submission to SCG.



5 The Strategic Commissioning Group will consider the full Business Case and provide feedback to strengthen it where required.

6 SLT, the Leader of the Council and the Cabinet Member for Public Health and Wellbeing will then consider the full Business Case for approval alongside a picture of overall commitments vs. funding.

7 Proposals that are agreed for funding will be required to progress through the Council's normal decision making processes and will be subject to scrutiny through the most relevant committee.

8 Progress against the project and the key deliverables will be monitored through the Transforming SCC to Improve Lives Programme and will be reported to SLT and Cabinet as part of the overall programme reporting.

9 Finance will track and monitor commitments vs. available funds.



**Appendix D – Approval for the Improving Lives to Prevent Demand Fund & Members Improving Lives Grant Scheme**

<b>Risk</b>	<b>Cause</b>	<b>Consequence</b>	<b>Mitigation</b>	<b>Likelihood</b>	<b>Impact</b>	<b>Score</b>
Bids don't meet prevention criteria and therefore do not achieve aims of the fund	Bids are not aware of the aims and criteria	Bids do not proceed through gateways/checkpoint due to not meeting criteria	Thorough communication of required criteria and process that needs to be followed	2	3	6
Bids don't deliver what they intended too	Once bids are approved, and money allocated the scope of the project changes and original aims no longer achieved.	Purpose of the fund doesn't achieve its aims	Members fund will be monitored through post delivery to ensure outcomes achieved.	2	4	8

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## Decision Report – Cabinet

Decision date – 10 June

### Approval for the Improving Lives to Prevent Demand Fund, Members' Improving Lives Grant Scheme and Somerset Young People's Fund.

Cabinet Member(s): Cllr David Fothergill – Leader of the Council and Cabinet Member for Strategy and Customers and Communities

Division and Local Member(s): All

Lead Officer: Trudi Grant, Director of Public Health

Author: Chris Phillips, Service Manager, Stronger Communities

Contact Details: 01823 359243

<b>Seen by:</b>	<b>Name</b>	<b>Date</b>
County Solicitor	Honor Clarke	13/05/2019
Monitoring Officer	Scott Wooldridge	16/05/2019
Corporate Finance	Sheila Collins	29/05/2019
Human Resources	Chris Squire	16/05/2019
Property	Paula Hewitt/ Claire Lovett	21/05/2019
Procurement/ICT	Simon Clifford	20/05/2019
Senior Manager	Trudi Grant	16/05/2019
Commissioning Development Team	Vikki Hearn	15/05/2019
Local Member(s)	All	
Cabinet Member	Cllr David Fothergill, Leader of the Council and Cabinet Member for Strategy and Customers and Communities & Cllr Christine Lawrence, Cabinet Member for Public Health and Wellbeing & Cllr Frances Nicholson, Cabinet Member for Children and Families	DF – 22/05/2019 FN – 29/05/2019 CL – 29/05/2019
Opposition Spokesperson	Cllr Jane Lock Opposition Leader & Opposition Spokesperson for Children and Families. Cllr Amanda Broom, Opposition Spokesperson for Public Health and Wellbeing	AB – 20/05/2019 JL - 30/05/2019

	Relevant Scrutiny Chairman	Cllr Hazel Prior-Sankey for Scrutiny Adults and Health Cllr Leigh Redman for Scrutiny Children and Families Cllr Anna Groskop for Scrutiny Place	AG –17/05/2019 HPZ – 30/05/2019 LR-30/05/2019
<b>Forward Plan Reference:</b>	FP/19/05/08		
<b>Summary:</b>	<p>This decision aims to boost the County Vision of ‘improving lives’ for residents and communities across Somerset. It enables the creation of a £1m Prevention Fund to finance Council work and community projects that prevent issues developing or tackling them early to stop them escalating. In doing so it aims to improve lives whilst reducing future demand on the Council’s services.</p> <p>It includes a sum of £25k to be set aside for elected members of the Somerset Youth Parliament to distribute on initiatives that focus on young people.</p> <p>It also includes a further sum of £125k to provide individual grants of £2k for each County Councillor to support local voluntary and community group initiatives in their area.</p> <p>This ‘Members’ Improving Lives Grant Scheme’ will help communities and neighbourhoods develop activities which encourage people to connect with. For example, projects to reduce loneliness and isolation, provide parenting support, gardening and healthy eating and projects with schools and young people to promote emotional health and wellbeing.</p> <p>The remaining £850k is set aside for specific projects to be approved subject to successful business cases. Bids can be for as much or as little as needed within this limit.</p> <p>Despite the different funds and processes that will be followed, all will have the same aims of preventing need/or the escalation of need in order to reduce future demand on SCC services.</p>		

<p><b>Recommendations.</b></p>	<p><b>That Cabinet is recommended to:</b></p> <ul style="list-style-type: none"> <li>• <b>Agree £850k to be made available for the Improving Lives to Prevent Demand Fund.</b></li> <li>• <b>Agree £125k to be made available for the Members’ Improving Lives Grant Scheme based on £2k per Member and £15k for resource to administer the fund.</b></li> <li>• <b>Agree £25k to be made available for Somerset Young People’s Fund.</b></li> <li>• <b>Authorise the proposed approach, governance and process for the Improving Lives to Prevent Demand Fund and Members’ Improving Lives Grant Scheme and provide delegated authority to the Director of Public Health following consultation with SLT and Improving Lives Prevention Panel to take officer decisions on the separate bids.</b></li> <li>• <b>Delegate authority for the Director of Public Health in conjunction with the Director of Children’s Services to approve the governance and decision-making arrangements for the Somerset Young People’s Fund.</b></li> </ul>
<p><b>Reasons for Recommendations:</b></p>	<p>Improving lives is the core purpose of the council and so we need to shift the focus of our resources towards preventing need and issues, intervening early and tackling inequalities.</p> <p>The focus needs to be shifted to improving lives at an individual, family and community level as part of a forward-looking system working with partners.</p> <p>The Improving Lives to Prevent Demand Fund will give SCC officers the opportunity to put forward bids that will prevent need/ or the escalation of need in order to reduce future demand on SCC services. The purpose of the fund is to empower services and teams to take responsibility for their areas in modernising their approach to how they enable a preventative culture/model which reduces demand on SCC and demonstrates a financial pay-back over a three-year period. An information pack is available in <b>Appendix A</b>. The Improving Lives to Prevent Demand Fund will support projects which:</p> <ol style="list-style-type: none"> <li>1. Prevent or reduce demand for SCC services, enabling the initial funding level to be saved through reduced costs within a three-year period.</li> </ol> <p>And/or</p> <ol style="list-style-type: none"> <li>2. Redesign SCC services or processes to improve lives, enabling the initial funding level to be saved through increased efficiency and productivity and within a three-year period.</li> </ol>

	<p>And/or</p> <ol style="list-style-type: none"> <li>3. Improve Lives for Somerset residents and bring additional external money into the County which exceeds the initial investment within three years.</li> </ol> <p>Proposals will also aim to demonstrate:</p> <ol style="list-style-type: none"> <li>4. Innovative thinking</li> <li>5. Evidence increased prevention value</li> <li>6. Focus benefits towards particularly vulnerable groups or have a strong focus on addressing health and social inequalities.</li> </ol> <p>Whereas the <b>Members’ Improving Lives Grant Scheme</b> is focused around benefiting residents in a member’s own division as part of a place-based approach to Improving Lives. It will support locally led activity which encourages people to connect together, particularly people who find it hard to integrate into their local community. See <b>Appendix B</b> for further information.</p> <p>The intention of the <b>Somerset Young People’s Fund</b> is to support initiatives which improve lives for children and young people which are aligned to the Children and Young People’s Plan and current priority concerns for young people identified by Somerset Youth Parliament’s recently elected Members’ campaigns:</p> <ul style="list-style-type: none"> <li>• The Environment</li> <li>• Youth Voice</li> <li>• Youth Safety and Empowerment.</li> </ul> <p>These grants would help build a culture of active youth voice for the future, encouraging participation, nurturing, equality, respect and trust between and within communities. Positive activities offer evidence based, preventative interventions that build self-esteem, confidence and community engagement. (<a href="#">Framework of Outcomes for Young People</a>, Young Foundation 2012)</p>
<p><b>Links to County Vision, Business Plan and Medium Term Financial Strategy:</b></p>	<p>Prevention is integral to <b>Somerset County Council’s vision</b> to improve lives. This funding is designed to support the delivery of the Somerset County Council 2019-20 Business Plan at a very local level. Grants should support the priorities of Somerset County Council as seen below:</p> <ul style="list-style-type: none"> <li>• A thriving and productive County that is ambitious, confident and focused on improving people’s lives.</li> <li>• A County of resilient, well-connected and compassionate communities working to reduce inequalities.</li> <li>• A County where all partners work together for the benefit of our residents, communities and businesses and the environment in which we live.</li> </ul>

	<ul style="list-style-type: none"> <li>• A County that provides its residents with the right information, advice and guidance to enable them to help themselves and targets support to those who need it most</li> </ul> <p>It will also adhere to the <b>Medium Term Financial Plan (MTFP)</b> by building on our current financial stability and planning ahead by ensuring we can achieve our aims within the financial realities of modern local government.</p> <p>Somerset Young People’s Fund will contribute to delivery of the priorities identified by young people in the Somerset Children’s Trust <b>Children &amp; Young People’s Plan 2019-2022</b></p>
<p><b>Consultations and co-production undertaken:</b></p>	<p>SLT has been involved in developing the proposals, and specific engagement has taken place with:</p> <ul style="list-style-type: none"> <li>• Cllr David Fothergill (Leader of the Council)</li> <li>• Cllr Christine Lawrence (Cabinet Member for Health &amp; Well-Being)</li> </ul> <p>Opposition Spokespersons as well as Scrutiny Chairs have been sent details regarding the funds and were particularly supportive of the Members Improving Lives Grant Scheme. Involvement of other councillors as part of influencing fund decisions was also raised.</p> <p>All members have been informed about the proposed decision. A Member information sheet is also planned to further raise awareness amongst all County Councillors as part of the promotion of the Members’ Improving Lives Grant Scheme, prior to it going live in September.</p> <p>The proposal for a Somerset Young People’s Fund follows engagement with the Somerset Youth Parliament and the launch of the Somerset Children and Young People’s Plan.</p>
<p><b>Financial Implications:</b></p>	<p>As agreed at Full Council on 20 February 2019, the funding was agreed as part of budget setting to support the preventative agenda.</p> <ul style="list-style-type: none"> <li>• £850k to be made available for the Improving Lives to Prevent Demand Fund.</li> <li>• £125k to be made available for the Members’ Improving Lives Grant Scheme with each County Councillor (55) being able to spend a total of £2k (with a maximum of four bids) and the remaining £15k to fund the administration of the fund.</li> <li>• Agree £25k to be made available for Somerset Young People’s Fund.</li> </ul>

	<p>There will be no consequential impact on finances because of the above-named funds.</p> <p>Finance will be a key stakeholder in the management and processing of payments for all three funds as highlighted in the appendices.</p> <p>Due to the potential large amounts that may be applied for as part of the Improving Lives to Prevent Demand Fund, a detailed process for approving applications was developed and can be found in <b>Appendix C</b>.</p> <p>Governance arrangements for the Somerset Young People's Fund will be developed and agreed by the Director of Public Health in conjunction with the Director of Children's Services.</p> <p>In line with all Council expenditure, it is paramount that value for money is achieved from any allocation of funding through bids, and, if approved, funds must be spent on the purpose for which it was allocated.</p>
<p><b>Legal Implications:</b></p>	<p>Under the terms of the Local Government Act 1972, every local authority has the power to do anything which is calculated to facilitate, or is conducive or incidental to, the discharge of any of their functions. The scheme will contribute to the delivery of the Council's responsibilities under the Health and Social Care Act 2012 and will facilitate the discharge of its duty under the Care Act 2014 to take steps to contribute towards preventing or delaying the development by adults and carers in Somerset of the need for care and support.</p> <p>Bids should demonstrate consideration of how any goods, services or works proposed to be procured, and the procurement process itself, might improve the economic, social and environmental wellbeing of Somerset in accordance with the requirements of the Social Value Act 2012. Under the same Act the local authority is required to consider whether it should consult on how it might best make the improvements.</p> <p>Any bids to spend funds by way of grant must demonstrate how the grant will comply with state aid rules. The grants made under the Members' Improving Lives Grant Scheme will qualify as <i>de minimis</i> aid. It's likely that any grants made under the Improving Lives to Prevent Demand Fund will also be below the minimum value threshold; therefore, the controls used to prevent state aid need not be onerous.</p>
<p><b>HR Implications:</b></p>	<p>There are no HR implications for SCC as part of this report.</p> <p>Project and Change Officer support has been identified to help administer and coordinate both the Officer and Member funds.</p>



	<p>It is proposed that the Somerset Youth Parliament supported by the Children and Young People’s Partnership Business Unit will lead on the co-ordination of the Somerset Young People’s Fund.</p>											
<p><b>Risk Implications:</b></p>	<p>Depending on the success of the funds there is a risk that demand could outweigh the budget.</p> <p>Members will play a key role in prioritising initiatives to be funded through the Members’ Improving Lives Grant Scheme. To mitigate the potential risk of funds being spent inappropriately, guidance has been developed to support the Scheme and the Scheme will be managed by the Public Health Team. Final decisions will be endorsed by a panel consisting of the Leader of the Council, Cabinet Member for Public Health and Wellbeing, Director of Public Health and Service Manager for Stronger Communities. This will also help mitigate the risk of duplicate initiatives being funded.</p> <p>Initial expressions of interest for the Improving Lives to Prevent Demand Fund will be considered by SLT, the Leader of the Council and the Cabinet Member for Public Health and Wellbeing. Prior to approval, proposals will require a formal business case and be required to progress through the Council’s normal decision-making processes.</p> <p>The governance for the Somerset Young People’s Fund is to be developed and subsequently approved by the Director of Public Health in conjunction with the Director of Children’s Services but will ensure that the voice of children and young people through the Somerset Youth Parliament is included in any decision-making processes. Details of funds approved will be reported through the Improving Lives Board.</p> <p>The overall risks from the implementation of these funds to Somerset County Council is felt to be low. Further risks have been logged on a Risk Assessment which can be found in <b>Appendix D</b>.</p> <table border="1" data-bbox="528 1525 1482 1563"> <tr> <td data-bbox="528 1525 740 1563"><b>Likelihood</b></td> <td data-bbox="740 1525 852 1563"><b>2</b></td> <td data-bbox="852 1525 1023 1563"><b>Impact</b></td> <td data-bbox="1023 1525 1134 1563"><b>3</b></td> <td data-bbox="1134 1525 1369 1563"><b>Risk Score</b></td> <td data-bbox="1369 1525 1482 1563"><b>6</b></td> </tr> </table>						<b>Likelihood</b>	<b>2</b>	<b>Impact</b>	<b>3</b>	<b>Risk Score</b>	<b>6</b>
<b>Likelihood</b>	<b>2</b>	<b>Impact</b>	<b>3</b>	<b>Risk Score</b>	<b>6</b>							
<p><b>Other Implications (including due regard implications):</b></p>	<p><b>Equalities Implications</b></p> <p>In developing the criteria and promotion for the funds it will be important to ensure it is not discriminatory and that equality of opportunity is created. The process for applying for funds should be easily accessible, uncomplicated and should not disadvantage minority groups. Consideration should be given to how the funds will be promoted, level of information required and timescales, how applications will be received (e.g. online as well as paper) as well as ensuring Plain English and awareness of the funds is accessible (where English is not someone’s first language).</p>											

Decisions to approve initiatives under the funds should comply with the Public Sector Equality Duty. Each must demonstrate that it has given due regard to the need to:

- eliminate unlawful discrimination, harassment and victimisation
- advance equality of opportunity between people from different groups
- foster good relations between people from different groups.

As part of developing the funds, consideration will need to be given to performance reporting and equality monitoring to gauge take-up of the funds.

It is anticipated that the impacts of this programme on the different groups will be largely positive. There are potential negative impacts (indirect discrimination) if groups with high levels of health inequality were not included in the programme. It is possible for example that in the distribution of the funds some groups of individuals could feel excluded, and it is important that care is taken to ensure that the process is fair and transparent.

Further information is available in the supporting Equality Impact Assessment in **Appendix E** and a separate Equalities Impact Assessment to be produced as part of the governance sign-off for the Somerset Young People's Fund.

### **Community Safety Implications**

Prevention initiatives supported through the funds may align to community safety activities e.g. reducing fear of crime, social isolation or exclusion and helping to prevent crime and disorder.

### **Sustainability Implications**

Evidence of benefit, local community need and partner support will all be considered as part of the scheme criteria, and the funds criteria does not limit or restrict applications which may help prevent or support sustainability implications. For example, proposals would be welcome in relation to protection of and access to the natural environment; supporting alternative travel choices which do not rely on the use of cars; sustainable waste management and/or promote sustainable use of resources; as well as proposals which support a strong, diverse and sustainable local economy.

### **Health and Safety Implications**

There are no direct health and safety issues in the distribution of the funds. However, individual projects would need to assess any health and safety issues from the implementation of that project (e.g. a community gardening project or a walking group etc.)

	<p><b>Privacy Implications</b> No impacts on privacy have been identified at this time. SCC will ensure that it protects any personal (and sensitive) data received as stipulated in the principles of the Data Protection Act 2018 and will share data in accordance with the standards and guidance on data sharing from the Information Commissioner's Office (ICO) (<a href="http://www.ico.gov.uk">www.ico.gov.uk</a>).</p> <p><b>Health and Wellbeing Implications</b> Any project funded by the Prevention Funds should seek a positive impact on the health and wellbeing of those affected both directly and indirectly by this funding, with key consideration given to how health and social inequalities can be reduced.</p> <p>Fund criteria will take into consideration whether proposals may have impacts on specific population groups, such as children or the elderly and how they contribute to the four identified priorities:</p> <ul style="list-style-type: none"> <li>• <b>Priority 1:</b> A County infrastructure that drives productivity, supports economic prosperity and sustainable public services.</li> <li>• <b>Priority 2:</b> Safe, vibrant and well-balanced communities able to enjoy and benefit from the natural environment.</li> <li>• <b>Priority 3:</b> Fairer life chances and opportunity for all.</li> <li>• <b>Priority 4:</b> Improved health and wellbeing and more people living healthy and independent lives for longer.</li> </ul>
<p><b>Scrutiny comments/recommendation (if any):</b></p>	<p>Due to challenging timescales and urgency to take decision in order to release funding to deliver preventative projects across Somerset. Scrutiny – Place was not attended prior to the decision being taken. However, all members were emailed on the 17<sup>th</sup> May and Scrutiny-Place will be updated following the decision on progress that has been made by the Director of Public Health on the 10<sup>th</sup> July.</p>

## 1. Background

- 1.1. At Full Council on 15 May 2019, Cllr David Fothergill announced the Council's aspiration to develop funds to help Prevent Demand and develop a prevention ethos across both the County and throughout the Council.
- 1.2. The following funds will be made available:
- 1.2.1 Firstly, the **Improving Lives to Prevent Demand Fund** will provide an opportunity for proposals which focus on preventing needs/or the escalation of need in order to reduce future demand on Somerset County Council Services.

Bids can be for as much or as little as necessary with a maximum of £850k available. Proposals will be encouraged that promote work jointly across the organisation as well collaboratively with partner organisations and communities (e.g. with other local authorities, police and NHS) to create greater scale of change and, where possible, encourage any matched funding opportunities. In all cases, the proposals must be for projects benefitting Somerset residents.

**1.2.2.** The second fund is the **Members' Improving Lives Grant Scheme** which will provide a fixed sum of £2k to each member to support local voluntary and community group initiatives in their division.

This enables small grants to be provided at a very local level to help communities and neighbourhoods develop activities that deliver the County Council Improving Lives vision. One of the most important things we can do to improve lives is to support locally led activity which encourages people to connect together, particularly people who find it hard to integrate into their local community.

This scheme will be open from **1 September and will close on 30 November 2019.**

Members will be encouraged to submit photographs of projects and project updates which will assist with analysing projects and their impact on communities.

County Councillors can only put forward four proposals which will be considered by the Leader of the Council, Cabinet Member for Public Health and Wellbeing, and the Director of Public Health.

**1.2.3** The third is the **Somerset Young People's Fund**, which will support initiatives to improve lives for children and young people which are aligned to the Children and Young People's Plan and current priority concerns for young people identified by Somerset Youth Parliament's recently elected Members' campaigns:

- The Environment
- Youth Voice
- Youth Safety and Empowerment.

The fund will be available until March 2020 and will enable Somerset Youth Parliament to be closer to the process of decision making and decision makers/services and strengthen their representative roles in a practical sense. It will create a network of conversations, dialogue and appreciation between young people and services.

It demonstrates that SCC is committed to listening to young people and communities, building mutual trust, respect and resilience, moving towards a more integrated, robust, equal community, prepared for future challenge and change.

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

- 2.1.** No alternative options have been considered. Due to the future ambitions of the authority and the need to become a more preventative orientated authority it was unanimously agreed through proposal development that the funds should be allocated to preventing need/or the escalation of need in order to reduce future demand on SCC services.
- 2.2.** The governance for the funds builds on the principles and arrangements previously in place for Members Health and Wellbeing Funds and the Council's Invest to Save Fund.

## **3. Background Papers**

- 3.1.** Appendix A – Improving Lives to Prevent Demand Fund  
Appendix B – Members' Improving Lives Grant Scheme  
Appendix C – Improving Lives to Prevent Demand Fund approval process  
Appendix D – Risk Management  
Appendix E – Equalities Impact Assessment

## Appendix E Somerset Equality Impact Assessment

Before completing this EIA please ensure you have read the EIA guidance notes – available from your Equality Officer

<b>Version</b>	0.2	<b>Date</b>	3 May 2019
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### Description of what is being impact assessed

At Full Council on 15 May 2019, Cllr David Fothergill announced the Council’s aspiration to establish funds to support the Council’s focus on prevention:

1. **The Improving Lives to Prevent Demand Fund** will provide an opportunity for SCC officers to put forward proposals which focus on preventing needs/or the escalation of need in order to reduce future demand on Somerset County Council Services. Bids can be for as much or as little as necessary with a maximum of £850k available. Officers are encouraged to work jointly across the organisation as well collaboratively with partner organisations and communities (e.g. with other local authorities, police and NHS) to create greater scale of change and, where possible, encourage any matched funding opportunities. In all cases, the proposals must be for projects benefitting Somerset residents.
  
2. **The Members’ Improving Lives Grant Scheme** which will provide a fixed sum of £2k to each Member (55 in total) to support local voluntary and community group initiatives in their division (maximum of four bids). This enables small grants to be provided at a very local level to help communities and neighbourhoods develop activities that deliver the County Council Improving Lives vision. One of the most important things we can do to improve lives is to support locally led activity which encourages people to connect together, particularly people who find it hard to integrate into their local community. This scheme will be open from 1 September and will close on 30 November 2019 and will use a similar application form to the previous Health and Wellbeing Grant Scheme, as this has been modelled and adjusted following three years of grant applications.

Whilst noted that the funds should have a positive impact on protected groups, consideration has been given through this impact assessment as to any potential impacts in terms of the process for promoting and supporting groups/staff to apply.

The Improving Lives to Prevent Demand Fund will be promoting internally to staff via Core Brief, Our Somerset and other SLT

communication mechanisms and the intention is for some early adopter initiatives to help stimulate and generate further ideas. Strategic Commissioning Gateway will play a key role in scrutinising proposals and making recommendations.

It is proposed that the Members' Improving Lives Grant Scheme is promoted beyond County Councillors through using networks such as Somerset Equalities Officer Group, Somerset Engagement Advisory Group, VCSE Strategic Forum and SCC press releases in order to maximise awareness of the fund and to encourage groups to make contact with their local County Councillor. A panel consisting of the Director of Public Health, Leader of the Council and Cabinet Member for Public Health and Wellbeing will review and endorse any proposals in order to ensure they are in the spirit of the fund and do not duplicate other initiatives.

## Evidence

**What data/information have you used to assess how this policy/service might impact on protected groups?** Sources such as the [Office of National Statistics](#), [Somerset Intelligence Partnership](#), [Somerset's Joint Strategic Needs Analysis \(JSNA\)](#), Staff and/ or [area profiles](#), should be detailed here

As part of the criteria for both funds, proposals are asked to consider how the initiative will focus benefits towards particularly vulnerable groups or have a strong focus on addressing health and social inequalities. Health inequalities can be defined as differences in health status or in the distribution of health determinants between different population groups. For example, differences in mobility between elderly people and younger populations or differences in mortality rates between people from different social classes. Social conditions including poverty, disability, damp or overcrowded housing, or such things as a poor diet all have a negative impact upon people's health and wellbeing.

The Joint Strategic Needs Assessment and Somerset Intelligence website will be key tools in informing the evidence base for proposals which applicants will be encouraged to consider.

The governance and criteria for the Members' Improving Lives Grant Scheme is modelled on that previously used in the past regarding Members' Health and Wellbeing initiatives. Funds will be distributed at constituency level by the elected member. Councillors are encouraged to support evidence based community health and wellbeing activities and to take account of known need and health inequalities.

**Who have you consulted with to assess possible impact on protected groups?** If you have not consulted other people, please explain why?

SLT and Cabinet have been consulted in shaping these proposals and given the nature of the funds, prior experience and the funds criteria it is anticipated that the impacts of this programme on the different groups will be largely positive and so further consultation has not taken place. There are potential negative impacts (indirect discrimination) if groups with high levels of health inequality were not included in the programme. It is possible for example that in the distribution of the funds some groups of individuals could feel excluded; and care needs to be taken to ensure that the process is fair and transparent.

**Analysis of impact on protected groups of the Improving Lives to Prevent Demand Fund**

The Public Sector Equality Duty requires us to eliminate discrimination, advance equality of opportunity and foster good relations with protected groups. Consider how this policy/service will achieve these aims. In the table below, using the evidence outlined above and your own understanding, detail what considerations and potential impacts against each of the three aims of the Public Sector Equality Duty. Based on this information, make an assessment of the likely outcome, before you have implemented any mitigation.

Protected group	Summary of impact	Negative outcome	Neutral outcome	Positive outcome
<b>Age</b>	<ul style="list-style-type: none"> <li>Somerset has an aging demographic; maintaining the health and wellbeing of older people is therefore a very high priority for the County. At the other end of the spectrum, from a healthy futures perspective, it is vital to encourage health and wellbeing activity among children and young people. Within SCC opportunities could be explored to encourage older and younger staff to work together on bids to improve skills and create development opportunities.</li> </ul>	□	⊗	□
<b>Disability</b>	<ul style="list-style-type: none"> <li>Support should be offered to any staff who may have a disability and who may need assistance in drafting and submitting applications.</li> </ul>	□	⊗	□
<b>Gender reassignment</b>	<ul style="list-style-type: none"> <li>No impact</li> </ul>	□	⊗	□
<b>Marriage and civil partnership</b>	<ul style="list-style-type: none"> <li>No impact</li> </ul>	□	⊗	□



<b>Pregnancy and maternity</b>	<ul style="list-style-type: none"> <li>Some proposals may have timescale implications and so cover arrangements would need to be put in place as per normal HR practices if someone responsible for an initiative was to be no longer available.</li> </ul>	□	⊗	□
<b>Race and ethnicity</b>	<ul style="list-style-type: none"> <li>There can be language barriers to understanding. We know that some people whilst they may be able to speak English, their reading and writing may not be as strong.</li> </ul>	□	⊗	□
<b>Religion or belief</b>	<ul style="list-style-type: none"> <li>If people are expected to attend meetings connected to their applications consideration may need to be given to ensure not be at times when people could be observing their religion/belief.</li> </ul>	□	⊗	□
<b>Sex</b>	<ul style="list-style-type: none"> <li>No impact</li> </ul>	□	⊗	□
<b>Sexual orientation</b>	<ul style="list-style-type: none"> <li>No impact</li> </ul>	□	⊗	□
<b>Other, e.g. carers, veterans, homeless, low income, rurality/isolation, etc.</b>	<ul style="list-style-type: none"> <li>No impact</li> </ul>	□	⊗	⊗

## Analysis of impact on protected groups of the Members' Improving Lives Grant Scheme

The Public Sector Equality Duty requires us to eliminate discrimination, advance equality of opportunity and foster good relations with protected groups. Consider how this policy/service will achieve these aims. In the table below, using the evidence outlined above and your own understanding, detail what considerations and potential impacts against each of the three aims of the Public Sector Equality Duty. Based on this information, make an assessment of the likely outcome, before you have implemented any mitigation.

Protected group	Summary of impact	Negative outcome	Neutral outcome	Positive outcome
<b>Age</b>	<ul style="list-style-type: none"> <li>Somerset has an aging demographic; maintaining the health and wellbeing of older people is therefore a very high priority for the County. Some groups with older group leaders are not online and so consideration should be given by Members as to how to reach out to these groups through local networks and other communication mechanisms.</li> <li>At the other end of the spectrum, from a healthy futures perspective, it is vital to encourage health and wellbeing activity among children and young people and to ensure Members links with children and young people groups. VCSE infrastructure groups can help with promoting.</li> <li>Intergenerational projects could also help connect older and younger people in communities.</li> </ul>	□	□	☒
<b>Disability</b>	<ul style="list-style-type: none"> <li>Disabled people experience considerably higher levels of health inequality than the general population; this is often exacerbated by low income. Enabling participation in health and wellbeing activities will help address this inequality and groups may need help with drafting any proposals.</li> </ul>	□	□	☒
<b>Gender reassignment</b>	<ul style="list-style-type: none"> <li>Some groups may not feel confident to take forward proposals in a more public setting.</li> </ul>	□	☒	□

<b>Marriage and civil partnership</b>	<ul style="list-style-type: none"> <li>No impact</li> </ul>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
<b>Pregnancy and maternity</b>	<ul style="list-style-type: none"> <li>Taking care of maternal health and wellbeing benefits both the future of the unborn child as well as the mother.</li> </ul>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
<b>Race and ethnicity</b>	<ul style="list-style-type: none"> <li>People from Black and minority ethnic groups are at greater risk of some health conditions than the general population and this risk will be reduced by participation in health and wellbeing activities.</li> <li>Gypsy and Traveller communities experience extreme health inequality, with average male life expectancy being under 50 years.</li> <li>Where race equality is combined with other protected characteristics (for example age, low income or disability) the impact multiplies.</li> <li>There can be language barriers to understanding. We know that some people whilst they may be able to speak English, their reading and writing may not be as strong.</li> </ul>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
<b>Religion or belief</b>	<ul style="list-style-type: none"> <li>If people are expected to attend meetings connected to their applications consideration may need to be given to ensure not be at times when people could be observing their religion/belief.</li> </ul>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
<b>Sex</b>	<ul style="list-style-type: none"> <li>Men have poorer health outcomes than women; and on average die younger. Men's health is therefore a priority. Encouraging men to participate in health and wellbeing activities in non-traditional ways, recognising that many groups have a traditional model which is more attractive to women.</li> </ul>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
<b>Sexual orientation</b>	<ul style="list-style-type: none"> <li>Lesbian, Gay, Bisexual and Transgender people of all ages can experience barriers to participating in health promotion activities and in accessing health services, as well as experiencing poor health and wellbeing as a direct result of exclusion and discrimination. Some groups may not feel confident to take forward proposals in a more public setting and there are not a lot of constituted groups so could mean fewer proposals come forward relating to this area.</li> </ul>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>

<p><b>Other, e.g. carers, veterans, homeless, low income, rurality/isolation, etc.</b></p>	<ul style="list-style-type: none"> <li>• Carers have known health needs and benefit enormously from being able to take time out to maintain their own health and wellbeing.</li> <li>• Somerset has a sizable population of service and ex-service personnel and their families, whose health and wellbeing needs are well recognised in the Military Covenant.</li> <li>• Health outcome is closely associated with income inequality and financial exclusion. Taking positive action to support low income groups or the homeless to participate in community activities and/or to engage in activities which might support their education or employment opportunities are all likely to have extremely positive health benefits.</li> <li>• Access to the internet can be a challenge for some groups in rural areas and so other more traditional mechanisms to ensure awareness may need to be put in place.</li> </ul>	□	□	☒
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### Negative outcomes action plan

Where you have ascertained that there will potentially be negative outcomes, you are required to mitigate the impact of these. Please detail below the actions that you intend to take.

Action taken/to be taken	Date	Person responsible	How will it be monitored?	Action complete
Ensure any criteria is not discriminatory and that equality of opportunity is created.	31/08/2019	Chris Phillips	Review of applications received and feedback from Members, staff and groups	□
Ensure that the Members' Improving Lives Grant Scheme is promoted widely, and community groups know who their local Member is in order to discuss possible proposals.	31/08/2019	Chris Phillips	Review of applications received and feedback from Members	□
Ensure application forms/expressions of interest forms are in Plain English and they are accessible including to individuals where English is not someone's first language.	31/08/2019	Programme Management Office	Feedback from staff/Members completing forms	□

Develop tracking arrangements so that can report on applications received and where possible specifics protected groups who may have benefited.	31/12/2019	Programme Management Office	Through monitoring reports	<input type="checkbox"/>
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**If negative impacts remain, please provide an explanation below.**

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<b>Completed by:</b>	<b>Chris Phillips</b>
<b>Date</b>	<b>1 May 2019</b>
<b>Signed off by:</b>	<b>Chris Phillips</b>
<b>Date</b>	<b>8 May 2019</b>
<b>Equality Lead/Manager sign off date:</b>	<b>8 May 2019</b>
<b>To be reviewed by: (officer name)</b>	<b>Chris Phillips</b>
<b>Review date:</b>	<b>March 2020</b>

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Decision Report – Cabinet Decision

decision date – 10 June 2019

**South West Heritage Trust Annual Report and Future Funding Arrangements**

Cabinet Member(s): Cllr David Hall – Cabinet Member for Economic Development, Planning and Community Infrastructure

Division and Local Member(s): All

Lead Officer: Michele Cusack – Director of Commissioning, Economic and Community Infrastructure

Author: Jon Doyle – Service Manager, Community Infrastructure

Contact Details: 07977 401939

	<b>Seen by:</b>	<b>Name</b>	<b>Date</b>
	County Solicitor	Honor Clarke	22/5/19
	Monitoring Officer	Scott Wooldridge / Honor Clarke	22/5/19
	Corporate Finance	Sheila Collins	29/5/19
	Human Resources	Chris Squire	22/5/19
	Property	Paula Hewitt / Claire Lovett	23/5/19
	Procurement / ICT	Simon Clifford	22/5/19
	Senior Manager	Paula Hewitt	23/5/19
	Commissioning Development Team	Vikki Hearn	22/5/19
	Local Member(s)	<u>All</u>	
	Cabinet Member	Cllr David Hall	22/5/19
	Opposition Spokesperson	Cllr Simon Coles	31/5/19
	Relevant Scrutiny Chairman	Cllr Anna Groskop for Scrutiny Place	30/5/19
<b>Forward Plan Reference:</b>	FP/19/05/05		
<b>Summary:</b>	<p>This report summarises the performance and achievements of the South West Heritage Trust for the period of operation from 1 November 2017 to 31 October 2018.</p> <p>It also highlights the end of the current five year funding agreement and recommends a proposed approach to the funding of heritage activities for the next five year period.</p>		

<p><b>Recommendations:</b></p>	<p><b>That the Cabinet:</b></p> <ol style="list-style-type: none"> <li>1. Welcomes and considers the Annual Report of the South West Heritage Trust (SWHT) for the 2017/18 period</li> <li>2. Agrees in principle to the award of a new annual grant to the SWHT at the level set out in this report for a period of five years from 1 November 2019;</li> <li>3. Pursuant to recommendation 2 above, delegates authority to the Director of Economic and Community Infrastructure, Commissioning, in consultation with the County Solicitor, to negotiate and agree such changes as are necessary to renew the funding agreement between SCC and the SWHT for a period of five years from 1 November 2019.</li> </ol>
<p><b>Reasons for Recommendations:</b></p>	<p>To recognise the heritage activities carried out by the South West Heritage Trust during the reporting period (1 November 2017 to 31 October 2018) and to recommend that Somerset County Council renew the funding agreement with the Trust for a further five years from 1 November 2019.</p>
<p><b>Links to County Vision, Business Plan and Medium Term Financial Strategy:</b></p>	<p><b>Business Plan;</b></p> <ul style="list-style-type: none"> <li>• Culture and Heritage <ul style="list-style-type: none"> <li>○ Support and Promote enjoyment of Somerset’s rich heritage, culture and natural environment</li> <li>○ Encourage individuals and communities to get involved in Somerset’s heritage</li> <li>○ Support community and cultural activities and events to improve quality of life and people’s enjoyment of their free time</li> <li>○ Support and promote the leisure, health and wellbeing value of our natural environment and make it accessible to all</li> <li>○ Use Council assets to facilitate enjoyment of the county</li> <li>○ Provide opportunities for vulnerable groups through the services we provide</li> <li>○ Consider social value across all commissioning, procurement and partnership activity</li> </ul> </li> </ul> <p><b>County Vision</b></p> <ul style="list-style-type: none"> <li>• A County where all partners actively work together for the benefit of our residents, communities and businesses and the environment in which we all live.</li> <li>• A County that provides you with right information, advice</li> </ul>



	<p>and guidance to help you help yourself and targets support to those who need it most.</p> <p><b>Social Value</b> We intend to work in co-production with the South West Heritage Trust to continue to identify the social value possibilities and opportunities for the next 5 years. We will jointly establish some quantifiable measures and will monitor and report our successes through funding agreement meetings</p>
<p><b>Consultations and co-production undertaken:</b></p>	<p>The SWHT is constantly seeking feedback from visitors and users of their services and stakeholders in general. Regular visitor surveys are undertaken with of the users of the services to garner views of the public to shape the current and future services being offered.</p> <p>Online reviews from the likes of TripAdvisor, Google and Facebook are also analysed to gain public opinion on the Trust’s museum services.</p> <p>The position with regard to the future funding agreement has been developed in conjunction with SCC’s internal Legal, Commercial and Procurement and Finance departments.</p>
<p><b>Financial Implications:</b></p>	<p>The annual levels of funding within the initial funding agreement were based upon projections for specific activities and expenditure in the original business plan to enable the creation and establishment of the Trust. The total value of the initial five-year grant was £8,440,990.</p> <p>The renewed funding agreement will be a set annual amount over the five-year period and will not be subject to inflationary increases.</p> <p>Final agreement on the value of the renewed funding agreement is yet to be reached, but it is proposed that the grant be cash-capped at the current (2018/19) levels:</p> <ul style="list-style-type: none"> <li>• Year 1 £1,626,688 2019-20</li> <li>• Year 2 £1,626,688 2020-21</li> <li>• Year 3 £1,626,688 2021-22</li> <li>• Year 4 £1,626,688 2022-23</li> <li>• Year 5 £1,626,688 2023-24</li>   <li>• Total £8,133,440</li> </ul> <p>The fixing of the annual funding will deliver a real terms saving to the County Council and will encourage the SWHT to focus on commercial activities to generate higher levels of income.</p>

<p><b>Legal Implications:</b></p>	<p>The funding agreement with the SWHT can be renewed beyond the initial five-year funding period by the mutual agreement of the parties (clause 14.1). If the recommendations in this report are adopted, SCC will negotiate with the SWHT for the funding agreement to be renewed to cover the period 1 November 2019 to 31 October 2024.</p> <p>SCC is party to funding agreements with the National Heritage Memorial Fund (NHMF) in respect of funding provided for the redevelopment of the Museum of Somerset and improvements at the Somerset Rural Life Museum. Viridor Credits Environmental Company (Viridor) has also funded refurbishment works at the Somerset Rural Life Museum. By continuing to fund the SWHT’s activities at these sites, SCC will ensure it remains compliant with the funding conditions imposed by the NHMF and Viridor.</p> <p>The legal and risk implications with the proposed funding mechanism are set out in confidential appendix B.</p>						
<p><b>HR Implications:</b></p>	<p>The Trust currently employs an average of 74.55 full time equivalents:</p> <ul style="list-style-type: none"> <li>• Service Provision – 61.53</li> <li>• Finance and administration – 8.02</li> <li>• Management - 5</li> </ul> <p>The proposed new funding arrangement will be cash-capped for the duration of agreement i.e. there will not be an annual uplift for inflation. This may result in some staff refocussing on income generating opportunities, or may possibly result in a review of staffing to ensure that the correct organisational structure is in place to provide heritage activities within budget</p> <p>The Trust are an independent charity and SCC do not have any responsibility or liability for the staff of the Trust</p>						
<p><b>Risk Implications:</b></p>	<p>The real terms reduction in the value over the duration of the funding agreement will result in the Trust having to manage inflationary pressures.</p> <p>This will need to be mitigated by a renewed emphasis on income generating services and/or a restructuring of the workforce.</p> <table border="1" data-bbox="528 1899 1482 1937"> <tr> <td><b>Likelihood</b></td> <td><b>3</b></td> <td><b>Impact</b></td> <td><b>3</b></td> <td><b>Risk Score</b></td> <td><b>9</b></td> </tr> </table>	<b>Likelihood</b>	<b>3</b>	<b>Impact</b>	<b>3</b>	<b>Risk Score</b>	<b>9</b>
<b>Likelihood</b>	<b>3</b>	<b>Impact</b>	<b>3</b>	<b>Risk Score</b>	<b>9</b>		
<p><b>Other Implications (including due regard implications):</b></p>	<p><u><b>Equalities Implications</b></u></p> <p>As this decision will effectively mean that there will be a continuation of service delivery, there will be no positive or</p>						

	<p>negative impact on equalities</p> <p>The parties' obligations under the Equality Act 2010 will be made clear in the grant agreement. Adherence to these obligations will be monitored through funding agreement meetings.</p> <p><b><u>Community Safety Implications</u></b></p> <p>As this is effectively a continuation of service there are no Community Safety Implications</p> <p><b><u>Sustainability Implications</u></b></p> <p>There are no sustainability Implications</p> <p><b><u>Environmental Implications</u></b></p> <p>See section 1.10, below</p> <p><b><u>Health and Safety Implications</u></b></p> <p>There are no Health and Safety Implications</p> <p><b><u>Privacy Implications</u></b></p> <p>There are no Privacy Implications</p> <p><b><u>Health and Wellbeing Implications</u></b></p> <p>There are no Health and Wellbeing implications</p>
<p><b>Scrutiny comments / recommendation (if any):</b></p>	<p>Not applicable.</p>

## 1. Background

- 1.1. At its meeting on 20 March 2013, Cabinet agreed the Somerset Heritage Trust should be established in 2014, this was based on the consideration of a full business case and options appraisal. Subsequently the South West Heritage Trust was founded in 2014 as an independent charity for Somerset, Devon and the South West.

The report to Cabinet of 20 March 2013 noted that a 5-year funding agreement linked to outcomes would be required to enable the Trust to establish itself. This initial 5-year funding agreement expires on 31 October 2019.

- 1.2. The South West Heritage Trust (the Trust) vested on 1 November 2014 as an independent company limited by guarantee with charitable status. The company is governed by its memorandum and articles of association. Its charitable objects are set out in the articles of association as follows:

- the advancement of education;
- the promotion of arts, heritage, culture and science including by the preservation and safeguarding of such land, buildings, structures, archaeology, objects, records or books as may be of historic or educational interest or significance; and
- to provide or assist in the provision of facilities in the interests of social welfare for recreation or other leisure time occupation of individuals who have need of such facilities by reason of their youth, age, infirmity or disability, financial hardship or social circumstances with the object of improving their conditions of life.

- 1.3.** The Trust has the heritage service responsibilities previously carried out by Devon County Council (comprising the Archives and Local Studies Services) and Somerset County Council (comprising the Archives and Local Studies, Museums and Historic Environment Services).

A subsidiary trading company, South West Heritage Trust Trading Company Ltd (registered company number 09222720), was also formed on 1 November 2014.

In its early years the Trust has sought to establish itself as an innovative and sustainable independent organisation with greater entrepreneurial and commercial freedom to develop services and partnerships.

- 1.4.** Now in its fifth year of operation the Trust has continued to grow as a business and as a brand and has developed into a well-respected independent player in the heritage sector, has won numerous awards and has gained accreditation from a number of prestigious bodies.

The Annual Report for review covers the fourth year of service delivery as a charitable trust (1 November 2017 – 31 October 2018) and documents some of the achievements attained by the Trust during that year of trading.

### **1.5. Somerset Museums Service**

The Museums service was successful under the Arts Council England Scheme in its applications for accreditation for the Museum of Somerset, Somerset Military Museum, and the Somerset Rural Life Museum

#### **Museum of Somerset**

The Museum of Somerset maintained its strong appeal to visitors and visitor numbers remained consistent with previous years, despite the declines reported by many visitor attractions regionally, and has seen significant engagement with new audiences.

Customer reviews remain excellent and are consistently in the highest range.

Volunteer hours remained high with 72 regular volunteers providing the equivalent of 1,084 working days of time

### **Somerset Rural Life Museum**

The period in review encompassed the museums first full year of operation and visitor numbers grew steadily. The Museum received its first TripAdvisor Certificate of Excellence in May 2018.

In September the museum received the William Stansell Historic Building Award for 2018 from Somerset Building Preservation Trust. The award praised 'a dramatic transformation, successfully integrating several disparate elements with clarity, and with excellent materials and workmanship.' It added that 'new spaces and the new building are beautifully designed and detailed to enhance the setting of the barn where the repairs and lighting scheme are exemplary.'

The museum was also named Best Educational Building in the Local Authority Building Control Awards.

### **Brick and Tile Museum**

The partnership with Discovery (Somerset Adult Learning Disability Services) has continued and both organisations are strongly committed to their involvement with the site. Work is now starting to develop a project related to the museum and Bridgwater's industrial heritage.

## **1.6. Somerset Archives and Local Studies**

The Somerset Archives and Local Studies Service continued to provide public access to the Somerset archive collections at the Somerset Heritage Centre. There were over 4,000 visits to the searchroom and over 3,500 enquires and research requests received.

The partnership between the Trust and Ancestry has continued to operate very successfully. During the year, there have been more than 8 million on-line text and image views of Somerset archive data.

Both Somerset and Devon Archives Services have been involved with a major project to implement a digital preservation solution for archives that are received in digital form.

The Trust has also been working with a developer on a new collections management system for the archive services in Somerset and Devon. This integrated system will manage cataloguing and accessions data relating to all archive collections cared for by the Trust and will have greatly enhanced functionality.

## **1.7. Historic Environment and Estates**

The Trust's estate of **landscape sites** totals more than 400 acres and is actively managed. In addition to the physical management of sites, over a thousand archaeological and conservation advice requests from local authorities were dealt with alongside over 450 agri-environment scheme enquires from Natural England

There were also over 215,000 visits to the online Historic Environment Record

website.

## 1.8. Learning, Exhibitions and Outreach

**The Learning Team** continued to engage with audiences of all ages, including through regular toddler sessions at the Museum of Somerset and Somerset Rural Life Museum, holiday events at the museums, tailored sessions for specific groups and reminiscence sessions in care homes and day centres. Tours of the Somerset Heritage Centre continued to be popular and special tours were held as part of the annual Heritage Open Days programme.

533 learning sessions were provided in Somerset for 14,361 school students and a further 148 family learning events were held attracting 11,148 people.

**The Design Team** of the Trust provided several complex temporary exhibitions during the year together with promotional materials. Support was also provided to other parts of the Trust to assist with outreach events and activities. The exhibitions included;

### **The Museum of Somerset**

- Michael Morpurgo: A Lifetime in Stories was an exhibition provided by Seven Stories, the National Centre for Children's Books, featuring original draft manuscripts, photographs, notebooks and correspondence together with interactive areas to allow children to explore themes from Michael Morpurgo's books.
- From Spinning-Tops to Spacehoppers: Growing up in Somerset featured popular toys and games from the last century to demonstrate how childhood in Somerset has been enjoyed.
- Faces of Conflict: Somerset and the First World War featured the Museum Service's portrait of Harry Patch, 'the last fighting Tommy', in an exhibition whose centrepiece was an immersive audio-visual installation created in partnership with West Somerset College.
- The World Before Yesterday: the Photography of Stanley Kenyon showcased the photography of Stanley Kenyon.

### **Somerset Rural Life Museum**

- Echoes of War: the Somerset Countryside 1914-1918 revealed how the First World War profoundly changed the county's rural communities.
- Processions: Two Banners, One Voice explored how Somerset women today have been inspired by the anniversary marking the centenary of the Representation of the People Act.

## 1.9. Collections care and Acquisitions

The family of Sir Edward du Cann, former Member of Parliament for Taunton have given an extensive group of artefacts to the county collection.

Two diaries belonging to Edward Phelips MP (1725 – 1797) of Montacute, dated 1784 and 1789, were acquired by a group of Montacute residents and donated to the archives collection.

The Heritage Trust acquired the writing table of Samuel Taylor Coleridge (1772 – 1834) on behalf of Somerset County Council. It is likely to be the table at which he prepared the Stowey poems ‘Kubla Khan’ and ‘Christabel’.

After more than two years of negotiation, it has been confirmed that ownership of the Luttrell of Dunster collection has been transferred to Somerset County Council under the acceptance in lieu procedures. The collection, which extends to 133 linear metres, has been on deposit since 1958 and is one of the most significant of English regional archive collections

## 1.10. Social Value

The Trust is committed to the principle of delivering social value through the services it provides. It is a commitment that resonates through the Trust’s Vision, Mission and Strategic Objectives.

The Trust’s services contribute strongly to personal wellbeing and a Sense of Place. Experiencing heritage promotes health and wellbeing and brings people together, whether through informal learning activities for children, access to inspirational art and exhibitions, the discovery of family or community history, life-long learning, or visiting heritage landscapes.

### **Ethical and Local Procurement**

The Trust is committed to local procurement wherever possible so that expenditure on services is localised and supports the economy and livelihoods of people in Somerset. Local procurement also helps the Trust to reduce its carbon footprint.

Based on its estimated Gross Economic Impact<sup>1</sup> the Museum of Somerset alone provides £2.3 million of economic benefit to Somerset from 72,000 visits. By growing the average annual number of visits to the Museum of Somerset to 100,000, the economic benefit provided by the site would increase to well over £3 million per year.

### **Staff and Volunteers**

The Trust’s services are delivered by a community of staff and volunteers. As an employer the Trust is a significant direct contributor to the local economy. Staff are skilled and are also supported through appropriate training as well as through the Trust’s commitment to continuing professional development.

Volunteering and engagement opportunities are offered to people of all ages and have clear benefits:

- They open pathways to employment for young people (the Trust has employed many people who have previously been Trust volunteers).

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<sup>1</sup> <https://www.aim-museums.co.uk/wp-content/uploads/2017/02/AIM-Economic-Impact-Toolkit-2014.pdf>

- They support older volunteers, helping them to remain intellectually and physically active and to engage in a social network where they are greatly valued for their contribution.
- At the Brick and Tile Museum the Trust has a partnership, unique in Somerset, where visitor services are provided by people with learning disabilities, thus supporting the development of practical life skills.

The Trust continues to develop new localised exhibitions, activities and projects which enable people to engage with and understand their own heritage. Recent examples have included the Devon Remembers Heritage Project, the Avalon Marshes Landscape Partnership Project and the Muse: Makers in Museums Project.

### **Environmental Responsibility**

Each Trust site is managed carefully to ensure that its environmental footprint is minimised.

The Somerset and Devon Heritage Centres provide central repositories for parish and Diocesan records from the two counties. Bringing these important historic collections together in A+ rated buildings has actively reduced the collective emissions previously produced by maintaining many hundreds of sub-standard parish-based storage facilities.

The Trust looks after two Grade 1 listed buildings and a Victorian farmhouse, ensuring they continue to be at the heart of their communities and maintained in the best condition.

The Historic Environment Conservation Service is an active voice to ensure that developers operate ethically to conserve the built heritage for the future and to make it economically and environmentally viable.

Staff are actively encouraged to cycle to work and are provided with secure cycle storage, shower facilities and a salary sacrifice-assisted cycle purchase scheme.

The Trust manages more than 400 acres of historic landscape sites across Somerset which provide mainly open access enjoyment to the public. The sites also provide ecosystem services and offset more than 25% of the total carbon emissions produced by the Trust.

### **Single-use plastics**

The South West Heritage Trust is seeking practical ways to minimise and eliminate the use of single-use plastics at its sites:

- Cups provided at all sites are either ceramic or recyclable cardboard. We do not use plastic cutlery or plates, favouring metal or ceramic options. We avoid the use of plastic bags and do not provide drinking straws.
- Single-use plastic drinks containers are sometimes present on our sites and we provide recycling facilities for staff and the general public at Somerset Heritage Centre. We are introducing public self-sorting



recycling facilities at our museums (where they do not already exist) over the next twelve months.

We will continue to seek ways to eliminate our use of single-use plastics, favouring more sustainable options or by leading behavioural changes which remove the need.

### **Vehicles**

Since the Trust vested in 2014 the number of 'fleet' vehicles has been rationalised, from five to four. All of these are utility vehicles for the movement of collections or plant. Where replacement is unavoidable, we lease new vehicles to ensure the best fuel efficiency. Existing vans will be maintained until their end-of-life to realise best efficiency with regards whole-life carbon burden. Electric vans will remain a consideration at the point of replacement, observing site limitations and range. The Trust provides electric vehicle charging at cost to employees for personal vehicles.

### **Equality of Engagement**

Trust services actively address issues of diversity, including those which are easily recognised and those which are less readily understood:

- All Trust buildings are fully accessible and welcome many people with a range of physical and learning disabilities. Many staff have specialist training to ensure they can support a broad range of visitors.
- The Trust addresses issues of social rural isolation through outreach projects and a touring programme of exhibitions to communities.
- The Trust seeks to celebrate the many communities who have made Somerset or Devon their home throughout the ages, exploring the rich benefits of cultural diversity.

The Trust will continue to engage with broad and diverse audiences, seeking new ways to extend its reach, to enhance people's lives and to contribute to the social fabric of communities.

## **1.11. Future funding arrangements**

The report to Cabinet of 20 March 2013 noted that a 5-year funding agreement linked to outcomes would be required to enable the Trust to establish itself. This initial 5-year funding agreement ends in October 2019.

Funding from SCC to the Trust to date under the current agreement is as follows;

- Year 1 £1,769,380 (1/11/14 – 31/10/2015)
- Year 2 £1,741,224 (1/11/15 – 31/10/2016)
- Year 3 £1,641,274 (1/11/16 – 31/10/2017)
- Year 4 £1,662,424 (1/11/17 – 31/10/2018)
- Year 5 £1,626,688 (1/11/18 – 31/10/2019)

Upon expiry of the initial funding period on 31 October 2019, it is proposed that the funding agreement with the Trust will be renewed, on broadly the same

terms, for a further period of 5 years.

It is proposed that the annual grant be capped at 2018/19 levels for the duration of the renewed funding period, meaning a real-terms tapering of funding over five years. This will deliver a real terms saving to the County Council and will encourage the SWHT to focus on commercial activities to generate higher levels of unrestricted income.

Final agreement on the value of the renewed funding agreement has yet to be reached, but it is currently proposed that the annual grant during the renewed funding period be cash-capped at the current (2018/19) levels:

- Year 1 £1,626,688 - 2019-20
- Year 2 £1,626,688 - 2020-21
- Year 3 £1,626,688 - 2021-22
- Year 4 £1,626,688 - 2022-23
- Year 5 £1,626,688 - 2023-24
  
- Total £8,133,440

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

### **2.1. Bring the provision of heritage services back in-house**

During the first four years of operation the SWHT have successfully delivered against the expected key benefits of moving the service to a trust, both for the Heritage Service and for the local authority, including:

- The creation of a more agile organisation, able to adapt to future changes and to innovate.
- The ability to obtain funding from sources not open to local authorities, especially from individuals.
- Financial sustainability and stability on the basis of a funding agreement. This allows for more strategic management of financial change, and the ability to maximise savings in the long-term without radically compromising service delivery.
- Independence from the local authority has enabled the ability to shape the destiny of the service through a more focused and business-like management structure which allows for timely decision-making.
- Greater flexibility to adapt to the needs of audiences and communities.
- The opportunity for cultural change within the organisation, particularly a move to a more business focussed culture.
- Scope to develop new partnerships and working relationships.
- An ability to build a strong heritage brand in order to maximise cultural and marketing opportunities.

Commissioners believe that bringing the service back in-house would reverse some of the benefits gained from the Trust's externalisation in 2014, would

reduce the ability to deliver against stated commissioned outcomes and would increase overall costs to the County Council.

## **2.2. Competitive procurement process**

As an alternative to grant funding the Trust, SCC could competitively procure a provider of heritage services. However, the Trust has long-term leases of a number of sites and its permission would need to be obtained to grant sub-leases to any successful tenderer. In addition, under funding agreements between SCC and the National Heritage Memorial Fund and Viridor Credits Environmental Company, the consent of these funders would be required to the appointment of a museum operator.

## **3. Background Papers**

**3.1.** Appendix A - South West Heritage Trust Outcome Report 2017-18

**3.2.** Appendix B - **Confidential** appendix

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**Notice of private meeting**

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**The Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012 – Regulation 5**

Following prior publication in the Forward Plan on 9 May 2019, in accordance with the Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012 – Regulation 5, notice is hereby given that the Cabinet is requested to consider agreeing a resolution at its Meeting on 10 June 2019 to exclude the press and public from any part of the meeting where exempt information relating to the item below is to be disclosed.

**South West Heritage Trust Annual Report and future funding arrangements**

Contact Officer: Michele Cusack

Contact Details: 01823 359025

Reasons for the item to be considered in private session at the meeting

Local Government Act 1972 – Schedule 12A

The item is likely to contain information relating to the financial or business affairs of any particular person (including the authority holding that information).

Representations received to hold the item in open session

None.

Council's response to representations received

Not applicable.

Circulation:

Leader of the Council and Cabinet Members  
Scrutiny Committee Chair's  
All County Council members  
Public notice board at County Hall, Taunton  
Council's website

31 May 2019

Honor Clarke – Deputy Monitoring Officer

For questions about this notice please contact Scott Wooldridge, Strategic Manager, Community Governance, County Hall, Taunton, TA1 4DY. Tel: 01823 357628 Email:SWooldridge@somerset.gov.uk
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# SOMERSET ANNUAL

# OUTCOMES REPORT 2017 - 18



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**Front Page Image:** Visitors at the Museum of Somerset – summer 2018



## **Section 1. Introduction**

### **1.1 Content of the Report**

This report covers the South West Heritage Trust's period of operation from 1 November 2017 to 31 October 2018.

The report comprises:

- A statement of our key performance figures achieved during the year.
- A narrative report detailing the activities of the Trust, focusing on Somerset and including organisational achievements.
- Extracts from the Business Plan outlining proposed actions in support of the Agreed Activities.
- The Trust-wide Exhibition Plan for the coming year.
- A summary of how the Trust is undertaking the Agreed Activities.
- A summary of qualitative feedback.
- A summary of the key meetings undertaken during the year.
- A financial summary of the core activities of the Trust.

### **1.2 Context**

#### **Patrons**

The Trust has as Patrons three people who are prominent in the communities of Somerset and Devon:

- Mrs Annie Maw, Her Majesty's Lord-Lieutenant of Somerset
- Mr David Fursdon, Her Majesty's Lord-Lieutenant of Devon
- Lady Elizabeth Gass, DCVO

#### **The South West Heritage Trust**

The South West Heritage Trust (the Trust) vested on 1 November 2014 as an independent company limited by guarantee with charitable status. The company is governed by its memorandum and articles of association. Its charitable objects are set out in the articles of association as follows:

- the advancement of education;
- the promotion of arts, heritage, culture and science including by the preservation and safeguarding of such land, buildings, structures, archaeology, objects, records or books as may be of historic or educational interest or significance; and
- to provide or assist in the provision of facilities in the interests of social welfare for recreation or other leisure time occupation of individuals who have need of such facilities by reason of their youth, age, infirmity or disability, financial hardship or social circumstances with the object of improving their conditions of life.

The Trust has the heritage service responsibilities previously carried out by Devon County Council (comprising the Archives and Local Studies Services) and Somerset County Council (comprising the Archives and Local Studies, Museums and Historic Environment Services).

A subsidiary trading company, South West Heritage Trust Trading Company Ltd (registered company number 09222720), was also formed on 1 November 2014.

In its early years the Trust has sought to establish itself as an innovative and sustainable independent organisation with greater entrepreneurial and commercial freedom to develop services and partnerships.

The legal agreements which underpin the operation of the Trust are the Transfer Agreements, Grant Agreements and Collections Management Agreements between Devon County Council (DCC), Somerset County Council (SCC) and the Trust. The Trust demonstrates its independence in line with Charity Commission guidance as set out in RR7.

### **Strategic Aims**

In 2017, the Trustees and Senior Management Team developed a new five-year business plan to set the strategic direction of the Trust to 2022. The plan identifies five strategic ambitions to shape the work of the Trust. The Trust will be:

**Resilient** – By providing strong and responsible leadership we will champion heritage in Somerset and Devon, contributing to the prosperity of the region. We will seek new sources of funding and use digital means to develop and improve our services. We will stand up for the heritage of Somerset and Devon.

**Enterprising** – We will use our sites, collections and resources in new ways, working with communities, businesses, charities and public sector partners on innovative projects. Use of new technology will be at the heart of what we do, through initiatives including digital preservation for the long-term care of digital archives.

**Collaborative** – We will work in partnership with many stakeholders to expand access to heritage through new exhibitions and by bringing collections to communities. We want to work with cultural partners locally, regionally and nationally to ensure that heritage and the arts make their full contribution to wellbeing, prosperity and community identity.

**Inclusive** – We will reach more people through temporary and touring exhibitions, pop-up events, open days and outreach. We will work with them to understand what they want and to help them engage with a wide range of heritage stories and experiences. We will communicate in clear and accessible ways.

**Inspiring** – We will care for, record and interpret our collections so that they are available to inspire people. Through the passion and expertise of our staff and volunteers we will tell heritage stories in ways that are challenging, engaging and enriching. We will strengthen and extend our work with school-age children and families to capture their imaginations and provide unforgettable experiences.

## Section 2. Our performance in numbers

Key Performance Indicators 2017 to 2018			
	2016 - 2017	2017 - 2018	Variance
Visitors to our sites	106,149	<b>107,375</b>	1.2%
Children attending formal learning sessions	9,879	<b>14,495</b>	46.7%
Formal learning sessions	382	<b>544</b>	42.4%
People at informal learning sessions	7,753	<b>11,157</b>	43.9%
Informal learning sessions	91	<b>149</b>	63.7%
Visitors to our websites	699,115	<b>848,244</b>	21.3%
Days of volunteer time	4,000	<b>4,214</b>	5.4%
Volunteer hours	30,265	<b>31,190</b>	3.1%
Heritage events held	494	<b>462</b>	-6.5%
People attending our heritage events	17,725	<b>15,788</b>	-10.9%
Cubic metres of archives accessioned	18	<b>19</b>	5.6%
Archive documents repaired	1,377	<b>2,817</b>	104.6%
Formal external requests for information	14,615	<b>9,347</b>	-36%
Service complaints received, satisfactorily dealt with	14		
Service complaints received, unsatisfactorily dealt with	2		
Combined social media review (out of 5)	4.66	<b>4.6</b>	-1.3%

## Section 3. Somerset Annual Outcomes Report

1 November 2017 to 31 October 2018

### 3.1 Somerset Museums Service

Somerset Museums Service entered a new phase of leadership during the year. **Steve Minnitt** retired from the Trust as Head of Museums at the end of November 2017 following 43 years of service. A national recruitment campaign subsequently took place and Sam Astill became Steve's successor on 1 February 2018. Shortly after his appointment Sam was accepted on the nationally-recognised '**Museums and Resilient Leadership**' (MRL) course. MRL is a unique year-long continuous professional development programme which aims to help in creating resilient and entrepreneurial cultural leaders for the 21st Century.

The Somerset Museums Service was successful under the Arts Council England Scheme in its applications to achieve **Accreditation** for The Museum of Somerset, Somerset Military Museum and Somerset Rural Life Museum. The Accreditation Scheme sets out nationally-agreed standards and enables museums to assess their current performance as well as supporting them to plan and develop their services. Accreditation is a major achievement for the Trust and reflects the intensive work of the Museums Service team in preparing and submitting the applications.

Extensive work has been undertaken to shape a new approach to the collection, evaluation and use of **visitor data**. Working with the South West Museums Development Programme, visitor insight surveys were conducted at the Museum of Somerset and the Rural Life Museum in August and September to inform future strategy and programming. A successful funding bid is also supporting the installation of new technology to measure footfall and dwell times.

The Trust is among a small group of organisations nationally to have been selected for the British Museum's '**Museum Futures**' programme funded by the National Lottery. A trainee will be hosted for a year within the museum curatorial team.

[http://www.britishmuseum.org/about\\_us/skills-sharing/museum\\_futures.aspx](http://www.britishmuseum.org/about_us/skills-sharing/museum_futures.aspx)

The Trust is the host organisation for the delivery of the **Portable Antiquities Scheme** in the counties of Somerset, Dorset and Devon. This is among the largest Scheme areas in the country and is covered by the equivalent of three officers. Our delivery partners are South Somerset District Council, Dorset County Council, Exeter City Council and the Royal Albert Memorial Museum in Exeter. Among the most notable finds recorded during the year was a remarkable Roman gold ring, found in South Somerset by a metal detectorist. The ring will be the subject of a coroner's inquest. <https://www.bbc.co.uk/news/uk-england-somerset-45028623>

The exhibition '**MUSE: Makers in Museums**' opened on 11 November. It celebrated the work of eight artists based in community museums in Somerset and Devon and was generously funded by Arts Council England and the Heritage Lottery Fund. The exhibition was the culmination of the MUSE project which took place in the previous year.

From June 2018 to March 2020 the **Museums Development Officer** will be supporting delivery of a new initiative called **Rural Proofing**. Designed to help small volunteer-run museums to thrive in the current economic climate, Rural Proofing will offer museums in Somerset, Devon and Dorset training in financial resilience, fundraising, business planning, leadership, marketing and audience intelligence.

Since **Weston Museum** re-opened to the public in August 2016, the Trust has continued to provide curatorial support to enable its successful operation. Curators from the Trust assisted the museum staff to achieve full Accreditation under the Arts Council England Scheme in June 2018. Other activities included developing and installing the high-profile temporary exhibitions detailed in section 3.9. The Trust has regularly met representatives of Weston Town Council to discuss future plans and partnership.

Weston Museum was one beneficiary of funding secured by the Trust from Arts Council England through the **Ready to Borrow** scheme. The funding has provided specialist display cabinets and environmental monitoring equipment for use at each of the museums supported by the Trust.

### 3.2 The Museum of Somerset

The Museum of Somerset has had a busy and successful year, maintaining its strong appeal to visitors. Visitor numbers have remained consistent with previous years despite the declines reported by many visitor attractions across the south of England.

There were **73,434 visits** to the site during the year, a decrease of 6% against the previous year. A review of the previous three years shows the numbers in context:

November 2015 to October 2016:	72,085
November 2016 to October 2017:	78,322
November 2017 to October 2018:	73,434

Based on a major **visitor survey** which took place over the summer it is estimated that 47% of visitors are new to the museum. For a visitor attraction which has been open for nearly seven years this demonstrates very significant engagement with new audiences.

Visitor **reviews** are consistently in the highest range:

- Trip Advisor – average of 4.67 out of 5
- Facebook – average of 4.6 out of 5
- Google – average of 4.6 out of 5

The museum hosted several high-profile **temporary exhibitions** during the period under review:

- 'Colours of Exile: the Art of Hans Schwarz' opened on 21 October and comprised paintings generously loaned from a large number of private, local and national collections - <https://youtu.be/la6f2fyaoyl>.

- 'Henry VII: the First Royal Portrait' also opened on 21 October as part of the 'spotlight loans' series. The portrait was loaned by the National Portrait Gallery. On 14 November one of the best-attended talks yet held at the Museum of Somerset told the story of Henry VII, Perkin Warbeck and their association with Taunton Castle.
- 'The World Before Yesterday: the Photography of Stanley Kenyon' opened on 17 February and highlighted the remarkable and wide-ranging collection created by a Wellington photographer. The collection was rescued from destruction by the Trust and fully digitised.
- The Trust's family-focused charged exhibition, 'Michael Morpurgo: A Lifetime in Stories', opened on 17 March and was very well received.
- The summer exhibition, 'From Spinning Tops to Space Hoppers', opened on 28 July. It focused on childhood in Somerset over the last 150 years and was especially popular because of its strong hands-on emphasis.

Other **events** at the Museum of Somerset included Dino Day on 22 October. A total of 1,350 people visited on what was an exceptionally busy and popular occasion. There were many first-time visitors.

Key statistics:

- 72** regular volunteers
- 8,025** volunteer hours provided (1,084 working days)
- 103,758** website visits
- 73,434** visits

### 3.3 Somerset Rural Life Museum

The period from November 2017 to October 2018 was the museum's first full year of operation and visitor numbers grew steadily. Feedback received has been overwhelmingly positive and the income generated is the highest ever achieved at the site.

A targeted **marketing** campaign is ongoing to increase visits from local people and tourists. Measures have been implemented to increase the physical visibility of the site and more are planned.

There have been positive discussions with **Glastonbury Abbey** about joint marketing and cross-promotional opportunities. More than 80% of Glastonbury Abbey's paying visitors are non-local and a principal aim for the Rural Life Museum is to increase the number of visits by seasonal tourists in order to build sustainability. The museum is also seeking to build its family audience.

A significant number of **reviews** of the museum are now available and the consensus is a very positive one. A summary of on-line reviews is as follows:

- TripAdvisor - 92 reviews, averaging 4.5 out of 5
- Facebook - 19 reviews, averaging 4.8 out of 5

- Google - 25 reviews, averaging 4.4 out of 5

Somerset Rural Life Museum received its first **TripAdvisor** Certificate of Excellence in May.

A small number of **complaints** have been received since the museum re-opened. They have related to subjects including Gift Aid, signage, the lighting scheme in the Abbey Barn and customer care in the café. Admission charging has remained controversial with some people from the Glastonbury area.

**Temporary exhibitions** at the site have enhanced the museum and served as attractions in their own right:

- The inaugural temporary exhibition, 'FARM', curated by Kate Lynch, was very popular selling exhibition.
- 'Echoes of War: the Somerset Countryside 1914–1918' opened on 16 December and drew on both the museum and archive collections cared for by the Trust.
- 'Processions' opened on 16 June and marked the centenary of the Representation of the People Act 1918. The Act gave the first British women the right to vote. The exhibition displayed a rare original suffrage banner created by the Weston-super-Mare branch of the National Union of Women's Suffrage Societies alongside a contemporary banner created by students from Strode College under the guidance of the artist Dorcas Casey. The new banner was one of many which were commissioned to form part of the national PROCESSIONS mass participation artwork.
- 'The Art of Self Expression', was an exhibition which explored the history of facial hair and tattoos. It opened on 8 September and made use both of the Mapstone Gallery and the Abbey Barn.

Other activity at the museum included completion of the 'Believing' and 'Creating' galleries, a busy family-focused summer programme and an attendance of more than 700 for Heritage Open Day on 8 September.

In September the museum received the **William Stansell Historic Building Award** for 2018 from Somerset Building Preservation Trust. The award praised 'a dramatic transformation, successfully integrating several disparate elements with clarity, and with excellent materials and workmanship.' It added that 'new spaces and the new building are beautifully designed and detailed to enhance the setting of the barn where the repairs and lighting scheme are exemplary.'

The museum was also named Best Educational Building in the Local Authority Building Control Awards.

Key statistics:

- 14** regular volunteers
- 1,172** volunteer hours provided (158 working days)
- 33,751** website visits
- 15,895** visits

### 3.4 Brick and Tile Museum

The **partnership** with Discovery (Somerset Adult Learning Disability Services) has continued and both organisations are strongly committed to their involvement with the site. Work is now starting to develop a project related to the museum and Bridgwater's industrial heritage.

Meetings have taken place separately with **Arts Council England** and the Heritage Lottery Fund to share the vision for the site and its importance for Bridgwater and its communities. Three meetings took place during May and June with Somerset Libraries Service in connection with proposals for Bridgwater Library and potential heritage components.

The **Learning** Team have continued to provide events at the Brick and Tile Museum and visitors are positive and engaged with the site.

Key statistics:           6 regular volunteers  
                                  **1,867** volunteer hours provided (252 working days)  
                                  **658** visits

### 3.5 Somerset Archives and Local Studies

The Somerset Archives and Local Studies Service continued to provide **public access** to the Somerset archive collections at the Somerset Heritage Centre.

Both Somerset and Devon Archives Services have been involved with a major project to implement a **digital preservation** solution for archives that are received in digital form. The new system, called Archivematica and hosted by Arkivum, will enable the Trust to care for such archives long-term and make them available to researchers. A detailed survey of all existing electronic archives has been undertaken in preparation for the new system. All electronic collections at the Somerset Heritage Centre, including the Somerset Studies Library, have been surveyed. The project marks a significant development and paves the way for the Trust to be able to accept digital archives more easily in future.

The Trust has also been working with the developer Metadatis on a new **collections management system** for the archive services in Somerset and Devon. This integrated system will manage cataloguing and accessions data relating to all archive collections cared for by the Trust and will have greatly enhanced functionality. Working directly with the developers is enabling us to create a system that closely meets our needs. It will be integrated with the digital preservation system to provide seamless management of digital archives and associated metadata.

To celebrate completion of the project to digitise and catalogue **Stanley Walter Kenyon's photographic collection**, a temporary exhibition was installed at the Museum of Somerset. Opening on 17 February 2018, the exhibition displayed highlights of the extensive photographic record captured by Kenyon and a short film to tell the story of the collection's preservation. A volunteer and stakeholder event to celebrate the completion of the project was held at Castle House on 20 April.



The **Somerset Studies Library** serves both customers and staff, and during the year a major focus has been on reorganising the library. Nearly 1,000 books were classified, labelled and evaluated for conservation or archival storage. The entire collection was re-ordered by subject and shelf markers were printed to ease the process of responding to enquiries and supporting research projects. Following the success of an event held at the Devon Heritage Centre in April, to raise awareness of local studies collections, a similar event was held at the Somerset Heritage Centre on 8 October.

A series of **events** was held in November at the Somerset Heritage Centre for the national Explore Your Archives campaign. The events included searchroom help sessions, a local studies day, tours behind the scenes and promotion on social media (<http://www.exploreyourarchive.org/category/south-west/>).

A Supporters' event called 'Explore Your Ancestors: How to Start' was held at the Somerset Heritage Centre on 4 December.

The annual Archives and Local Studies **closed period** took place at the end of January and allowed a great deal of collections-based work to be completed. The major focus was on the re-sorting and re-boxing of the Wyndham collection. The Wyndham collection is the largest private estate archive held at the Somerset Heritage Centre and is a foundation stone of West Country history. The Wyndham family settled near Williton in 1520 and acquired major estates in Somerset, Devon and Wiltshire. The archive contains material from the 12th century onwards and includes papers about the development of Watchet.

The pop-up **archive exhibition**, 'Cheese and Charabancs: Historic Holidays in Devon and Somerset', was featured in several venues in Devon and Somerset throughout the summer.

The partnership between the Trust and **Ancestry** has continued to operate very successfully. During the year, there have been more than 8 million on-line text and image views of Somerset archive data.

Key statistics:

- 48** regular volunteers
- 9,485** volunteer hours provided (1,281 working days)
- 67,229** website visits
- 593** accessions and new deposits received totalling 9.17 m<sup>3</sup>
- 4,018** searchroom visits
- 3,575** enquiries and research requests received

### **3.6 Historic Environment and Estates**

The Trust estate of **landscape sites** totals more than 400 acres and is actively managed. At Charterhouse-on-Mendip scrub and some trees were removed from the Scheduled Ancient Monument to ensure that the earthworks are better protected. Measures have also been put in place to prevent further damage by unauthorised off-road vehicles. Discussions have taken place with the Mendip AONB team for a partnership agreement between the AONB

and the Trust concerning management of the Trust's sites at Charterhouse and at Deer Leap, Westbury-sub-Mendip. New **interpretation panels** have been prepared for installation on the Trust's heritage sites at Marston Magna and Nether Adber.

The Service won the contract for delivering a project called 'Valuing Environmental Capital and Services' within the **Blackdown Hills AONB**. The contract started on 28 March and lasted for 6 months.

Discussions have taken place with Taunton Deane Borough Council and Historic England concerning a strategy for bringing the prehistoric **hillfort at Norton Fitzwarren** fully into public stewardship.

A private foundation awarded £26,000 towards the cost of new learning facilities at the **Avalon Marshes Centre**. The result of a related bid for £87,000 was awaited during the period under review and was subsequently successful.

Having acted as archaeological advisers to the **Bridgwater Gateway project**, Trust staff were on duty at an exhibition held on 14 June to highlight the discoveries made. Excavations revealed the largest Bronze Age landscape yet investigated archaeologically in Somerset, including a settlement with four large ditched enclosures and a rare Bronze Age cemetery containing about 60 cremation burials.

Following successful completion of a phase 1 report for creating a museum and replica Romano-British villa on the **Hadspen** estate, the Trust secured a phase 2 contract to cover the implementation phase of the project. Recent work undertaken by the Trust has included research and advice concerning building materials and discussion with the appointed museum designers on storyline development.

In November the Heritage Lottery Fund gave outline approval to a bid for £1.9 m made to its Landscape Partnership funding stream. The bid has been led by the **Quantock Hills AONB Service** which has developed an ambitious scheme in partnership with the South West Heritage Trust, the Friends of Quantock and others. The scheme seeks to deliver a wide range of projects to provide resilience and protection for the Quantocks. The Trust, through the Historic Environment and Estates Service, will lead on heritage-related components. A detailed bid is due to be submitted in 2019.

The Service has worked closely with Historic England and Taunton Deane Borough Council concerning the seriously-deteriorating condition of **Tonedale Mill, Wellington**. The Borough Council has appointed a project officer to develop proposals for action.

Towards the end of the year, it was confirmed that the Trust had been successful in its bid to supply Historic Environment services to **Bath & North East Somerset Council**. A contract for the temporary supply of such services to South Somerset District Council is now also in operation.

Volunteers have continued to add tithe map data to the **Somerset Historic Environment Record** (<http://www.somersetheritage.org.uk/#>). During the course of nearly two years,

volunteers have mapped the locations of 69,000 fields in 132 parishes (a third of the total) and linked them to the information contained in the tithe apportionment books of c. 1840.

A guided walk around **Bridgwater's historic built environment** formed part of the Trust's contribution to Heritage Open Day on 8 September.

The first revision since 2012 of the **National Planning Policy Framework** was published by the government on 24 July. The revision responded to concerns expressed during consultation about provisions for the conservation and enhancement of the historic environment and reaffirmed the status and role of the Historic Environment Record.

Key statistics:

- 19** regular volunteers
- 2,838** volunteer hours provided (383 working days)
- 215,405** visits to the online Historic Environment Record
- 1,162** archaeological and conservation advice requests from local authorities
- 456** agri-environment scheme enquiries from Natural England

### 3.7 Learning

On 26 February a meeting took place with Sam Rowlands, Relationship Manager (Museums), Arts Council England (ACE), to discuss future co-operation. In the light of the discussions ACE asked the Trust to become a partner in its **Museums and Schools Programme** for 2018-20, to be funded by a grant to the Trust of £124,000 over two years. The Trust has now developed a programme, called 'Adventures in Time', which includes:

- Engaging schools (at ACE's request particularly schools in rurally-isolated West Somerset) with our exhibition programme through interactive workshops and activities
- Working with pupils to co-create exhibition content
- Creating bespoke programmes so SEN and disadvantaged pupils can better enjoy our museums
- Partnership with the British Museum and Somerset Art Works to improve learning materials
- Becoming an Arts Award Centre
- Creating new educational resources
- Providing continuing professional development for teachers

The **Adventures in Time project** is now well under way. Advice and guidance about how to maximise the opportunities presented by the funding and scheme support has been received from colleagues at SS Great Britain and the Real Ideas Organisation. Partnerships are being developed and a co-curation project has been undertaken with West Somerset College to create the 'Faces of Conflict' temporary exhibition.

In February we heard that a project bid for £9,200 to the Heritage Lottery Fund had been successful. The project focused on the importance of wartime agriculture and food production through researching and creating a **First World War** allotment garden in the grounds of Somerset Rural Life Museum. The project also enabled the creation of a range of learning resources for primary and secondary pupils and involved volunteers, museum visitors and a group of adults with learning disabilities.

A **Take One Project**, based on the Hinton House Hospital First World War autograph book, achieved the very successful participation of eight Somerset schools and several hundred pupils. Children's work arising from the project was the focus of a popular event at Somerset Rural Life Museum on 23–24 June.

Very successful **Takeover Days** were held at both Somerset Rural Life Museum and Somerset Heritage Centre in November when the Trust welcomed Year 5 pupils from St Benedict's School, Glastonbury, and Staplegrove Church School, Taunton. There was excellent feedback from the schools as well as coverage on the Museums+ Heritage Advisor website (<http://advisor.museumsandheritage.com/news/hello-can-i-help-staplegrove-church-school-takeover-somerset-heritage-centre/>).

Good progress was made during the year to develop and refresh the **loans** available for learning. An internally funded project improved the quality of loans by re-boxing and repair, creating teacher notes and introducing Trust branding.

The Learning Team, including freelance staff, visited Somerset Brick and Tile Museum on 27 February to understand the site better and to assess the further opportunities it represents for learning and engagement.

Work continued with **Somerset Archaeological and Natural History Society** to scope a bid to HLF for opening up the keep gardens at Taunton Castle for learning activities. The bid, for £58,000, was subsequently successful.

The Learning Team continued to engage with **audiences of all ages**, including through regular toddler sessions at the Museum of Somerset and Somerset Rural Life Museum, holiday events at the museums, tailored sessions for specific groups and reminiscence sessions in care homes and day centres. Tours of the Somerset Heritage Centre continued to be popular and special tours were held as part of the annual Heritage Open Days programme.

Key statistics:                    **533** learning sessions were provided in Somerset for **14,361** school students

**148** family learning events were held, attracting **11,148** people

### **3.8 Exhibitions, Events and Outreach**

The Design Team of the Trust provided several complex temporary exhibitions during the year together with promotional materials. Support was also provided to other parts of the Trust to assist with outreach events and activities.

## The Museum of Somerset

- *Michael Morpurgo: A Lifetime in Stories* was an exhibition provided by Seven Stories, the National Centre for Children's Books, featuring original draft manuscripts, photographs, notebooks and correspondence together with interactive areas to allow children to explore themes from Michael Morpurgo's books.
- *From Spinning-Tops to Spacehoppers: Growing up in Somerset* featured popular toys and games from the last century to demonstrate how childhood in Somerset has been enjoyed.
- *Faces of Conflict: Somerset and the First World War* featured the Museum Service's portrait of Harry Patch, 'the last fighting Tommy', in an exhibition whose centrepiece was an immersive audio-visual installation created in partnership with West Somerset College.
- *The World Before Yesterday: the Photography of Stanley Kenyon* showcased the photography of Stanley Kenyon.
- *Wild Hares and Hummingbirds*. This exhibition will be installed for the summer of 2019 but was supported by significant development work during the year.

## Somerset Rural Life Museum

- *Echoes of War: the Somerset Countryside 1914-1918* revealed how the First World War profoundly changed the county's rural communities.
- *Processions: Two Banners, One Voice* explored how Somerset women today have been inspired by the anniversary marking the centenary of the Representation of the People Act.

## Weston Museum

- *The Art of Self Expression: Facial Hair and Tattoos Through the Ages* was an innovative exhibition about facial hair and tattoos through the ages featuring both historical and modern examples. A photographer worked with local people and tattoo parlours to capture contemporary images.
- *That's the Way to Do It: Punch and Judy Through The Ages* told the story of Punch and Judy, the nation's most celebrated puppets, and their development over time.
- *Alfred Leete: The Man Behind the Icon*. Alfred Leete was a Weston-born graphic artist who produced advertising campaigns for companies including the London Underground and Younger's Ale. His original artwork for the famous image of Lord Kitchener seeking army recruits was generously loaned by the Imperial War Museum in London and was the exhibition's remarkable centrepiece.

## Touring and external exhibitions

- *Cheese and Charabancs: Historic Holidays in Devon and Somerset* used historic documents to show how people enjoyed their leisure time in the two counties.
- *Devon Remembers Heritage Project*. Support was provided to exhibitions which explored the impact of the First World War in Devon.

### 3.9 Collections

Following the death in 2017 of Sir Edward du Cann, former Member of Parliament for Taunton, his family have given an extensive group of archives and artefacts to the county collection. They include an important series of 19th-century political posters relating to Taunton, a collection of Somerset Friendly Society pole heads, photographs illustrating Sir Edward's wide-ranging political career, a maquette statue of Brigadier Andrew Hamilton Gault, and a bronze portrait bust of Sir Edward by Antony Dufort.

Two diaries belonging to Edward Phelps MP (1725-1797) of Montacute, dated 1784 and 1789, were acquired by a group of Montacute residents and donated to the archive collections. A handover event to thank the group took place on 26 September.

In consultation with the Blake Museum, Bridgwater, the Trust acquired at auction on 1 March a portrait of Dr John Allen MD, FRS (c. 1660-1741). He was a Bridgwater doctor, writer and inventor who patented but did not put into practice an early form of steam propulsion. The portrait will be displayed in the 'Making Somerset' gallery at the Museum of Somerset.

Having undergone conservation work kindly funded by the Friends of the Museum of Somerset and the Friends of Coleridge, a fine portrait of the Nether Stowey philanthropist Thomas Poole (1766-1837) was unveiled by his descendant Tom Poole at the Museum of Somerset on 15 May. The portrait has been generously given to the county collection.

A painting in oils of Kingston St Mary near Taunton, 1810, has been given to the museum collections by the Kingston St Mary History Society. The painting, which shows the village street over two centuries ago, was presented to the Trust at a special ceremony held in the village. <https://www.somersetcountygazette.co.uk/news/16950068.208-years-on-villagers-present-for-posterity-1810-picture-at-same-spot-it-was-painted/>

In consultation with the Friends of Coleridge and the National Trust, the Heritage Trust acquired on 14 March the writing table of Samuel Taylor Coleridge (1772-1834). The acquisition was fully funded by donations. The table, which has an excellent provenance, is evidently old enough to have been at Nether Stowey during Coleridge's residence there in 1797-8. At all events it is likely to be the table at which he prepared the Stowey poems 'Kubla Khan' and 'Christabel' for publication in 1816 and wrote the gloss to 'The Rime of the Ancient Mariner' in 1815-16. It will be displayed in the 'Discovering' gallery at the Museum of Somerset.

A memorandum of understanding with the Somerset Partnership NHS Trust has now been signed and will govern the basis on which care of, and access to, historic NHS records is managed.

After more than two years of negotiation, it has been confirmed that ownership of the Luttrell of Dunster collection has been transferred to Somerset County Council under the acceptance in lieu procedures. The collection, which extends to 133 linear metres, has been on deposit since 1958 and is one of the most significant of English regional archive

collections. It is rich in medieval and early modern materials. A project to improve the catalogue of the collection is now underway.

The Somerset Heritage Centre received the Wansborough Paper Mill archive from Watchet. The collection has been catalogued by project volunteers as part of a collaborative HLF project.

In December the Trust's officers Bob Croft and Laura Burnett ensured the proper recording of a Roman coin hoard and Roman lead coffin found near Ilminster by a metal detectorist. There was widespread local and national publicity for the finds  
<http://www.bbc.co.uk/news/uk-england-somerset-42430934>.

### 3.10 Volunteers

Throughout the year, the Trust was supported by an average of 209 volunteers across all areas of delivery. 31,190 hours were recorded, which is equivalent to 4,214 days or more than 19 full-time members of staff. The outstanding commitment of our volunteers means the Trust can undertake far more activity than would otherwise be possible. We are very grateful to them.

Our volunteers include researchers, retired heritage professionals, young people seeking work experience, conservators, craftsmen, story-tellers, curators and historians. Many younger volunteers engage with the Trust while studying a related subject and gain paid employment as a result of their time with us. For retired or older volunteers their participation often helps to maintain physical and mental agility and to address issues of loneliness and isolation.

Events to thank our volunteers for their essential contribution were held at the Somerset Heritage Centre in October and the Museum of Somerset in December.

### 3.11 Partnerships and Major Meetings

The South West Heritage Trust was represented at or engaged with the following initiatives and partnership activities:

- In December the Head of Archives and Local Studies provided a day of consultancy to **Essex County Council** about the formation of heritage trusts.
- Meetings have been held with **Taunton Deane Borough Council** to discuss the creation of a cultural strategy for Taunton and the potential to pilot a transfer to the Trust of digital records created by the council.
- An open meeting of **Arts Taunton** was hosted at the Museum of Somerset on 24 September when a presentation was given on the museum's achievements, ambitions and civic role.
- A workshop organised by Taunton Deane Borough Council was held on 6 July about the Creative Arts in Placemaking as part of the council's **Garden Town initiative**.

- The collaborative partnership arrangements with the **Somerset County History Trust** continued throughout the year, with work undertaken towards the history of Taunton and surrounding parishes.
- Arrangements continued for the care of collections from **Bath Abbey** and to provide an archive service on their behalf while a major redevelopment project is underway.
- Regular liaison meetings with **Somerset Library Service** continued. Many have related to joint project opportunities at Bridgwater Library and wider initiatives in the town.
- Technical assistance was provided to **Langport Town Trust** regarding the preservation of historic structures in the town.
- The Trust contributed to celebrations to mark the opening of **Trenchard Way**, Taunton, on 15 June.
- The Trust was represented on 19 July at a **ministerial visit** to Taunton by Jake Berry MP, Parliamentary Under Secretary of State at the Ministry of Housing, Communities and Local Government.
- The Trust met representatives of the **Real Ideas Organisation** (a bridge organisation for Arts Council England) on 31 May to discuss the delivery of heritage learning, especially in relation to ACE's Museums and Schools programme.
- A meeting with Colin Drummond, Chairman of **Taunton and Somerset NHS Foundation Trust**, took place on 8 August.
- The Trust participated in a meeting on 9 August to discuss proposals for creating a First World War commemorative wood at **Monkton Heathfield**, which was subsequently opened in November.
- The Trust continues to be represented on the committee of the **Museums in Somerset Group** and at its general meetings.
- Partnership contacts with the **Glastonbury Antiquarian Society** have taken place concerning the Society's collections.
- A meeting with Dr Axel Palmer, Chairman of the **Somerset Churches Trust**, took place on 14 August.
- The Trust has continued to report to and meet the Friends organisations as well as partners including **Somerset Military Museum Trust** and **Somerset Archaeological and Natural History Society**.
- On 21 August Trust staff contributed to a knowledge-sharing day with staff of the **South West Museum Development Programme** and the British Museum National Programmes.
- The annual meeting between Somerset County Council, **Somerset Archaeological and Natural History Society** and the Trust took place on 7 September and was a positive occasion.
- The Head of Archives and Local Studies spoke on 19 June at a national conference in **Hereford** on new ways of delivering cultural services.



### 3.12 Online Delivery and ICT

During the year a **digital preservation system** for the Trust was commissioned. The system places the Trust at the forefront of Archive service providers which are able to offer facilities for the preservation of digital archives. The contract has been fulfilled by a partnership between Arkivum (<https://arkivum.com/>) and Metadatis (<https://metadatis.com/>) and has required a year of very significant preparation within both the Somerset and Devon Archive Services, to survey digital archive holdings and provide a consistent methodology for cataloguing.

A new unified Trust **website** was successfully launched in July, providing an appropriately tiered single site through which all primary service areas may be independently represented. The new site is highly functional and user friendly and significantly simplifies the process of managing content. The contractor who provided the technical development and design, Surface Impression, specialises in high-quality and versatile websites for heritage organisations and will be a valuable partner for future developments.

The Trust met its target for compliance with the **General Data Protection Regulation** (GDPR) which came into effect on 25 May. Further work will be undertaken as more detailed guidance is issued nationally.

Following much preparation the launch of further mapping on the **Know Your Place** historic mapping site took place in the summer and was celebrated at an event on 9 July. Somerset and Devon are both fully represented on the site which recently won the Best Heritage Research, Interpretation or Recording award at the Historic England Angel Awards 2018. <http://www.kypwest.org.uk/>

Improvements have been made to facilities for visitors to the searchroom at the Somerset Heritage Centre. Further kiosk-style access has been provided to online research resources, and a new reader scanner has been installed.

### 3.13 Governance

The **Annual Review Meeting** with Somerset and Devon County Councils took place on 11 June. The meeting considered the key achievements of the Trust in the year to 31 October 2017, progress with the in-year Activity Plan and the work of the Advisory Forum. It was agreed that there should be a revised basis for the Advisory Forum.

On 19 June the Chief Executive gave a presentation about the Trust's third year of operation to Somerset County Council's **Scrutiny for Policies and Place Committee**. He also summarised the Trust's continuing strategy to ensure services that are enterprising, resilient, collaborative, inclusive and inspiring.

Two meetings of the **Advisory Forum** were planned during the year. The March meeting was cancelled because of bad weather. The meeting in September agreed that Advisory

Forum meetings should be replaced by an annual Stakeholder Conference, the first of them to be held on 25 March 2019.

Supported by funding from the Heritage Lottery Fund the Trust organised and hosted a day conference at the Museum of Somerset on 13 November. The conference, called '**Agendas for Change**', was attended by heritage professionals from around the South West and considered the opportunities and challenges faced by the sector. A keynote speech was given by Stephen Boyce, South West Chair of the Heritage Lottery Fund.

The annual meeting of the **North Somerset Heritage Panel** took place on 22 March when the Trust reported on behalf of Somerset County Council about archive and museum services provided for North Somerset Council and Weston-super-Mare Town Council. Thanks and appreciation were expressed for the work of the Trust, not least for its role in the creation of Weston Museum.

Darren Henley, **Chief Executive of Arts Council England**, and Simon Jutton, Senior Relationship Manager, visited the Museum of Somerset on 10 May. They were introduced to the museum and the work of the Trust by the Chief Executive and discussed areas for cooperation, including Arts Council England's Museums and Schools Programme. Darren Henley wrote afterwards of the 'terrific insight into Somerset's history' provided by the 'beautifully curated' museum.

### **3.14 Board**

**Meetings of the Board of Trustees** took place on 11 January, 11 April, 12 July and 11 October.

In addition, the Board deals with specific areas of work through three committees:

- Personnel Committee – 3 meetings in the year
- Marketing and Communications Committee – 2 meetings in the year
- Finance Committee – 3 meetings in the year

Meetings of **South West Heritage Trust Trading Limited**, the Trust's trading company, took place on 5 March and 24 September.

The **annual retirement meeting** for Trustees of the Trust took place on 11 April at which Peter Gunner, Sandy Maberley and Terry Makewell retired from the Board. All three trustees were re-appointed by agreement of the remaining trustees.

Following the retirement from the Board of Cllr Anna Groskop, **Somerset County Council's** nominated trustee became Cllr David Hall.

There are 12 **Trustees** on the Board, as follows:

Peter Beacham	A native of Somerset but resident in Devon for the last 50 years, Peter is a writer on South West England. He was sometime Director of Heritage Protection at English Heritage.
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Cllr Roger Croad	Cabinet Member for Community and Environmental Services, Devon County Council. He is Devon County Council's nominated member (with the same duties and legal responsibilities as other members).
Professor Henry French	Professor of Social History at the University of Exeter since 2009. Main areas of historical research are British social and economic history, 1600–1840; British gender history, 1600–1900; British agrarian history, 1500–1900.
Peter Gunner	A chartered accountant with wide experience of working in the voluntary sector, more recently as a Trustee and honorary treasurer of the Dorset Wildlife Trust and the Community Council for Somerset.
<b>David Gwyther (Chair)</b>	Former Director of Social Services at Somerset County Council and an independent consultant since 2005 working for local authorities, health organisations and businesses. A non-executive director of a Somerset-based community interest company.
Cllr David Hall	Cabinet Member for Business, Inward Investment and Policy at Somerset County Council. He is the Council's nominated member (with the same duties and legal responsibilities as other members).
Sam Hunt	Heritage consultant working across the UK. Previously Executive Director of the Association of Independent Museums, CEO of the South West Museums, Libraries and Archives Council and Head of Bath Museums. Currently Trustee of the National Maritime Museum Cornwall and of Lyme Regis Museum.
Sandy Maberley	Artistic Director and CEO of Theatre Mélange, with extensive working knowledge as a leader in the professional arts and culture sector. Former member of the Arts Council's Drama Advisory Panel.
Terry Makewell	Chief Digital Officer with the Office of National Statistics and formerly Head of Digital and Global Media for the Met Office (Exeter). Previous experience working with national museums including the Tate, V&A and National History Museum.
Mike Motum	Regimental Secretary of The Rifles (Somerset and Bristol) and curator of Somerset Military Museum.
Nicola Nuttall	Former CEO of the South Western Federation of Museums and Art Galleries; Founder and Director of Tempus Fugit consultancy. Heritage practitioner with 30 years' experience, specialising in advocacy, fundraising and partnerships.

### 3.15 Challenge Funding

On 8 February the Service presented outline proposals to Emily Estates for creating a replica Romano-British villa on the Hadspen estate near Castle Cary. The plans were warmly

received, and the Trust was subsequently asked to develop the proposals to the next stage. Shortly before the end of the year, the second phase contract was finalised, and the Trust will be providing technical curatorial, archaeological and historic environment services which support the creation of a new Roman museum and full-size replica of a Romano-British villa.

Arts Council England (ACE) have awarded the Trust a grant through their Museums and Schools programme for two years. The opportunity is very welcome and strengthens the relationship between the Trust and ACE.

The Trust has been engaged in negotiations with three local councils about the provision of planning conservation advice on a contractual basis.

- A contract has been secured, for an initial term of two years, with Bath and North East Somerset Council. The Trust will provide planning conservation advice and the Historic Environment Record within B&NES, but excluding the city of Bath.
- An agreement is in place with South Somerset District Council to provide advice and a planning conservation service as an interim measure.
- Discussions are ongoing with Taunton Deane Borough Council about the provision of a contracted service.

During the year a bid for £22,000 was submitted to the Art Fund's Weston Programme in support of the proposed exhibition 'Painter Pilgrim: the Art of Tristram Hillier'. The bid was subsequently successful as was a related bid for £40,000 to Arts Council England.

### 3.16 Staffing

On 30 November, **Steve Minnitt**, Head of Museums for the Trust, retired after more than 43 years' service. An event was held in the Great Hall at the Museum of Somerset on 30 November when a large gathering of colleagues and friends were able to express their sense of all that Steve has achieved and to wish him well in the time ahead. Following a nationally-advertised recruitment process, **Sam Astill** became Steve's successor on 1 February.

**Karen Johnson**, the Trust's Facilities Manager, left her post on 28 February to take up a new role at Hinkley C. She joined Somerset County Council in 2001 and worked with the Library Service before joining the Trust on its creation in 2014. She had responsibility for all facilities matters and developed her role with great skill, care and good humour. Her successor is Lisa Miller.

After a long professional association with West Country museums and with the Trust, **Liz Neathey** gave up her post as Museums Development Officer on 31 May for a new role with Arts Council England. She left with the best wishes of her many friends and colleagues.

After 47 years with the Somerset Archives Service **Mervyn Richens** gave up his post as Senior Conservator on 5 September. He was outstandingly the Trust's longest-serving member of staff and the longest-serving staff member in the history of the Somerset Record Office since its foundation in 1935. His dedication to preserving Somerset's archival heritage has left an enduring legacy and future generations will have more reason to be thankful for his work than they can know.

**Dennis Parsons**, Curator of Natural Science, retired on 3 April after 31 years' service. When he started work with the Museums Service he found geological collections which had suffered long neglect and made it his task not only to put them into excellent order but to reveal them as resources of national and international significance. Dennis had a key role in solving many collections management issues, including the complex decant of Somerset County Museum before its transformation into the Museum of Somerset, the similar challenges at Glastonbury and Weston, and the practical conservation of many museum objects. He also supported volunteers in an exemplary way and maintained strong and important links with scholars and practitioners in national institutions.

**Phil Hocking** retired as Researcher with the Somerset Archives and Local Studies Service on 28 June. Phil arrived at the old Somerset Record Office 28 years ago, and in the time since then had become a key person in ensuring that the sources of Somerset history were made available to thousands of people. At a leaving event we expressed our great gratitude for everything he contributed.

**Laytn Sharp**, Exhibition Technician with Somerset Museums Service, gave up his post on 21 September after almost 10 years' service. He had a key role in creating the Museum of Somerset and since then worked on all the Museum Service's increasingly ambitious temporary exhibitions. His skills and quiet dedication have been of great importance to the Trust. He left with the best wishes of all his colleagues.

Some key appointments were made during the year:

- Geoff Flower began work as the Trust's new Formal Learning Officer
- Sarah Cox, Exhibitions and Programme Officer joined the Museums Service
- Lisa Millar became Facilities Officer
- Harriet Moffett transferred from her role as Heritage Learning Assistant to take the role of Researcher in the Somerset Archives Service
- Freya Ward was confirmed as Heritage Learning Assistant

**Bob Croft**, the Trust's Head of Historic Environment and Estates, was recently appointed a member of the Historic England Advisory Committee. The committee offers expert advice concerning Historic England's functions under the National Heritage Act 1983.

**Dan Broadbent and Sarah Cox** have both been awarded places on the Museum Transformers programme run by the Museums Association. The programme seeks to engage participants in increasing the social and civic impact of museums.

Average Full Time Equivalent Staff employed on 31 October 2018:

Service provision	61.53
Finance and administration	8.02
Management	5
<b>Total</b>	<b>74.55</b>

## Section 4. Looking forward

During 2016–17 the senior management team and trustees prepared a new Business Plan for the period 2017 to 2022. Called ‘Building on Success’, it seeks to define a new focus for the Trust and sets out ambitious plans and aspirations for the future. The Business Plan is aligned with the objectives of our primary partners as well as reflecting the views and priorities of staff, trustees and stakeholders.

The Business Plan action plan is provided below, grouped into five strategic priorities.

### 1. Resilient: the Trust is dynamic and developmental, and a leading cultural organisation in the South West.

Action		Progress
Financial resilience is essential in order to achieve our wider heritage goals. We will seek to broaden the base of our income through approaches to grant-giving bodies and an openness to opportunities that meet our overarching heritage and charitable aims.	Ongoing	Underway. <b>New income has been secured through Emily Estates and Arts Council England. Contracts for the supply of services to Bath and North East Somerset Council and South Somerset District Council are expected to be in place by 31 October 2018.</b>
A review of current staffing will take place to ensure the correct organisational structure is in place, providing the skills necessary for the Trust to continue to grow and develop.	2018	Arising from a recent Leadership Team (LT) planning meeting.
Focused research will be undertaken with existing and potential audiences to inform the future direction of public programming and services.	2018	In development. Rationalise data collection, new qualitative data gathered. Amalgamate existing work: CIPFA, PSQG, ALGAO, ONS. <b>Small Grant Big Improvement funding secured for the installation of visitor monitoring equipment.</b>
Research will be undertaken to provide better intelligence and quantitative data about the visitors to the landscape sites.	2018-2019	Arising from a recent Leadership Team planning meeting.
The Museum Loans for Learning service will undergo a programme of sustainable development. Loans will be refreshed in line with curriculum changes and more guidance will be provided for teachers on the ways in which loans can enhance learning in the classroom.	Annually	Arising from a recent Leadership Team planning meeting. <b>Targeted investment from the Development Fund is supporting the renewal of resources.</b>
Monitoring of the impact of Hinkley Point C will be continued to ensure	Ongoing	Underway and ongoing.

compliance with obligations relating to the historic environment.		
The use of outdoor and indoor spaces at the Museum of Somerset will be reviewed and developed.	2019	Options appraisal to be undertaken.
The use of outdoor and indoor spaces at Somerset Rural Life Museum will be developed.	2020	
The number of visits to the Museum of Somerset will reach a minimum average of 100,000 a year.	By 2022	
The number of visits to the Somerset Rural Life Museum will reach a minimum average of 40,000 a year.	By 2022	

**2. Enterprising: with a spirit of enterprise at its heart, the Trust aims to develop new opportunities to deliver rich and diverse heritage experiences to audiences.**

<b>Action</b>		<b>Progress</b>
A digital preservation system will be commissioned and embedded in the service as a long-term repository for digital archives.	2018	<b>Due to be operationally launched before the end of 2018. The new digital preservation system will be recognised as a regional hub promoting sectoral expertise.</b>
We will develop our online archival presence through projects to make further digitised content available, including working with commercial providers.	Ongoing	Underway and ongoing.
A new commercial service will provide consultancy expertise and undertake programmes of work where there is no compromising of professional integrity.	From 2018	Underway and ongoing. <b>The Historic Environment Service (HES) will be providing the HER and Planning Conservation service for B&amp;NES (exc. Bath) from October 2018 as a contracted service. HES providing support to South Somerset District Council on a consultancy basis, to establish a new Planning Conservation service.</b>
Income generation will be increased across all sites through traded services, sponsorship and fundraising.	Ongoing	Underway and ongoing. <b>A new admission fee structure for SRLM has been</b>

		<b>devised, aiming at simplifying the offer.</b>
Loans will be offered in Devon for the first time with the creation of a series of loan boxes which can be borrowed from the Devon Heritage Centre.	From 2018	First loans are planned to be piloted with schools in the academic year 2018-19. <b>£600 Development Fund investment will provide new localised resources.</b>
Themed merchandising will be linked to temporary exhibitions, to increase sales income.	From 2018	Being planned with programming.
The reopening of the Rural Life Museum gives the opportunity to develop our learning subscription service for schools in the north and east of Somerset.	Ongoing	Underway and ongoing. <b>Enhanced by Adventures in Time project.</b>
New interpretation will be installed at our landscape sites, providing digital content links and cross-promoting the other sites and the work of the Trust.	2019 onwards	To be defined in an action plan for the sites.
A review will be undertaken of the opportunities offered at the Brick and Tile Museums for new forms on engagement and the potential to renew the role and prominence of the museum.	2018-19	To be defined in an action plan for the site. Project development meeting to be convened.
The local studies collections will be significantly developed to make more resources and sources of information accessible than ever before, including Ordnance Survey maps and newspaper collections.	By 2022	
We aim to achieve 150,000 visits to our sites annually through marketing our offer and making increased use of digital platforms.	By 2022	

### **3. Collaborative: working with others is at the heart of what we do, delivering meaningful experiences and a greater sense of place.**

<b>Action</b>		<b>Progress</b>
Trustees bring a range of knowledge, contacts and experience to the benefit of the Trust, acting as ambassadors and contributing to its public profile.	Ongoing	Underway and ongoing.
Support, advice and training will be given to a wide range of local	Ongoing	Database of groups and contacts to be retained.



groups in Somerset and Devon to enable them to develop and deliver heritage-based projects at the heart of communities.		
A long-term and sustainable future for the North Devon Record Office will be achieved, providing vibrant projects with the local community and partner organisations.	Ongoing	Underway and ongoing. <b>Stakeholder event in October generated new interest, fundraising to continue the service is on-going.</b>
Collaboration with partners and other sectors will support the development of unique and inspirational exhibitions and events and will generate grant funding and sponsorship.	Ongoing	Database of partnerships and targeting to be created and maintained.
We will undertake a developmental programme to maintain the heritage features of the public realm in Somerset, working with parish and town councils and local authorities.	Ongoing	Underway and ongoing. <b>Annually renewable, with forward year funding confirmed.</b>
We will work in partnership to support the Quantock Hills AONB to deliver the heritage aspects of the Landscape Partnership Scheme.	Ongoing	Stage 2 full project being developed.
The Learning Team will provide learning support for the public programme of exhibitions and events across the Trust.	Ongoing	Underway and ongoing.
The Somerset Archaeological Handbook will be revised and updated.	Biennially	Ongoing.
We will use our leading position and expertise in archive collection development and conservation, working with a wide range of partners and community groups to support archive projects across Devon and Somerset.	Ongoing	Underway and ongoing.
We will work in partnership with Historic England and local authorities to ensure key heritage sites at risk are conserved and protected, engaging local people with the stories and issues that arise.	Ongoing	Underway and ongoing. Norton hillfort will be the newest addition to managed sites.
A partnership project will be developed to celebrate and recognise the industrial heritage of Bridgwater.	2018-2019	Underway and ongoing.

**4. Inclusive: our services are for everybody and activities and events are planned to ensure all people feel valued, connected, respected and included.**

Action		Progress
Collections and loans will be used to create temporary exhibitions across our sites and to take objects into the communities of the South West.	Ongoing	Ongoing programme.
An annual programme of courses, events and pop-up exhibitions will create opportunities for people to learn from and be inspired by our archive and local studies collections.	Annually	Ongoing programme.
We will engage with national schemes to increase access and engagement with archives, including Explore Your Archive, Takeover Day and Take One.	Annually	Ongoing programme.
Our schools learning programme will continue to adapt and change to meet the needs of pupils and teachers and the requirements of the National Curriculum.	Ongoing	Underway and ongoing.
A new externally-funded project will be developed to link local communities, groups and schools with our landscape sites, ensuring their full value is realised and future secured.	2018 onwards	Review and revision of the planned activity.
Our long-standing partnership with learning disability service providers will be formalised with Discovery, the provider in Somerset, in order to maintain and develop visitor numbers and experiences at the Brick and Tile Museum.	2018	To be formalised through the new project being initiated in Bridgwater.
Opportunities for further and adult education will be developed at the Brick & Tile Museum, building on pilot work already undertaken.	From 2019	To be extended through the new project being initiated in Bridgwater.
Over 5,000 people will receive direct email marketing about the Museum of Somerset.	By 2022	
Over 2,000 people will receive direct email marketing about Somerset Rural Life Museum.	By 2022	

**5. Inspiring: heritage is inspiring, and we will use our amazing collections, together with the creativity and passion of staff and volunteers, to inspire people of all ages.**

Action		Progress
Collections will be cared for and interpreted excellently to provide the foundation stone for the deeper understanding of our past and for creating compelling learning experiences both within our museums and beyond them.	Ongoing	Underway and ongoing.
Core work to care for, catalogue and make collections available will continue to be prioritised. This underpins all other activity. Targeted approaches will be made to secure grant and contract funding to support specific projects which develop collections care and improve public access.	Ongoing	Underway and ongoing.
Programmes of learning activities and workshops at Somerset Rural Life Museum will be developed and expanded.	Ongoing	Underway and ongoing.
We will engage fully with regional and national themes and anniversaries, making them locally relevant through the stories of individuals held in our archive collections. Projects, events and activities will bring to life our shared understanding.	Ongoing	Underway and ongoing. New process to coordinate the public programme being implemented.
The Somerset Historic Environment Record will have new mapping layers added and be promoted as a primary reference source about the heritage of Somerset.	Ongoing	Underway and ongoing. Development plan for HER to be created. <b>Expansion planned to include B&amp;NES HER.</b>
Our programme of reminiscence sessions will be extended and marketed to increase engagement and the benefits to participants.	Ongoing	Underway and ongoing. Strong link to development of wellbeing theme for activity.
We will provide advice to other heritage organisations when requested and play an active leadership role in the heritage community of the South West.	Ongoing	Underway and ongoing.
We will develop a new website as the most important online destination for all that relates to the heritage of Somerset and Devon.	2018	<b>Complete.</b> <b>Forward development plan to be created with Digital Working Group.</b>
We will develop hands-on experiences at the Avalon Marshes historic reconstructions which inspire and excite visitors, making it a viable and well-established visitor destination in Somerset.	2018 onwards	Buildings are nearing completion with host site still being developed.

A new business plan will be prepared to ensure the historic reconstruction buildings at the Avalon Marshes Centre are used to their full potential for schools and visitors. Grant funding will be sought to support new activity.	2019	<b>Business plan to be developed, initiated through Leadership Team meeting at Avalon Marshes Centre in October.</b>
We will work with colleagues across the Trust to develop and implement a learning offer at the Avalon Marshes Centre.	From 2019	
A digital online exhibition space will be created to build an archive of material produced for previous physical exhibitions, including images, films and text.	From 2019	To be hosted on new website.
Our online presence will be optimised to work more interactively with mobile devices and our museums.	From 2019	Website sub-project.
The use of space within the Museum of Somerset will be reviewed to develop opportunities to display underrepresented collections, including fine art.	From 2019	Part of options appraisal project, to be developed.

Decision Report – Cabinet Key Decision

Decision date – 10 June 2019

**Planning and Delivery of Early Years and School Places in Somerset**

Cabinet Member(s): Cllr Frances Nicholson - Cabinet Member for Children and Families & Cllr Faye Purbrick - Cabinet Member for Education and Transformation

Division and Local Member(s): All

Lead Officer: Julian Wooster - Director of Children’s Services

Author: Liz Smith - Service Manager Schools Commissioning

Contact Details: 01823 356260

	<b>Seen by:</b>	<b>Name</b>	<b>Date</b>
	County Solicitor	Honor Clarke	17/05/2019
	Monitoring Officer	Scott Wooldridge	12/04/2019
	Corporate Finance	Sheila Collins	15/05/2019
	Human Resources	Chris Squire	10/04/2019
	Property	Paula Hewitt	15/04/2019
	Procurement / ICT	Simon Clifford	17/05/2019
	Senior Manager	Julian Wooster	15/05/2019
	Commissioning Development Team	Vikki Hearn	10/05/2019
	Local Member(s)	All	29/05/2019
	Cabinet Members	Frances Nicholson – Cabinet Member for Children and Families  Faye Purbrick – Cabinet Member for Education and Transformation	17/05/2019
	Opposition Spokesperson	Jane Lock	29/05/2019
	Relevant Scrutiny Chairman	Cllr Leigh Redman for Scrutiny Children & Families,	29/05/2019
<b>Forward Plan Reference:</b>	FP/19/04/05		
<b>Summary:</b>	<p>The policies and principles by which Somerset County Council (SCC) plans early years and school places have been reviewed and updated to reflect the academy agenda and other education initiatives.</p> <p>The updated policies and principles will be included in the School Place Infrastructure Growth Plan to be published in June 2019 and the Early Years County Wide Sufficiency Report to be published in September 2019.</p>		

<p><b>Recommendations:</b></p>	<p><b>That the Cabinet:</b></p> <ol style="list-style-type: none"> <li><b>1) approves the updated Policies and Principles of Early Years and School Place Planning as set out in section 2 of this report.</b></li> <li><b>2) authorises the Head of Education Partnerships in consultation with the Lead Cabinet Members for Children and Families and Education and Transformation to publish the School Place Infrastructure Growth Plan and Early Years County Wide Sufficiency Report on an annual basis.</b></li> <li><b>3) endorses the recently published DfE guidance on securing developer contributions for education which confirms that contributions must cover the full cost of providing the new school places that are required as a result of new housing developments.</b></li> </ol>
<p><b>Reasons for Recommendations:</b></p>	<p>SCC has a statutory duty to provide a sufficient supply of good quality early years and school places.</p> <p>The policies and principles were last reviewed by Cabinet in March 2015. Since that time pressure on school and early years places has continued to grow and the impact on secondary school provision is beginning to take effect. The number of academies has also increased with over a third of our schools now independent of the local authority. Last year the council updated its pupil product ratio (PPR) from new housing developments. Therefore, a review of the council's policies and principles in this area of statutory responsibility is timely.</p> <p>These policies and principles will underpin all decision making with regards to ensuring the sufficiency of early years and school places and they will be published in the School Place Infrastructure Growth Plan to be published in June 2019 and the Early Years County Wide Sufficiency Report to be published in September 2019.</p>
<p><b>Links to County Vision, Business Plan and Medium-Term Financial Strategy:</b></p>	<p>The recommendations link to this Headline Vision in the County Plan:</p> <ul style="list-style-type: none"> <li>• A great place to live that helps make people's lives better</li> <li>• A county of strong, well connected and safe communities (where people live), working to put right things that are unfair</li> <li>• A county that supports affordable housing, good business success and strong, continuing public services</li> <li>• A county where everyone who can help like the NHS, council and voluntary groups, look at improving the health and wellbeing of people and where they live.</li> </ul>

<p><b>Consultations and co-production undertaken:</b></p>	<p>A revised draft of the policies and principles was discussed at Education Senior Leadership team on the 14 March 2019.</p> <p>The Opposition Spokesperson and Chairman of Scrutiny (Children and Families) have been consulted.</p> <p>The implications of the policies and principles of early years and school place planning affect the entire county and therefore all Council Members have been consulted and the feedback received reflected in this report.</p>					
<p><b>Financial Implications:</b></p>	<p>In 2018/19, the Council approved a programme to provide additional school basic need places over four years. This was in part funded by up to £120m of borrowing. A further investment programme was proposed for 2019/20 and the subsequent three years, but this was reviewed in the light of the financial pressures upon the Council. The proposed schools programme for 2019/20 and beyond is now based upon available DfE grant, S106/CIL contributions and the existing borrowing approval given in February and May 2018. This programme has been designed to meet the needs up to 2021.</p>					
<p><b>Legal Implications:</b></p>	<p>Any changes to school organisation of maintained schools will be subject to School Organisation (Prescribed Alterations to Maintained Schools) (England) Regulations 2013.</p> <p>Any changes to school organisation of academies will require a significant change application by the academy to the Regional Schools Commissioner (RSC) as defined in section 1a of the Academies Act 2010.</p>					
<p><b>HR Implications:</b></p>	<p>All new schools are required by government policy to open as Free Schools and HR matters will be the responsibility of the sponsor.</p> <p>Any re-organisational change will be discussed with staff as and when formal proposals are brought forward. Trade unions and professional associations will also be consulted.</p>					
<p><b>Risk Implications:</b></p>	<p>The key risk is that SCC will fail to meet its statutory obligation if sufficient early years and school places are not secured.</p> <p>Any proposal to add additional places will give consideration to potential risks to the LA and this will be examined on an individual basis.</p>					
	<p><b>Likelihood</b></p>	<p><b>2</b></p>	<p><b>Impact</b></p>	<p><b>5</b></p>	<p><b>Risk Score</b></p>	<p><b>10</b></p>
<p><b>Other Implications (including due regard implications):</b></p>	<p><b><u>Equalities Implications</u></b></p> <p>Any proposed new schools (mainstream and special) or expansions of existing provision (mainstream and special) will be</p>					

	<p>fully accessible for disabled users with the proper facilities and provisions in place to cater for them, pursuant to statutory obligations set out in Equality legislation and that brought together under the umbrella provisions of the Equality Act 2010.</p> <p><b><u>Community Safety Implications</u></b> Improved access to education will have a positive impact on community safety. Improved access to quality educational facilities could serve to reduce the likelihood of low level anti-social behaviour and improve children’s chances to thrive long term.</p> <p><b><u>Sustainability Implications</u></b> Schools that serve the local community will keep the need for home to school transport to a minimum as pupils will live within walking and cycling distance to school, so these are the natural, logical and obvious choices. New schools and extensions to a school building will achieve at least the equivalent BREEAM Very Good (BREEAM is the world’s leading sustainability assessment method for master planning projects, infrastructure and buildings. It recognises and reflects the value in higher performing assets across the built environment lifecycle, from new construction to in-use and refurbishment).</p> <p><b><u>Health and Safety Implications</u></b> Risks involved in construction works will be managed by the appointed contractor through their construction Health and Safety Plan required for all such projects. Once opened, Health and Safety of the site will be the responsibility of the Academy Trust or School.</p> <p><b><u>Privacy Implications</u></b> Deemed not to be relevant here.</p> <p><b><u>Health and Wellbeing Implications</u></b> Where new schools are built, or expansions take place this will be to meet local demand so that, wherever possible, walking and cycling to school are the natural, logical and obvious choices for the school journey.</p>
<b>Scrutiny comments / recommendation (if any):</b>	Not applicable.

## 1. Context

- 1.1. A key duty of the Council is to ensure that there are sufficient numbers of ‘good’ early years and school places to meet demand and that the structure of education delivery meets the needs of an area. Additionally, these should be financially sustainable and able to deliver a suitable curriculum including life skills that prepares children and young people for the world of higher education and employment. The strategy to achieve this will be set out in a future report to cabinet



- 1.2. The policies and principles that underpin school place planning in Somerset were approved by Cabinet on 18 March 2015 prior to the first publication on the Infrastructure Growth Plan (IGP). IGP's were published in 2016 and 2017 but not in 2018. During 2018 a key piece of work was undertaken to revise the Council's Pupil Product Ratio's (PPR) as it had been apparent for some time that the number of primary aged pupils requiring places from new housing developments was far in excess of the formula the Council was using.
- 1.3. SCC commissioned a research project to visit housing developments completed in the authority since 2012 with the aim of updating the PPR so that the level of contributions requested from developers and planning authorities was SCC was in line with the costs of building new education provision. The project was carried out by Cognisant Research and new PPRs approved in November 2018.
- 1.4. These new PPR's are now being applied to the SCC forecasting methodology and their impact will be reflected in the 2019 IGP when published later this year. At the same time, it seems appropriate to review the existing policies and principles of school place planning as well as those for early years.

## **2. 2019 Principles of Early Years and School Place Planning**

- 2.1. The policies and principles take account of the 4 priorities in 'Our Plan' – Somerset's Plan for Children Young People and Families 2019-2022 which are:
  - Supported Families – strengthening families and Building resilient communities
  - Healthy Lives – families making right choices to support happy healthy lifestyles
  - Great Education – high aspiration, opportunities and achievement for all
  - Positive Activities – getting the most out of life through play, leisure cultural and sporting opportunities

### **2.2. Provision of Good Quality School Places**

The Council has an extensive education capital investment programme to support the expansion of school place provision in certain parts of the County. Other parts of the County are experiencing a decline in pupil number. Guidance issued by the DfE in October 2018 states that the governments expectation is that Local Authorities should create additional places in schools that have an overall rating of 'good' or 'outstanding'

When will additional places be considered?

Primary Schools

When needing to increase the number of primary school places, SCC will look first to expand local schools for local children where reasonable and practicable. If expansion of local schools is not an option due to size constraints or the number of new places required, SCC will seek to secure a new school (the Department for Education currently require an academy

sponsor to open a new Free School either through a direct Free School bid to or via a Local Authority presumption competition)

### Secondary Schools

For secondary schools SCC will apply the principles of the sufficiency calculations (school capacity) and consider cases for additional accommodation (basic need) where pupil forecasts at academies exceed the pupil place capacity for 3 years from local demand. In the case of maintained schools pupil forecasts will need to exceed the net capacity figure for 3 years from local demand.

The availability of places at schools that are within statutory walking distance will also be a factor. If expansion of local schools is not an option due to size constraints or the number of new places required, SCC will seek to secure a new school (the Department for Education currently require an academy sponsor to open a new Free School either through a direct Free School bid to or via a Local Authority presumption competition)

### All Through Schools

Where the number of new school places required is sufficient in size and age range the LA will consider providing all-through provision.

### Special Schools

When needing to increase the number of specialist provision places, SCC will look first to expand local schools for local children where reasonable and practicable. If expansion of local schools is not an option due to size constraints or the amount of new places required, SCC will seek an academy sponsor to open a new Free School either through a direct Free School bid to the Department for Education or via a Local Authority presumption competition.

### Early Years places

SCC has a statutory duty (Childcare Acts 2006 and 2016) to ensure sufficient childcare places are available for parents to access to enable them to return to work or access training. Provision must be planned to cater for the new births, and also eligible children to access childcare and funded entitlements. The DfE require that all eligible two year olds should access provision that is rated good or outstanding. The market in Somerset consists mainly of private, voluntary and independent providers and SCC has very few provisions that it is responsible for.

When there is a need to increase childcare places SCC will look at a range of options including to the Private, Voluntary and Independent (PVI) sector to facilitate and encourage expansion. The PVI sector provides the largest proportion of early years and childcare places. When there is EFSA funding available it is targeted to areas of greatest need as shown in sufficiency assessments.

SCC will also look to maximise value for money and where appropriate, work with partners to secure the additional places.

### **2.3. What types of additional provision will we build?**

When building new school provision SCC will promote its own benchmark based on the principles of the relevant Building Bulletins. School buildings will also be compliant with the requirements of the Equality Act 2010 to ensure as many children as possible with additional needs can be taught in mainstream education.

Early Years provision will comply with the Early Years Foundation Stage standards and be inclusive.

### **2.4. Who will we engage with when seeking to add new places?**

SCC will work with all types of education and early years provision, maintained schools, multi academy trusts, dioceses and the Regional Schools Commissioner (RSC), district councils, developers, neighbouring authorities to ensure a sufficient supply of 'good' early years and school places.

In line with DfE guidance SCC will seek developer/CIL contributions towards school places that are created to meet the need arising from Housing Developments. Contributions MUST cover the full cost of providing the new school places that are required.

### **2.5. How will we work with the local community?**

SCC will endeavour to promote children and young people's participation in public decision making so they can inform and shape decision making now and in the future.

SCC will ensure that before any final decisions regarding early years and school place planning are made an Impact Assessment will be completed and have received the relevant sign off.

Due regard will be taken of a sustainable transport strategy to minimise the reliance on the SCC school transport budget by encouraging and facilitating children to walk or cycle to school, rather than travelling by motorised transport.

SCC will encourage working with partners regarding community use facilities where this is reasonable and practical.

SCC or Academy Trust will ensure effective consultation with parents and other interested parties to gauge demand for their proposed changes and to provide them with sufficient opportunity to give their views.

SCC will encourage early years providers and schools to seek the views of the local community when establishing provision

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

### **3.1. With continuing pressure on school and early years places, coupled with major new housing developments in Somerset's main towns, it is important that the**

policies and principles of early years and school place planning are revisited and reviewed on a regular basis to support the decisions that are made to add additional good quality places. Therefore, alternative options are not applicable because without clarity SCC runs the risk of delaying decisions or making decisions out of context.

#### **4.0 Background Papers**

The Policies and Principles of Early Years and School Place Planning 18 March 2015

- <http://www1.somerset.gov.uk/council/board3/2015%20March%2018%20Item%2005%20The%20Policies%20and%20Principles%20of%20Early%20Years%20and%20School%20Place%20Planning.pdf>

#### **Planning Infrastructure Growth Plan for Somerset (2017)**

[www.somerset.gov.uk/EducationIGP](http://www.somerset.gov.uk/EducationIGP)

#### **Pupil Yield Review 2018**

<http://democracy.somerset.gov.uk/documents/s8640/Review%20of%20Pupil%20Product%20Ratios%20for%20the%20purposes%20of%20School%20Place%20Planning.pdf>

#### **DfE guidance on seeking Developer Contributions:**

[https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment\\_data/file/793661/Securing\\_developer\\_contributions\\_for\\_education.pdf](https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/793661/Securing_developer_contributions_for_education.pdf)