

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

Report Sign Off:	Seen by:	Name	Date
	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	
Informed:	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
Forward Plan Reference:	Forward Plan reference: FP/19/05/06 Notice of proposed decision first published 14 th May 2019		
Summary:	<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>Recommendations:</p>	<p>Cabinet is asked to:</p> <ol style="list-style-type: none"> 1. Consider and comment on the information contained within this report. 2. Where performance issues are highlighted, Cabinet should consider whether the proposed management actions already in place are adequate to improve performance to the desired level. If the Cabinet are of the view that the actions are not adequate, then Cabinet should indicate what further actions are required to ensure performance is improved. 3. Subject to any amendments agreed under the above points, to agree this report and any appendices as the latest position for Somerset County Council against its Council Vision.
<p>Reasons for Recommendations:</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>Links to Priorities and Impact on Service Plans:</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>Consultations undertaken:</p>	<p>Key messages have been approved by Directors, Lead Commissioners and Cabinet Lead Members.</p>

Financial Implications:	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.					
Legal Implications:	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.					
HR Implications:	Actions agreed to address performance issues may involve the reallocating of resources and staff. As such there would be direct implications for staff that play a role in the delivery of services in those areas affected.					
Risk Implications:	The performance highlighted in this report can impact on one or more of the Council risks as detailed in the Council's Risk Report.					
	Likelihood	N/A	Impact	N/A	Risk Score	N/A
Other Implications (including due regard implications):	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.					
Scrutiny comments / recommendation (if any):	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 1st 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.