

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

Lead Officer: Emma Plummer / Strategic Manager - Performance

Author: Emma Plummer / Strategic Manager - Performance

Contact Details: (01823) 359251

Cabinet Members: Cllr D Fothergill, Leader of the Council & Cllr David Hall

Division and Local Member: All

1. Summary

- 1.1. This performance monitoring report provides an overview of the Council's performance across the organisation.
- 1.2. The report is based on the content of the County Plan.

2. Issues for consideration / Recommendations

- 2.1. The Committee is asked to consider and comment on the information contained within this report specifically those areas identified as a potential concern under section 4 of this report and the "issues for consideration" section of Appendix A.
- 2.2. Members are also asked to review and comment on actions undertaken at Cabinet, to ensure that appropriate consideration has been given to the work being undertaken to address performance concerns.

3. Background

- 3.1. This report provides members and senior officers with the information they need to lead and manage the performance of the organisation and increase levels of public accountability.
- 3.2. The report has been updated to reflect the County Plan that was adopted by full Council in February 2016 and a review of the priorities and the performance information that contributes to them has been carried out. Appendix A – the Performance Wheel now has seven segments which reflect the "People's Priorities" which are widely consulted upon through the Listening Learning, Changing Roadshows. There are four "Council" segments which seek to measure how well the council manages its relationships with partners, staff and the public and how good its 'internal management' processes are. There is one segment that seeks to reflect the performance of the Vision Projects being undertaken by the Vision Volunteers.
- 3.3. Work to align the reporting of the Vision Volunteer projects with the Corporate Performance report is underway. Progress is being reported monthly to Core Council Board and presentations have recently been considered by Cabinet and Scrutiny for Policies and Place Committee.
- 3.4. This report provides the latest information available in the period up until 31st July 2017. As such some of the data may be a little historical in nature; discussions regarding "performance issues" will take account of any additional information that may be available following production of this report

- 3.5. This report has been presented to Cabinet on Wednesday 27th September 2017.
- 3.6. This report is being presented to Scrutiny for Policies and Place Committee on Tuesday 3rd October 2017.
- 3.7. This report is being presented to Scrutiny for Policies, Adults & Health on Wednesday 11th October 2017.

4. Our Performance

- 4.1.
- Sections that are preceded by 'P' are of particular interest to Scrutiny Policies and Place.
 - Sections that are preceded by 'A&H' are of particular interest to Scrutiny Policies, Adults & Health.
 - Sections that are preceded by 'C&F' are of particular interest to Scrutiny Policies, Children & Families.
- 4.2. This quarter there are three red segments:
- **(A&H, C&F) P1 Help vulnerable and elderly people** – The Performance Improvement process continues to embed within adult services. Improved use of data to support performance improvement is now being regularised across all teams in conjunction to a focused improved use of technology. Progress is being made to reach these targets particularly with regard to improving recording of data to ensure reporting accurately reflects work done. Management actions are in place for all performance targets and are being monitored closely.
 - **(C&F) P3 Safer Children and Better Care** - Progress for the first year of the Children and Young People's Plan has been reported to the Children's Trust Executive and was reported to Cabinet on 14th June. The Children's Trust Executive are pleased with the progress against the 7 Improvement Programmes, but recognise there is still much work to be done. Action plans for 2017/18 have been drawn up with a focus on a stepped improvement over this second year to ensure year 3 achieves the outcomes of the CYPP in 2019. Ofsted quarterly monitoring visits have concluded adequate progress is being made and DfE intervention has confirmed a "significant improvement" in Somerset's Children's Services, including more manageable case-loads, a more stable workforce and better partnership working as reported by the Minister in December 2016. Despite this, until a re-inspection, services are judged inadequate and there is a corporate risk for Safeguarding Children that has a very high risk rating. Change is evident but universal improvement remains is a challenge.
 - **(P) C4 Managing our Business** - The Authority's forecast shows a projected overspend of £10.054m. This represents 3.22% of base budget. The majority of the overspend lies in the Children's Services budgets. The implication of this early forecast is that Cabinet and the Senior Leadership Team will need to take some immediate actions to address the overspend projections. Given last year's position, there are already 5 high priority projects under way (all but one of which are affecting children's services budgets) to identify ways of reducing spend and managing demand. These are having some success in reducing

overspend and delivering MTFP savings but are projects that in some cases span last year, this year and next before coming to fruition.

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

P2 - Healthy Residents and reducing inequalities

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

4.4. Performance Summary

The latest performance information is set out in Appendix A and summarised in the table below:

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

Metric Segment	Number of objectives			Direction of Travel		
	Green	Amber	Red	Up	Stable	Down
The People's Priorities	3	2	2	3	3	1
The Council	2	1	1	1	3	0
Vision Volunteers	1	0	0	0	1	0
Totals	6	3	3	4	7	1
As Percentage	50%	25%	25%	33%	58%	8%

4.5. As requested by Scrutiny the table below compares performance between quarters at the objective level and a link is also available to the previous quarterly reports in the Background Papers section at the end of this report.

Wheel Segment		RAG Status 2017/18			
		Apr - Jul	Q2	Q3	Q4
The People's Priorities	P1	R			
	P2	A			
	P3	R			
	P4	A			
	P5	G			
	P6	G			
	P7	G			
The Council	C1	G			
	C2	G			
	C3	A			
	C4	R			
Vision Volunteers	V1	G			

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

5. Core Council Programme

- 5.1.
- Sections that are preceded by 'P' are of particular interest to Scrutiny Policies and Place.
 - Sections that are preceded by 'A&H' are of particular interest to Scrutiny Policies, Adults & Health.
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- 5.2. The current status of the Core Council Programme is set out in Appendix B (attached), which details key achievements, issues and next steps.

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

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

An update on progress is detailed by theme below.

5.3. Economic Growth

(P) Economic Prosperity - Since the contracts for Hinkley Point C were signed between the UK Government, EDF Energy and China General Nuclear Power in September 2016, the key focus for SCC continues to be detailed planning with EDF Energy regarding its programme for delivery of the associated development works, including the remaining highway schemes. This includes liaison with EDF to gain an understanding of the construction programme more generally to ensure that the opportunity to create a positive legacy from Hinkley Point C is realised. A Cabinet decision has been taken to appoint a supplier for the Travel Demand Behaviour Programme.

Highways England has confirmed their contribution of £4m for the M5 Junction 25 scheme which means that the scheme is fully funded. The planning application has been submitted and determination is due in Autumn 2017.

Highways England has announced a supplementary consultation exercise with more options for the proposed A358 route close to Taunton.

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

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

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

application for ERDF funding.

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

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

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

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

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

5.4. 2020 Vision Theme

(P) One Public Estate (OPE) - Despite delays with some of the projects, the OPE programme is continuing to engage with partners to ensure buy in to future timescales and milestones.

Somerset County Council and West Somerset District Council have jointly decided not to pursue the relocation of Williton Library from its current building to West Somerset House. However to improve standards of customer service a new self-service kiosk will be installed at the existing Williton Library.

The Shepton Mallet project is still on hold to allow Mendip District Council to align with the wider development of a Blue Light Emergency Centre.

Progress continues to be made on Taunton with three discrete phases: Deane House hub, County Hall Back Office Hub and a potential Community Hub. SCC resources have been prioritised into developing an Outline Business Case for the County Hall proposal for sign off in September 2017.

Solutions for Yeovil and Chard are being developed and aligned with strategic intentions of key partners.

(P) Technology and People-led Programme (TAP) - The TAP Programme continues to work towards contributing to savings by improving organisational productivity and process efficiency with the potential of reducing headcount and

infrastructure costs, using technology as the key enabler. Through embedding new technology into the organisation and empowering people to work in a different way, this results in better interaction with our partners and customers.

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

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

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

5.5. (A&H) Modernising Adults' Social Care

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

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

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

5.6. (C&F) Improving Children's Services

Arrangements with Essex County Council as Improvement Partner continue. Additional Quality and Performance Review Meetings (QPRM) successfully

took place in May and July and these continue on a quarterly basis with the next full QPRM in September. In addition, regular Ofsted monitoring visits are taking place with the most recent visit on 22nd and 23rd August.

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

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

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

Nine Priorities:

- 1: Joint Commissioning
- 2: Health Engagement
- 3: Transitions
- 4: Participation
- 5: Early Help for SEND
- 6: Statutory Assessment
- 7: Complex Cases
- 8: School Improvement
- 9: Ofsted Preparation.

6. Consultations undertaken

- 6.1. The key messages within this monitoring report have been provided by Management Teams and reviewed by relevant Lead Cabinet Members.

7. Implications

- 7.1. If addressing performance issues requires changes in the way services are delivered through formal decisions, 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.

8. Background papers

8.1. County Plan <http://somersexcountyplan.org.uk/>

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