

# Scrutiny for Policies and Place Committee

Tuesday 5 December 2017

10.00 am Luttrell Room - County Hall,  
Taunton



To: The Members of the Scrutiny for Policies and Place Committee

Cllr T Lock (Chairman), Cllr M Lewis (Vice-Chair), Cllr P Ham, Cllr T Napper, Cllr A Wedderkopp, Cllr B Filmer, Cllr John Hunt, Cllr J Thorne and Cllr G Noel

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

Issued By Julian Gale, Strategic Manager - Governance and Risk - 27 November 2017

For further information about the meeting, please contact Lindsey Tawse on 01823 355059 or [ltawse@somerset.gov.uk](mailto:ltawse@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 Section 100A (4) of the Local Government Act 1972.

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 Scrutiny for Policies and Place Committee - 10.00 am Tuesday 5 December 2017

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

1 **Apologies for absence**

2 **Declarations of Interest**

Details of all Members' 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 previous meeting held on 31 October 2017** (Pages 5 - 10)

The Committee is asked to confirm the minutes are accurate.

4 **Public Question Time**

The Chairman will allow members of the public to ask a question or make a statement about any matter on the agenda for this meeting. **These questions may be taken during the meeting, when the relevant agenda item is considered, at the Chairman's discretion.**

5 **Council Performance Monitoring Report Q2 2017\_18** (Pages 11 - 28)

To receive this report.

6 **Revenue Budget Monitoring Report Q2 2017\_18** (Pages 29 - 44)

To receive this report.

7 **Report from the County Farms Task & Finish Group** (Pages 45 - 52)

Report to follow.

8 **Scrutiny for Policies and Place Committee Work Programme** (Pages 53 - 70)

To receive an update from the Governance Manager, Scrutiny and discuss any items for the work programme. To assist the discussion, attached are:

- The Committee's work programme
- The Cabinet's forward plan

9 **Any other urgent items of business**

The Chairman may raise any items of urgent business.

# Agenda Annexe

## Guidance notes for the meeting

### 1. Inspection of Papers

Any person wishing to inspect Minutes, reports, or the background papers for any item on the Agenda should contact the Committee Administrator for the meeting – Lindsey Tawse on Tel: (01823) 355059 or 357628 or Email: [ltawse@somerset.gov.uk](mailto:ltawse@somerset.gov.uk) They can also be accessed via the council's website on [www.somerset.gov.uk/agendasandpapers](http://www.somerset.gov.uk/agendasandpapers)

### 2. Members' Code of Conduct requirements

When considering the declaration of interests and their actions as a councillor, Members are reminded of the requirements of the Members' Code of Conduct and the underpinning Principles of Public Life: Honesty; Integrity; Selflessness; Objectivity; Accountability; Openness; Leadership. The Code of Conduct can be viewed at: <http://www.somerset.gov.uk/organisation/key-documents/the-councils-constitution/>

### 3. Minutes of the Meeting

Details of the issues discussed and recommendations made at the meeting will be set out in the Minutes, which the Committee will be asked to approve as a correct record at its next meeting.

### 4. Public Question Time

**If you wish to speak, please tell Lindsey Tawse the Committee's Administrator - by 12 noon the (working) day before the meeting.**

At the Chairman's invitation you may ask questions and/or make statements or comments about any matter on the Committee's agenda – providing you have given the required notice. You may also present a petition on any matter within the Committee'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.

You must direct your questions and comments through the Chairman. You may not take direct part in the debate. The Chairman will decide when public participation is to finish.

If there are many people present at the meeting for one particular item, the Chairman may adjourn the meeting to allow views to be expressed more freely. If an item on the Agenda is contentious, with a large number of people attending the meeting, a representative should be nominated to present the views of a group.

An issue will not be deferred just because you cannot be present for the meeting. Remember that the amount of time you speak will be restricted, normally to two minutes only.

## **5. Exclusion of Press & Public**

If when considering an item on the Agenda, the Committee may consider it appropriate to pass a resolution under Section 100A (4) Schedule 12A of the Local Government Act 1972 that the press and public be excluded 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, as defined under the terms of the Act.

## **6. Committee Rooms & Council Chamber and hearing aid users**

To assist hearing aid users the following Committee meeting rooms have infra-red audio transmission systems (Luttrell room, Wyndham room, Hobhouse room). To use this facility we need to provide a small personal receiver that will work with a hearing aid set to the T position. Please request a personal receiver from the Committee's Administrator and return it at the end of the meeting.

## **7. 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 this 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 wishing to film part or all of the proceedings. No filming or recording may take place when the press and public are excluded for that part of the meeting. As a matter of courtesy to the public, anyone wishing to film or record proceedings is asked to provide reasonable notice to the Committee Administrator so that the relevant Chairman can inform those present at the start of the meeting.

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

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

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

**SCRUTINY FOR POLICIES AND PLACE COMMITTEE**

Minutes of a Meeting of the Scrutiny for Policies and Place Committee held in the Luttrell Room - County Hall, Taunton, on Tuesday 31 October 2017 at 10.00 am

**Present:** Cllr T Lock (Chairman), Cllr M Lewis (Vice-Chairman), Cllr P Ham, Cllr T Napper, Cllr A Wedderkopp, Cllr B Filmer, Cllr J Thorne, Cllr G Noel and Cllr H Davies

**Other Members present:** Cllr C Aparicio Paul, Cllr D Fothergill, Cllr D Hall, Cllr L Leyshon, Cllr J Lock, Cllr D Loveridge, Cllr T Munt and Cllr R Williams

**Apologies for absence:** Cllr John Hunt

41 **Declarations of Interest - Agenda Item 2**

Cllr Hugh Davies declared a personal interest in Item 8 as he had received communications from the public speaker at the last Scrutiny for Policies and Place meeting regarding county farms.

42 **Minutes from the previous meeting held on 03 October 2017 - Agenda Item 3**

It was clarified that Cllr Bob Filmer had declared an interest as a member of the Sedgemoor Planning Committee.

With this exception, the minutes of the meeting on 03 October were accepted as being accurate by the Committee.

A member requested that the response from the Director of Children's Services regarding the hike in demand for children's services (minute 35, paragraph 8) be sent to the Committee.

43 **Public Question Time - Agenda Item 4**

Sue Osborne asked a public question regarding Item 8. She expressed disappointment that the call-in request made last week was not allowed by the Chair and Vice-Chair of the Committee despite being called-in by two county councillors and despite the recommendation made by the Committee on 5<sup>th</sup> September to suspend the disposal of county farms until the review by the Task & Finish Group is completed. Why did the Chair and Vice-Chair of this Committee not allow the two county councillors to exercise their legal right to call-in this key decision? She also expressed disappointment that the Chair and Vice-Chair did not respond to her emails regarding the matter and did not acknowledge receipt. She also expressed concern at the length of time it took to provide a written response to the questions she asked at the 03 October meeting. The written response was received on 27 October. What is the normal time scale for producing a written response? The response stated that Cllr Hall was unable to accept the Scrutiny recommendation as this would have been in contravention of council policy. If this is the case why was this not pointed out at the 05 September meeting when property officers were present?

Can you please explain why some of the farms and land on the retain list have been sold - surely this is contrary to policy too? A temporary halt is not a change of policy. It is an appropriate step if you are reviewing a policy. Whilst Scrutiny has no decision making powers, it can make recommendations which carry a material weight. It is either a very wise or very foolish executive which disregards the recommendations of its own scrutiny committee. In light of these events and the written response received, what confidence can I have that Cllr Hall will approach the completed report with an open mind in the event that the Task & Finish Group recommend retention of the remainder of the estate?

It was confirmed that a written response would be sent within ten working days.

#### 44 **Heart of the South West Productivity Strategy - Agenda Item 5**

The Committee received a report and presentation from the Strategic Commissioning Manager, Economy and Planning which updated Members on the Heart of the South West (HotSW) Productivity Strategy.

The Strategy has been prepared in partnership with district, county and unitary authorities, national parks and the HotSW Local Enterprise Partnership (LEP), as well as with Clinical Commissioning Groups (CCGs), private and third sector partners and central government. It is an overarching strategy document that outlines key priorities and objectives for the HotSW. Specifically, it sets out the aim of narrowing the 'productivity gap' evident in the HotSW LEP area, driving up prosperity and living standards for all, and securing the resources needed to do so.

In short, the Productivity Strategy aims to double the net worth of the HotSW economy from approximately £35 billion to £70 billion of GVA by 2036. Its stated vision is 'for all parts of the HotSW to become more prosperous, enabling people to have a better quality of life and higher living standards'. The Productivity Strategy is structured around the three strategic objective areas of 'Leadership and Knowledge', 'Connectivity and Infrastructure', and 'Working and Learning'.

Productivity is the measure of competitiveness of an economy and provides a technical way to assess how an economy is fairing.

SCC and other partners and stakeholders are now being consulted on the final draft in advance of a 30th November 2017 deadline. There is also a series of public consultation events planned across the HotSW including one in Somerset on 22nd November 2017. SCC's response will be considered by cabinet on 15<sup>th</sup> Cabinet and the Strategy will receive final sign off by the Joint Committee and LEP Board in January 2018.

The Committee discussed the importance of connectivity especially transport and digital infrastructure, particularly with regard to building the rural economy. Members commented that the business economy and rural economy are linked.

They discussed how the HotSW is ranked and compares with other areas and suggested using this measure to assess the progress of achievement against ambitions. It was commented that Somerset's position within ranking tables will always be challenging because of its geography. Being low in the table demonstrates that there is a lot of opportunity available.

They recognised the importance of having a flexible, over-arching strategy in place but stressed that the detail of its implementation was vital to ensure its success. It is key that the strategy does not only focus on urban businesses or those that don't relate to land.

The Committee noted the report.

#### 45 **Heart of the South West Joint Committee** - Agenda Item 6

The Committee received a report from the Strategic Manager, Governance & Risk on the progress of the Heart of the South West (HotSW) Joint Committee.

Members were first updated on the background of work carried out over the last two years by 19 Devon and Somerset authorities to seek a devolution deal for the area to bring down Government powers, functions and funding to improve productivity for the area. It was confirmed that a clear indication has been given that this could be achieved without the need for an elected mayor.

The HotSW agreed to establish a Joint Committee to progress its productivity strategy and put in place a formal mechanism to take forward negotiations with government on a range of policy agendas with a view to achieving additional benefits for the region. The Joint Committee model was designed to add additional benefit to the constituent authorities and it was stressed that this would not take powers away from the constituent authorities.

A series of recommendations required to establish the Joint Committee will now be taken through the constituent authorities over the autumn period via a template report to ensure consistency with a view to the Joint Committee being established by January 2018. These recommendations will be taken through SCC's Cabinet and Full Council in November 2017.

The template report will be accompanied by an 'Arrangements' document outlining the legal status, purpose, aims and objectives, membership and functions of the Committee. In summary the body established by this process will be a formal joint committee of the 17 councils and two National Park authorities. Each constituent authority will have one 'seat' on the Committee and it is anticipated that these will be filled by Council Leaders. The LEP and the CCGs will have non-voting representation.

The report also detailed the proposed list of functions for the Joint Committee and the draft figures for the Joint Committee budget.

The Committee discussed the challenge of aligning 19 different authorities and were informed that there are only so many democratic structures that can be put in place. The Joint Committee is a mechanism that everyone can agree to. It's an appropriate governance modal for this point in time.

The Committee queried whether government funding and Committee budget figures would be sufficient. There is no separate officer team needed currently for the Joint committee as officer time is being committed on an 'in kind' basis. If this 'in kind' commitment continues then the budgeted figures are realistic. If it was withdrawn then the costs would rise. Funds from central government are negotiated when the Joint Committee presents its business case.

It was clarified that only Local Authorities can form the Joint Committee membership due to limits set by legislation. The national Parks count as Local Authorities under the legislation but the CCG and LEP can only be non-voting partners.

The Committee noted the report.

#### 46 **County Vision - Agenda Item 7**

The Committee received an introduction from the Leader of Council and a report from the Director, Customers and Communities regarding the draft County Vision 2018 -21

In previous Administrations, a detailed County Plan has been approved giving direction and strategic guidance to officers and politicians. It was felt that in some ways the County Plan process was trying to provide a detailed reference point for all the Council's services and with that scope had only a limited success.

The new approach for 2018-21 is to present a Vision instead of a Plan setting high level principles and direction of travel but flexible enough to adapt and change according to national government as well as local pressures and opportunities.

A presentation slide was shared with members which summarised the four key principles of the Vision.

The draft Vision will be shared with the public, partners and stakeholders to give outside bodies a chance to influence the final form. The finalised Vision will be taken to Full Council in February 2018.

The Committee questioned the relationship between the Vision and council policies and it was confirmed that policies would need to underpin the Vision. They discussed the timeframe for the Vision and suggested that a 'stepping stone' guidance be produced detailing how to achieve the aims of the Vision so that progress could be measured. It was confirmed that the timeframe for the Vision would be the course of the present administration.

The Committee noted the report. It was agreed to circulate the presentation slides to the Committee.

**47 Verbal Update from County Farms Task & Finish Group - Agenda Item 8**

The Chair of the County Farms Task & Finish Group provided a verbal update of the progress of its review.

The Committee heard that the Group had gathered a lot of information at previous meetings which it was currently considering. The Group have consulted with stakeholders, including the National Farmers Union and the Tenant Farmers Association, and are currently considering their views.

The Group was due to meet again the following day when it would consider the views of existing county farm tenants. One further meeting would take place before the Group submitted its report and recommendations at the 05 December meeting of the Scrutiny for Policies and Place Committee.

The Committee noted the update.

**48 Scrutiny for Policies and Place Committee Work Programme - Agenda Item 9**

The Committee considered and noted the Council's Forward Plan of proposed key decisions.

Following debate, the Committee requested the following addition to the work programme:

- Budget Monitoring Report Q2
- County Vision (Jan 2018)
- Connecting Devon and Somerset Broadband workshop

**49 Any other urgent items of business - Agenda Item 10**

The Governance Manager updated the Committee that, following consultation with officers, the Chair had agreed to decline the invitation from Devon County Council to join a Connecting Devon & Somerset (CDS) Task & Finish Group as it was not felt that this would be beneficial.

It was agreed that the Committee would continue to receive regular updates on the CDS programme in order to scrutinise its progress and that a workshop could be arranged to answer questions about particular areas. If Members felt that they required more information in future then this could be reviewed.

It was requested that the next report include an update on Gigaclear.

**(The meeting ended at 11.55 am)**

**CHAIRMAN**

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## Corporate Performance Report – End of September (Q2) 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. 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 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. The Vision Volunteer segment is a quarterly update evidenced by the Core Council Board papers that accompany this report.
- 3.4. This report provides the latest information available in the period up until 30th September 2017. As such some of the data may be a little historical in nature; discussions regarding "performance issues" will take account of any additional information that may be available following production of this report.

- 3.5. This report has been presented to Cabinet on Wednesday 15<sup>th</sup> November 2017.
- 3.6. This report is being presented to Scrutiny for Policies and Place Committee on Tuesday 5<sup>th</sup> December 2017.
- 3.7. This report is being presented to Scrutiny for Policies, Adults & Health on Wednesday 6<sup>th</sup> December 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 two red segments:

- **(C&F) P3 Safer Children and Better Care** - The Children’s Trust Executive are pleased with the progress against the 7 Improvement Programmes, but recognises there is still much to do. Action Plans for 2017/18 are in place and Q2 performance against the CYPP was considered by the Policies, Children and Families Scrutiny Committee on 17th November 2017. Ofsted quarterly monitoring visits have concluded adequate progress is being made and DfE intervention has confirmed a “significant improvement” in Somerset’s Children’s Services, including more manageable case-loads, a more stable workforce and better partnership working as reported by the Minister in 2016. Despite this, until the re-inspection concludes, services are judged inadequate and there is a corporate risk for Safeguarding Children that has a very high-risk rating. Change is evident but universal improvement remains a challenge.
- **(P) C4 Managing our Business** - The segment is red because of the Authority’s financial position but this disguises some good performance across other aspects of the County’s business. The majority of indicators under C4 in corporate and support services are green or amber but with the significance of the budget overspend, the C4 segment has been judged as Red.

#### 4.3. 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	3	1	5	2	0
The Council	2	1	1	1	3	0
Vision Volunteers	1	0	0	0	1	0
Totals	6	4	2	6	6	0
As Percentage	50%	33%	17%	50%	50%	0%

- 4.4. 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	A		
	P2	A	A		
	P3	R	R		
	P4	A	A		
	P5	G	G		
	P6	G	G		
	P7	G	G		
The Council	C1	G	G		
	C2	G	G		
	C3	A	A		
	C4	R	R		
Vision Volunteers	V1	G	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.
  - Sections that are preceded by 'C&F' are of particular interest to Scrutiny Policies, Children & Families.
- 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 is good this quarter and there have been advances in several of the existing programmes as detailed in the report below. This quarter has also seen the addition of five high priority improvement and transformation themes that have been added to the Core Council Programme with the potential to achieve significant service improvement and redesign, resulting in savings and/or cost reductions.

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

annually to explore the potential to release savings.

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

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

An update on progress is detailed by theme below.

### **Economic Growth**

#### **(P) Economic Prosperity**

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

A key focus of work for SCC has been around liaison with EDF Energy regarding the Hinkley Point C construction programme. This has included detailed planning regarding delivery of the associated development works, in particular the remaining highway schemes. Junction improvements have now commenced by EDF Energy at M5 J23 following early completion of the schemes at Bristol Road/The Drove and Wylds Road/The Drove. Key progress in the last period has included the development of a bid by SCC for Community Impact Mitigation Funding to create an Education Business Partnership, and development of material to enable commencement of the Travel Demand Programme from early 2018.

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

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

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

funding for the development of the iAero Centre has been submitted to Department for Communities and Local Government.

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

## **2020 Vision**

### **(P) One Public Estate (OPE)**

The programme continues to deliver the central government One Public Estate initiative which seeks to reduce the public sector building running costs, dispose of surplus public-sector buildings and support regeneration which will produce new homes and new jobs across Somerset.

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

The Shepton Mallet project is still on hold to allow Mendip District Council to align with the wider development of a Blue Light Emergency Centre and to ensure alignment with the outcomes of the library service review.

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

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

### **(P) Technology and People (TAP)**

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

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

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

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

## **High Priority Theme**

### **(P) Transport**

The transport project team are currently reviewing all passenger transport

commissioned or delivered and implementing a number of initiatives to achieve efficiencies in an area of growing demand from services. The review is scheduled to take place over a 4-year period.

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

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

### **(A&H) Modernising Adults' Social Care**

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

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

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

### **(C&F) Improving Children's Services**

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

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

- Positive deployment of the Early Help Case Management system within 'getset Services', which has replaced the use of spreadsheets and has created increased capacity for casework.
- Improved multi-agency collaboration and sharing of information through the use of Professional Choices, with ever increasing numbers of users and positive impacts on practice.
- Suitable arrangements to ensure 'Team Around the School' is supported for a further academic year and achieves the ambition of a collaborative, multi-agency approach to identifying and meeting needs early and effectively.

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

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

## **High Priority Themes**

### **(A&H) Reviewing to Improve Lives (RTIL)**

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

The initial activity of reviewing existing support plans for customers to make them more person-centred and outcome focussed is expected to release efficiencies and a dedicated team of social care staff has been recruited. Potential savings are in the process of being profiled.

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

### **(C&F) Children's Placements**

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

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

Improvements in practice have already resulted in cost avoidance of £2.02m,

through changes to the At Risk of Care (ARC) review panel structure and Edge of Care services, and by starting to address the balance between internal and external fostering.

### **(C&F) Family Support Services**

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

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

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

### **(P) Business and Corporate Support Services**

Business and Corporate Support has been identified as a target area for financial savings. There are two distinct elements to the review – Children's Services Business Support and all other corporate support across the Council. A project team has considered the functions and resources deployed in Business Support in Children's Services as the first area for review. Recommendations at this stage offer reflections on the likely quick wins within the scope for reducing costs but the potential for more significant savings would only be possible from a wider review of social work practice, case load and systems across Children's social work. The current model, workload and processes within Children's Social Care business support is driven overwhelmingly by current social work practice, which would need to be changed – through a whole system review – to drive out efficiencies from business support. As a result, future opportunities will be revisited once the Children's Safeguarding inspection has been undertaken to align improvements to the outcomes for children.

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

Following this initial work, it was established that the imperative to make savings in line with MTFP targets has been met. In addition, the level of opportunity to make further savings was reviewed and it was agreed at Core Council Board in July, that work to establish the range of service options and savings proposals within Corporate and Support Services should be

postponed until the new financial year to concentrate on more productive and higher value business cases.

## **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://somesetcountyplan.org.uk/>

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

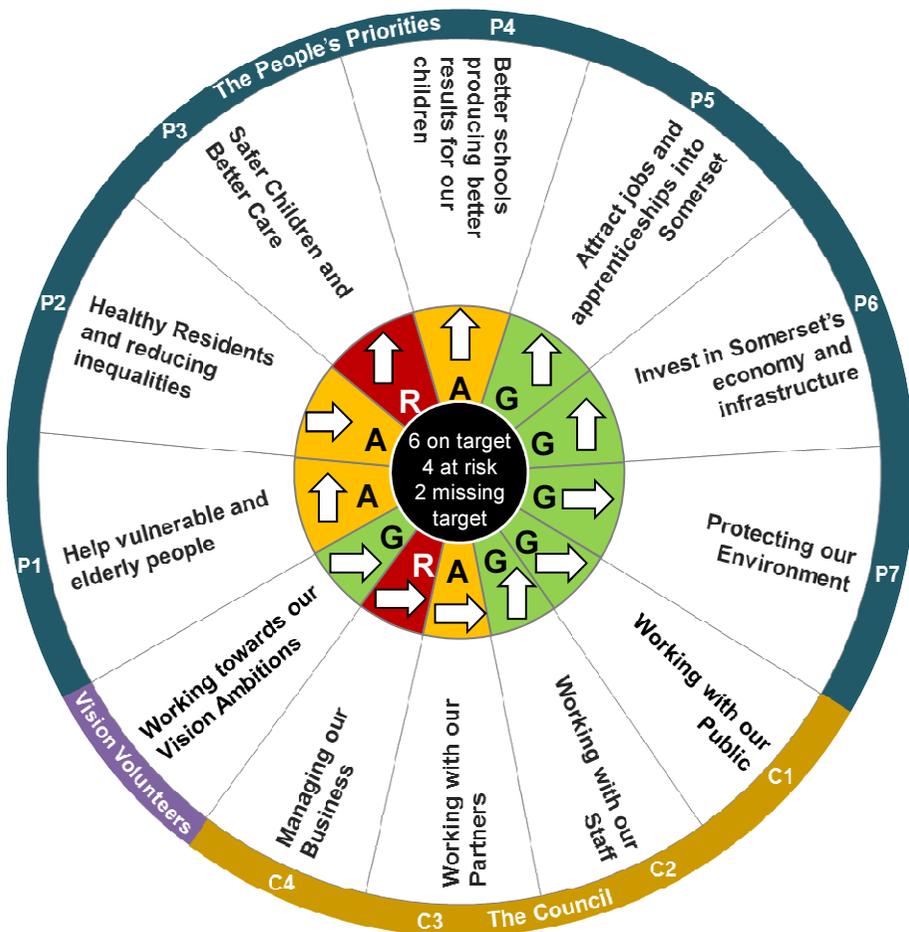
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Appendix A – Corporate Performance Report  
End of September 2017/18

Date of Report: 5<sup>th</sup> December 2017

Report Forum: Scrutiny for Policies and Place Committee

Page 21



**Issues for consideration**

**P3 Safer Children and Better Care - (red but improving)**

- The Children's Trust Executive are pleased with the progress against the 7 Improvement Programmes, but recognise there is still much to do. Action Plans for 2017/18 are in place and Q2 performance against the CYPP was considered by the Policies, Children and Families Scrutiny Committee on 17<sup>th</sup> November 2017. Ofsted quarterly monitoring visits have concluded adequate progress is being made and DfE intervention has confirmed a "significant improvement" in Somerset's Children's Services, including more manageable case-loads, a more stable workforce and better partnership working as reported by the Minister in 2016. Despite this, until the re-inspection concludes, services are judged inadequate and there is a corporate risk for Safeguarding Children that has a very high risk rating. Change is evident but universal improvement remains a challenge.

**C4 Managing our Business – (red but stable)**

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

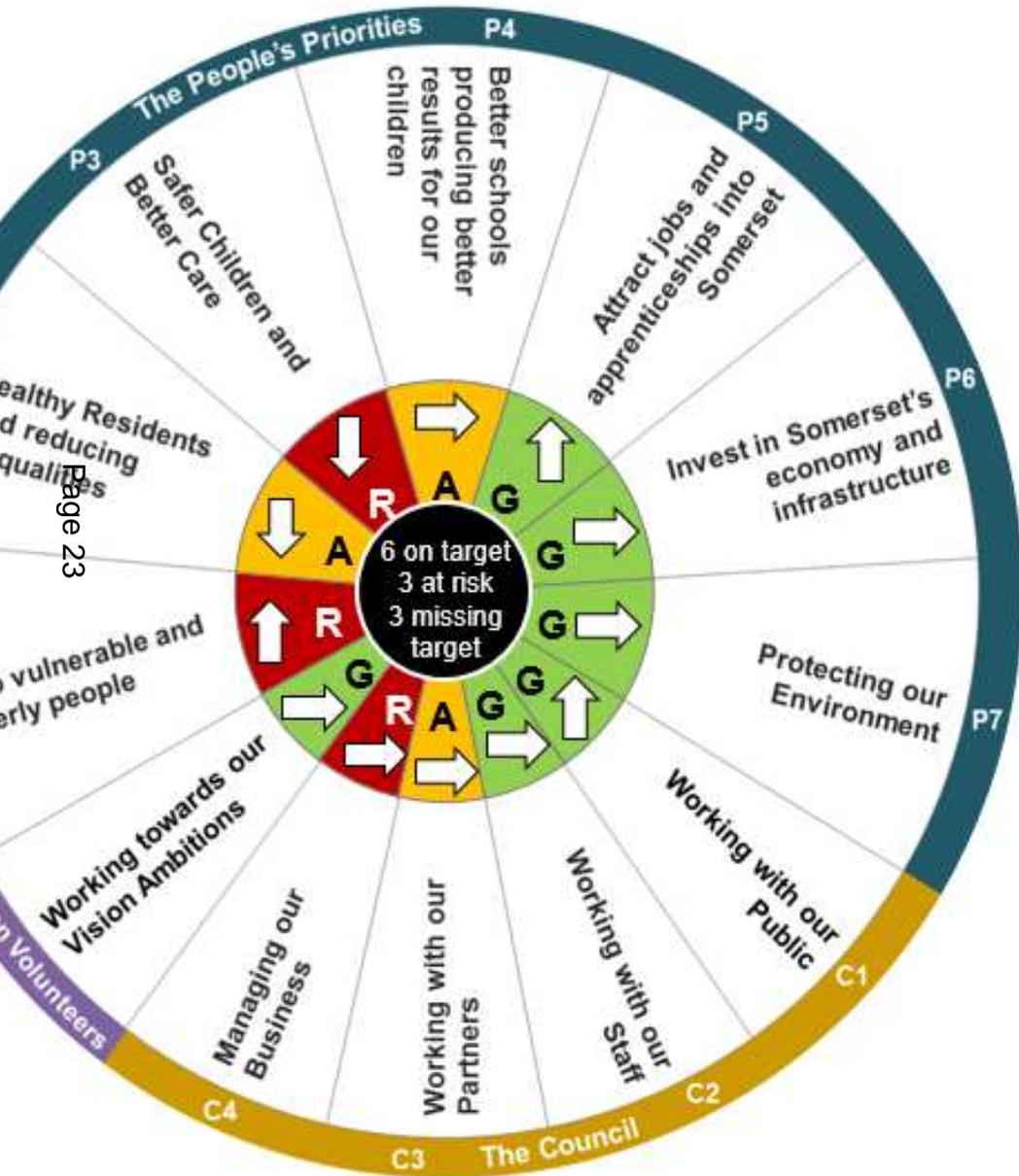
**P1 Help vulnerable and elderly people – (moving from red to amber)**

- The Performance Improvement processes and improved use of data to support performance improvement is now being used consistently across all teams. This is in conjunction with a focused and improved use of technology. Management actions are in place for all performance targets and are being monitored closely. The implementation of the new management structure will improve and strengthen the approach further.

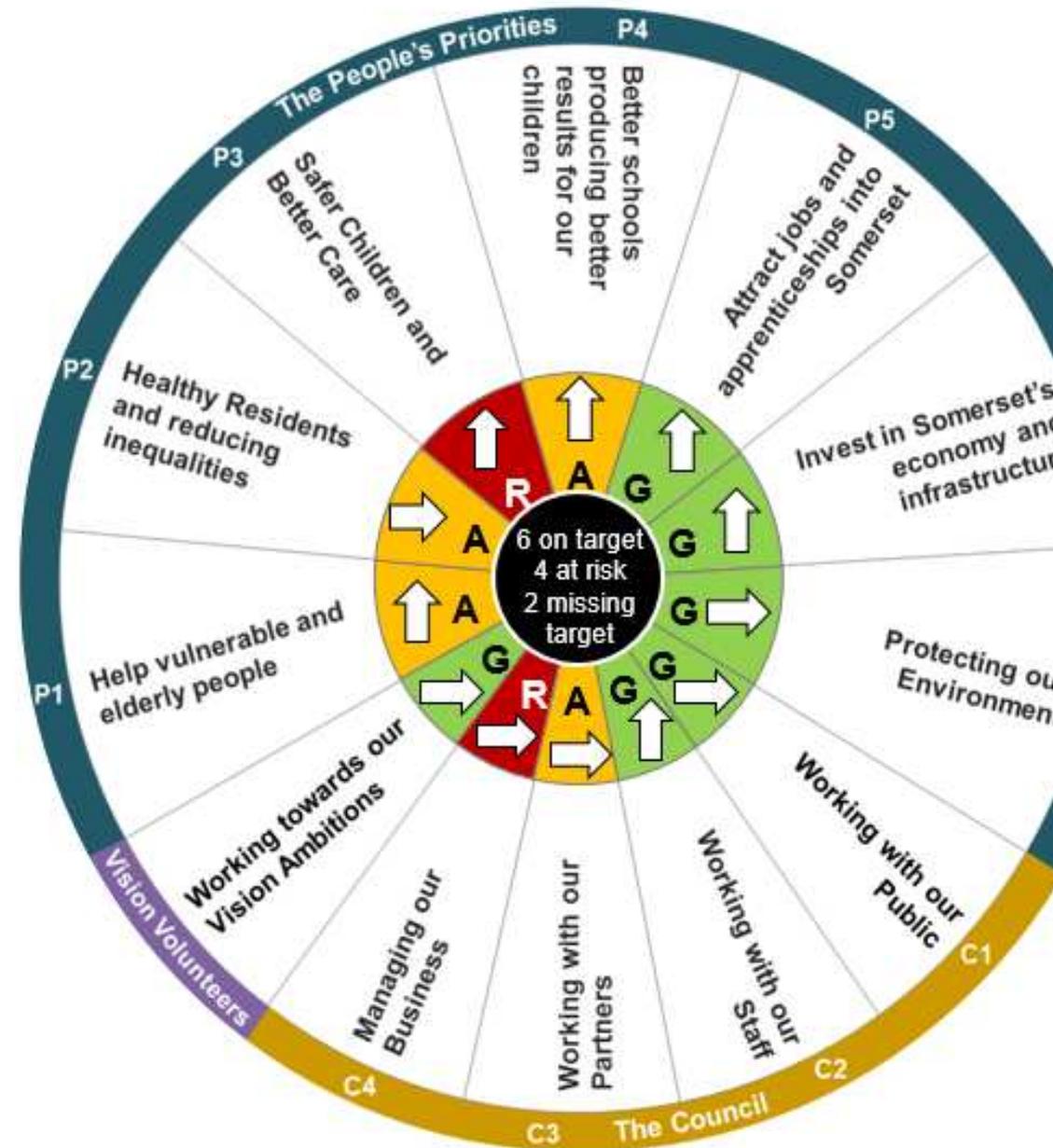
↑	Performance Improving
↓	Performance Deteriorating
→	Performance Stable
G	On target
A	At risk of missing target
R	Missing target

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Appendix A – Corporate Performance Report  
July 2017/18



Appendix A – Corporate Performance Report  
End of September 2017/18



Performance Improving
Performance Deteriorating
Performance Stable

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Core Council Programme Dashboard - Q2		Reporting period: August - September 2017			
<b>Economic Growth</b>					
<b>Economic Prosperity</b> Promoting economic growth across Somerset by driving inward investment and job creation.					
Senior Responsible Owner: Paula Hewitt		Previous status:	A	Current status:	A
<b>Achievements</b>	<p><b>Major Programmes</b></p> <ul style="list-style-type: none"> <li>○ Hinkley - the framework for the travel demand / behaviour programme is now live and work has commenced.</li> </ul> <p><b>Highways &amp; Transport</b></p> <ul style="list-style-type: none"> <li>○ Taunton Railway Station - agreement has been reached around funding for the development.</li> <li>○ Bridgwater Colley Lane - Tenders are being evaluated.</li> <li>○ Yeovil Western Corridor - Initial work and testing on the site has begun.</li> </ul> <p><b>Digital Infrastructure</b></p> <ul style="list-style-type: none"> <li>○ Connecting Devon and Somerset phase 2 - all 6 Lots have been awarded. 5 of the 6 Lots have been awarded to Gigaclear and Lot 4 has been awarded to Airband.</li> <li>○ Somerset Energy Innovation Centre (SEIC) - 90% of space in phase 1 of SEIC is now committed with significant anchor tenants in place. Contract has been awarded for SEIC phase 2.</li> </ul> <p><b>Business Infrastructure</b></p> <ul style="list-style-type: none"> <li>○ Construction on Highbridge Enterprise Centre has commenced with completion expected for December 2017.</li> </ul>				
<b>Issues</b>	<p><b>Highways &amp; Transport</b></p> <ul style="list-style-type: none"> <li>○ Decision on J25 Planning Application - delay on decision due to the need to resolve concerns raised by Highways England.</li> </ul>				
<b>Next Steps</b>	<p><b>Business Infrastructure</b></p> <ul style="list-style-type: none"> <li>○ Develop Business Case for Growth 3 deal funds for submission to Local Enterprise Partnership for iAero Centre in Yeovil (November 2017).</li> <li>○ ERDF funding agreement finalised for iAero Centre in Yeovil (December 2017).</li> <li>○ Highbridge Enterprise Centre extension to be completed (December 2017).</li> </ul> <p><b>Libraries</b></p> <ul style="list-style-type: none"> <li>○ Informal engagement with communities to develop specific proposals (November 2017).</li> <li>○ Detailed planning of Public Consultation (December 2017).</li> </ul>				
<b>2020 Vision</b>					
<b>One Public Estate (OPE)</b> Delivering central government One Public Estate initiative which seeks to reduce the public sector building running costs, dispose of surplus public sector buildings and support regeneration which will produce new homes and new jobs across Somerset.					
Senior Responsible Owner: Claire Lovett		Previous status:	R	Current status:	R
<b>Achievements</b>	<ul style="list-style-type: none"> <li>○ Consideration of potential Phase 6 OPE funding bids.</li> <li>○ Williton OPE project closed and residual activities moved to BAU.</li> </ul>				
<b>Issues</b>	<ul style="list-style-type: none"> <li>○ Dependent partner transformation projects continue to have an impact on delivery across all OPE projects.</li> </ul>				
<b>Next Steps</b>	<ul style="list-style-type: none"> <li>○ Direction of travel for Bridgwater, Shepton, Taunton and Chard projects to be confirmed (October 2017).</li> <li>○ Draft Outline Business Case for Yeovil to be completed (November 2017).</li> <li>○ Establishment of links with Chard regeneration project (November 2017).</li> </ul>				
<b>Technology and People-led (TAP)</b> Improving organisational productivity and process efficiency using technology and a new People Strategy as the key enablers for working very differently, resulting in better interaction with our partners and customers.					
Senior Responsible Owner: Richard Williams		Previous status:	A	Current status:	A
<b>Achievements</b>	<ul style="list-style-type: none"> <li>○ Gateway Review of the programme took place to validate assumptions in business case, several priority areas were identified.</li> <li>○ The MTFP target for 2017/18 has been met by Adult's Social Care.</li> <li>○ Enterprise Agility Pilot in progress for over 90 people across the organisation (including members of SLT and Members) with few issues.</li> <li>○ Sharepoint migration with SSE commenced.</li> <li>○ Smartphone waitlist complete and planning for upgrade complete.</li> </ul>				
<b>Issues</b>	None.				

<b>Next Steps</b>	<ul style="list-style-type: none"> <li>o SWAP audit findings expected (October 2017).</li> <li>o Windows smartphone upgrade to Windows 10 (September - November 2017).</li> <li>o Sharepoint migration for SSE complete (October 2017).</li> <li>o Commence E-recruitment on-boarding (October) and Enterprise Agility rollout (November 2017).</li> </ul>				
<b>High Priority Theme</b>					
<b>Transport</b>					
Driving out efficiencies in Transport by managing demand and optimising use of the fleet, whilst continuing to meet statutory duties.					
<b>Senior Responsible Owner:</b>	Paula Hewitt	<b>Previous status:</b>	N/A	<b>Current status:</b>	<b>A</b>
<b>Achievements</b>	<ul style="list-style-type: none"> <li>o Award of contract for replacement of tail-lift vehicles with low floor buses - 10 vehicles now on order.</li> <li>o Installation and training of Computer Aided Transport Scheduling Software (CATSS) for Yeovil and Glastonbury, enabling efficiencies in driver and journey planning.</li> </ul>				
<b>Issues</b>	<ul style="list-style-type: none"> <li>o Still need to confirm activities which will deliver savings beyond 2019.</li> </ul>				
<b>Next Steps</b>	<ul style="list-style-type: none"> <li>o Planning to drive out future year benefits (2019 and beyond) (October 2017).</li> <li>o Complete Q routes software training &amp; implementation (October 2017).</li> <li>o Commence consultation on Education Transport Policy (October 2017).</li> <li>o Review Smart Card project and consider options/validate timescales for implementation in January 18. (October 2017)</li> <li>o Review process for submission of SEN and FESEN transport requests to ensure requests are received early enough to take advantage of competitive rates.(October 2017)</li> </ul>				
<b>The following Programmes are Adults &amp; Children's Services</b>					
<b>Modernising Adult Social Care</b>					
<b>Adults' Transformation Programme</b>					
Re-designing the way Adult Social Care works to enable increasing demand to be met in different ways. Defining the next phase of transformation work in Adult's service including work with partners on jointly managing the health front door.					
<b>Senior Responsible Owner:</b>	Stephen Chandler	<b>Previous status:</b>	N/A - being scoped	<b>Current status:</b>	N/A - being scoped
<b>Achievements</b>	<ul style="list-style-type: none"> <li>o Approach to commissioning enabling work agreed.</li> <li>o Focus on Community Connect communications with staff, members and the public over the summer.</li> </ul>				
<b>Issues</b>	None				
<b>Next Steps</b>	<ul style="list-style-type: none"> <li>o Approach to sharing learning from trailblazers to be established and used to inform scope (December 2017).</li> <li>o Promoting Independence communications strategy to be reviewed by Adults' Transformation Board to support aspirations broader than Community Connect (December 2017).</li> </ul>				
<b>Improving Children's Services</b>					
<b>Children's Priorities 2017/18</b>					
Ensuring the Children's improvement agenda is delivered and remains visible and supported. Embedding the tools needed for practitioners to undertake their roles in relation to Early Help and Safeguarding.					
Delivering a multi-agency response to SEND following peer review feedback, focussing on improvement in services, quality assuring our					
<b>Senior Responsible Owner</b>	Julian Wooster	<b>Previous status:</b>	<b>A</b>	<b>Current status:</b>	<b>A</b>
<b>Achievements</b>	<ul style="list-style-type: none"> <li>o Children's Social Care Ofsted monitoring visit took place (August) and QPRM meeting (September).</li> <li>o Local Area Inspection Network group organised and mobilised and SEND Casework team are now paperless.</li> <li>o Good multi-agency engagement with the delivery of the nine priorities with regular attendance at groups, and a shared understanding and ownership is growing through dialogue and shared actions.</li> </ul>				
<b>Issues</b>	<ul style="list-style-type: none"> <li>o There are gaps in our understanding of SEND at a partnership level and this impacts on the pace at which service change and improvement can be delivered for SEND.</li> <li>o Leadership capacity to deliver what remains a huge change agenda within Children's services is significantly stretched.</li> </ul>				
<b>Next Steps</b>	<ul style="list-style-type: none"> <li>o Practitioner level multi agency events to ensure a good multi agency response to SEND objectives (October 2017).</li> <li>o Council for Disabled Children (CDC) Audit for SEND services to be completed across Education, Health and Care (October 2017).</li> <li>o Early Help Module 6 month post implementation review (December 2017).</li> </ul>				
<b>High Priority Themes</b>					
<b>Reviewing to Improve Lives (RTIL)</b>					
Ensuring that, in future, services for Adults with a Learning Disability are commissioning and provided in a way that delivers quality and promotes independence, progression and aspiration.					
<b>Senior Responsible Owner:</b>	Stephen Chandler	<b>Previous status:</b>	N/A	<b>Current status:</b>	<b>R</b>
<b>Achievements</b>	<ul style="list-style-type: none"> <li>o Initial provider discussions complete.</li> <li>o Dedicated social care team recruited</li> </ul>				

<b>Issues</b>	<ul style="list-style-type: none"> <li>£3.1m of in-year savings for year one not feasible in this timeline on current projections. Current projecting £1m in year (£3.7m full year effect)</li> <li>Savings profile being supported by Business Change given the reduced Finance establishment.</li> </ul>				
<b>Next Steps</b>	<ul style="list-style-type: none"> <li>Continue reviewing cases in Tranche 1. (October 2017)</li> <li>Testing/re-profiling the savings trajectory in light of checkpoint outputs. (October) 2017</li> <li>Planning for future milestones/checkpoints in light of checkpoint outputs. (October 2017)</li> <li>Define and agree approach for use of Care Funding Calculator. (October 2017)</li> </ul>				
<b>Children's Placements</b>					
Ensuring the Council provides adequate and effective placement options for our children looked after; this forms part of the Council's sufficiency duty.					
<b>Senior Responsible Owner:</b> Julian Wooster		<b>Previous status:</b>	N/A	<b>Current status:</b>	<b>A</b>
<b>Achievements</b>	<ul style="list-style-type: none"> <li>Children Looked After turnover analysis complete.</li> <li>Staff recruitment under way for refocused Edge of Care service.</li> </ul>				
<b>Issues</b>	<ul style="list-style-type: none"> <li>Lack of capacity in fostering market is a national issue and there is no quick fix.</li> </ul>				
<b>Next Steps</b>	<ul style="list-style-type: none"> <li>Peninsula Fostering Framework out to tender. (October 2017)</li> <li>Increase capacity within Placements Team to include SEND. (November 2017)</li> <li>Progress report to Audit Committee in November on original recommendations in advance of SWAP follow up audit of placements (expected from November 2017).</li> <li>Placement summit across social care, education and commissioning to address placement stability issues. (October 2017)</li> </ul>				
<b>Family Support Service</b>					
Integrating Early Help services (health visitors, school nurses (Public Health Nursing) and getset) to provide one family support service that is more effective at providing co-ordinated, preventative and early help support for families, thereby improving outcomes for children and managing costs against a reducing budget.					
<b>Senior Responsible Owner:</b> Trudi Grant & Julian Wooster		<b>Previous status:</b>	N/A	<b>Current status:</b>	<b>A</b>
<b>Achievements</b>	<ul style="list-style-type: none"> <li>Public consultation commenced for Family Support Services and Children's Centres.</li> <li>Market engagement event held.</li> </ul>				
<b>Issues</b>	<ul style="list-style-type: none"> <li>The public health nursing contract extension is not yet signed.</li> <li>Support from Corporate services needed to get to Cabinet decision in February.</li> </ul>				
<b>Next Steps</b>	<ul style="list-style-type: none"> <li>Complete consultation and options appraisal (December 2017).</li> </ul>				
<b>RAG status definitions</b>					
<b>Green</b> – Programme/Project on target. Nothing that the Programme/Project Manager (PM) can forecast that will prevent the project/programme being completed to time, cost and quality.					
<b>Amber</b> - Currently some issues. The project/programme is not progressing in line with the plan, resources, benefits, quality or stakeholder management expectations.. However, the PM/Senior Responsible Owner (SRO) agree that the actions in place will resolve things.					
<b>Red</b> - Current issues that are having a significant impact on the plan, milestones, benefits or quality of the project/programme. If there are actions in place, the SRO/PM are not confident that those will bring resolution.					

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Somerset County Council  
Scrutiny for Polices and Place Committee  
– 05 December 2017

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## 2017/18 Revenue Budget

Lead Officer: Kevin Nacey – Director of Finance and Performance

Author: Lizzie Watkin – Service Manager, Chief Accountant

Contact Details: [ewatkin@somerset.gov.uk](mailto:ewatkin@somerset.gov.uk)

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

Division and Local Member: All

### 1. Summary

- 1.1. The purpose of this report is to update members on the current Revenue Budget outturn position for the 2017/18 financial year based on the end of September (Month 6).
- 1.2. The report indicates how the Council's resources are forecast to be used to support the delivery of budgetary decisions. The Medium Term Financial Plan (MTFP) sets the funding for the County Plan and the use of those funds is then monitored throughout the year to ensure delivery of Council objectives and actions.

### 2. Issues for consideration / Recommendations

- 2.1. The Committee is asked to consider and comment on the current Revenue Budget outturn position for the 2017/18 financial year based on the end of September (Month 6).

### 3. Background

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

### 4. Summary Forecast 2017/18 – Revenue Budgets

- 4.1. The Authority's forecast shows a projected net overspend of £9.098m (see Appendix A) when compared to the Revenue Budget. This represents 2.92% of base budget. The majority of the overspend lies in the Children's Services budgets (section 5).

- 4.2. Most other areas of the Council are within reasonable tolerance although some corporate and support budgets are under pressure (as covered in section 9).
- 4.3. The implication of this forecast is that Cabinet and the Senior Leadership Team will need to continue to exercise more stringent control in all areas of council spend to ensure the final outturn position is much lower than this.

## 5. Children's Services

### 5.1. **Children and Families Operations: (+) £13.077m: movement (+) £0.239m**

- 5.1.1 The success of the service's recruitment campaign in training Assessed and Supported Year in Employment staff to be able to undertake permanent social worker roles has led to a significant reduction of £0.841m in the pressures previously reported against staffing budgets – the overall salary pressure now standing at £3.258m against a budget of £12.376m.
- 5.1.2 The lack of capacity within the fostering and residential market has resulted in an increase in the number of external residential placements (from 46 in the first quarter to 55 currently), with the average weekly cost of external residential placements increasing from £4,163 to £4,205 in the same period. The effect of this has been to increase the projection for external placements by £0.670m, creating an overall pressure of £5.204m against a budget of £12.303m.
- 5.1.3 A revised Foster Carer Progression scheme has been introduced this quarter to increase sufficiency of foster placements within our In-house foster carer population. This should provide the skills and experience to allow us to better support children and young people with more complex needs in house and be less reliant on the (more expensive) external market. The costs of this are included in the quarter 2 projection resulting in a pressure of £0.495m, an increase of £0.213m, (50% of which relates to the revised scheme).
- 5.1.4 Costs of Care Leavers not able to be accommodated through the Pathway to Independence agreement with the YMCA, and increased volumes, is resulting in a pressure of £0.413m, a decrease of £0.136m on the previous quarter.
- 5.1.5 The innovative use of the Assistance to Families budget to prevent children coming into care has added a further pressure of £0.176m, an increase of £0.046m on the first quarter. This prevention work should however lead to lower costs elsewhere in the system.
- 5.1.6 There is a continuing dialogue with Somerset Clinical Commissioning Group and Somerset NHS Partnership Trust to secure contributions for children with complex needs, which had been agreed at the multi-agency Complex Cases Panel.
- 5.1.7 Pressures around the accommodation and welfare of Unaccompanied Asylum Seeking Children remain similar to that reported in the first quarter but still leave a pressure of £0.247m. This is being addressed

through a revised commissioning approach, closer matching needs with provision.

- 5.1.8** Transport costs, primarily associated with school and contact visits account for a further £0.202m pressure, similar to last quarter.
- 5.1.9** Financial pressures of £1.858m attributed to positive outcomes for the permanence of children and young people, (including increases in the number of Special Guardianship Orders, Adoption and Leaving Care allowances and accommodation), have resulted in an increased overspend in the quarter of £0.211m.
- 5.1.10** The number of families taking advantage of the Direct Payments scheme within the Disabilities service and the allocation of Disability Grants has resulted in a pressure of £0.401m, similar to that reported in the last quarter.
- 5.1.11** Specific activities associated with the Children and Young People's Plan, including focussed training and support have so far incurred costs of £0.375m, not previously budgeted, an increase of £0.175m from the last quarter and Business Support continues to project a £0.440m pressure, a decrease of (-) £0.028m. The Business Services review is due to report shortly.

**5.2. Children and Learning Central Commissioning: (+) £2.292m: movement (+) £0.109m**

- 5.2.1** The on-going pressure across transport budgets is forecast at £1.900m, an increase of £0.135m against a budget of £9.563m.
- 5.2.2** Of this overspend, Home to School transport is showing a pressure of £1.177m against a budget of £6.111m. Inflation pressures are impacting on the service, but these have been offset via managed savings and reduced school calendar days within 2017/18. In addition, much of the increase is also due to the impact of employment opportunities and pay rates offered by Hinkley Point and cross county issues, where contractual/wage variations between South Somerset and Dorset are leading to increased driver turnover. Removing occasional use transport and a pay seats policy change have been implemented. A service based on live occupancy levels, which is being piloted in the spring is also being considered to address levels of spend. A consultation is now underway in this area.
- 5.2.3** The Special Educational Needs (SEN) transport pressure is forecast at £0.723m against a budget of £3.453m, due to the on-going issue of increased placements. Inflation pressures are being offset by reduced school calendar days. The full Year implication of additional route costs following the opening of the new Mendip Free School, plus additional 19yo and over placements are also impacting on spend. Half day transport and dual placement transport in Pupil Referral Units have been removed to reduce costs.
- 5.2.4** The managed saving within Early Help is now forecast at (-) £0.523m, an increase of £0.076m. This is part of the planned underspend as detailed within the Early Help business case. The original estimate was £0.205m;

however there was an increase in carry forward and grant supporting the service. Further increases are due to vacancy savings and significant staff turnover. The service have requested this is earmarked as a carry forward to 2018/19 given reductions in grant funding, plus a potential staffing restructure and building closure delays, pending decisions to be made, following the consultation now underway.

**5.2.5** The planned invest to save costs relating to posts within Children's Commissioning is forecast to be £0.202m, a decrease of £0.074m, due to vacancy savings and delayed recruitment. This will be carried forward as a managed overspend as part of the agreed business case.

**5.2.6** The Somerset Education Partnership Board (SEPB) programme is now forecast as a pressure of £0.639m, an increase of £0.019m. This includes £0.186m in relation to Team around the School posts (the increase relating to a fixed term support post until the end of the Financial Year), £0.269m for School Education Partners (SEPs) and bids for match funded Raising Achievement Plans (RAPs) for the Secondary phase that have been agreed at £0.138m, with no pressure expected for the Primary phase.

**5.3. Schools Budget  
Children and Learning Central Commissioning: (+) £1.892m:  
movement (+) £0.009m**

**5.3.1** The Out of County Independent & Non Maintained Special Schools budget is projecting a pressure of (+) £2.234m against a budget of £10.238m, an increase of £0.314m, due to continuing and extended high cost placements into the new Academic Year and at higher than average costs, totalling £0.191m. There were also 10 new placements made during the quarter, totalling £0.328m. However, this has been partially offset by reduced estimates of £0.220m for Specialist Post 16 Institution placements. The High Needs sub group is considering plans to recover the overall overspend.

**5.3.2** There was a planned increase in School contributions towards maternity costs, to recover the cost of previous year pressures and this is now forecast at (-) £0.386m, increasing the underspend by £0.104m.

**5.3.2** A reduction in costs of £0.120m for the Somerset Learning Platform have been realised following the transfer of the service from Southwest One.

**5.4. Schools and Early Years Providers: (-) £12.000m: movement of (+)  
£7.528m from the b/fwd Schools Budget of £19.528m**

There is a projected reduction of £7.528m in schools balances for 2017/18 based on spend as at month 6, including budget and income yet to be allocated to individual schools. This figure takes into account schools use of reserves to balance the 2017/18 individual budget plan and the in-year conversions of academies.

**6. Adult Services including Learning Disabilities**

**6.1. Adult Social Care Variation: (-) £1.316m underspend: movement (-)  
£0.782m**

**6.1.1** There continues to be an overall downward trend in the projected costs for Adults Social Care Operations. The Mental Health Operations budget has been moved to sit under this heading following the quarter one report. The main changes since the previous report are:

- Residential/Nursing +£0.455m
- Direct Payments -£0.232m
- Staff Costs -£0.673m
- Mental Health +£0.365m
- Home Care -£0.216m

**6.1.2** Residential/Nursing  
Residential, Specialised Residential Care (SRC) and Nursing placements have all increased since the quarter two report. This has led to the projected increase of £0.455m. There have been 14 new Residential placements, 17 new Nursing placements and 6 new SRC placements. 11 of the new placements made in 2017/18 are over our published fee rate.

Despite this upward trend over the past two months, the total forecast spend for 2017/18 is £40.045m which is £1.123m less than in 2016/17.

**6.1.3** Home Care  
Home Care delivery has reduced slightly since the previous report and as a result of this the forecast has dropped by £0.216m.

The Home First service began on 4<sup>th</sup> September changing the way that people are provided a service following discharge from hospital, and bringing health and social care services closer together to help people get home quicker. This service combined with a streamlined reablement service provides a much improved option for supporting people following discharge.

**6.1.4** Direct Payments  
The number of Direct Payments setup in the past two months has reduced with 908 currently in place compared to 924 at quarter one. The variation is now an underspend of £0.449m with projected spend of £8.550m. The total spend in 2016/17 was £9.449m so reducing numbers and unit cost of direct payments has had a big effect on overall spend.

**6.1.5** Staffing  
Salaries budgets are forecast to be underspent by £0.774m, a reduction of £0.673m since quarter one.

A recruitment exercise is under way to fill all operational vacancies; however the timeframes involved mean that projections continue to reduce for 2017/18. The majority of vacancies are due to be filled by the start of February.

The business support service restructure is due to be completed by January and the projections now take this into account.

**6.1.6** Mental Health  
The overspend against Mental Health now stands at £0.621m.

Increased Residential, Nursing and Direct Payments have increased the overspend by £0.146m. There have been an additional 5 Residential, 3 Nursing and 3 Direct Payments since the quarter one report.

On top of this there has been a redirection of budget (£0.203m) to commissioning to fund the new Mental Health community support service which began on 1<sup>st</sup> October.

**6.2. Learning Disabilities: (+) £2.124m overspend: movement (-) £0.174m**

**6.2.1** The overspend is made up of £1.798m Learning Disabilities Purchased and £0.326m Discovery. The majority of the change between quarter one and quarter two is reductions to the Discovery contract forecast.

**6.2.2** Adjustments have now been made to projections for both expenditure and income to reflect actual delivery up to 17<sup>th</sup> September, and against the contract within Supported Living and Residential placements this means a projected cost of £1.352m less than the original contract figure for the year.

**6.2.3** The contract adjustment for Domiciliary Care has been revised to £0.550m based on actual delivery during the first six months of the contract.

**6.2.4** Offsetting these changes is a reduction in the amount of income it is anticipated to be collected. We are now projecting a shortfall against the budget of £0.513m.

**6.2.5** Taking all of the above into account, the overall position against the contract is an underspend of £0.288m. This has been a positive quarter as a degree of stability has been achieved across the LD expenditure lines. There is a one off pressure in year of £0.614m relating to old year costs for the Provider Service.

**6.2.6** The reported position assumes achievement of £2.089m savings in year through the Reviewing to Improve Lives project. This would leave a balance of £4.089m of the MTFP saving to achieve in future years. This is shown as a pressure for 2017/18 and the results of a checkpoint review of the RTIL programme will feed into the figures next quarter.

**6.2.7** The reported position takes into account a transfer of £6.158m from an equalisation reserve and £1.086m transformation investment funded from capital receipts.

**6.3. Adults Commissioning: (-) £0.051m underspend: movement (+) £0.028m**

**6.3.1** There has been no considerable change against any of these budgets since quarter one.

**6.3.2** As reported above the Mental Health operations budget that was previously sat here has now been moved to Adult Social Care operations.

- 6.3.2 The above position is net of £0.033m which will be drawn down from the Carers Earmarked Reserve to fund the Carers Support Worker post.
- 6.3.2 We estimate that £0.093m will need to be drawn down from corporate contingency to pay for the Local Assistance Scheme programme costs.

## **7. Public Health: (-) £0.237m underspend:**

- 7.1. The Public Health budget is currently £0.237m underspent. This is a planned underspend as the service begins to make changes required to meet savings in 2018/19 and beyond. It will be requested that this underspend is moved to the Earmarked Reserve at year end to help with the savings that are required from the grant in future years.
- 7.2. Somerset Drugs and Alcohol Partnership (SDAP) is currently projected to overspend by £0.013m following a reduction in the SCC funding available of £0.150m. The service will work to reduce this variation throughout the year however any overspend will need to be drawn down from the SDAP earmarked reserve (currently £0.135m). This means the impact on the Public Health budget is nil.

## **8. Economic and Community Infrastructure Services (ECI): (-) £0.287m underspend: movement (-) £0.302m**

- 8.1. Overall ECI services are showing an underspend of £0.287m (0.46% of the total budget) which is due to SCC's contribution to Somerset Waste Partnership which has a significant underspend of £0.854m, principally due to tonnages remaining lower than budgeted for.
- 8.2. Other services therefore are overspent by £0.567m (0.91% of the total budget). A proportion of the overspend relates to staffing budgets, these are under review with the budget holders. In addition, the services are reviewing capitalisation of salary costs as a way of reducing this, together with a review of commuted sums and balances held, and holding staff vacancies.
- 8.3. The non-provision of inflation continues to be an issue, particularly for services which are entirely externally provided.
- 8.4. Within the current forecast there are still risks around waste tonnages, concessionary fares, winter and emergency maintenance.

## **9. Corporate and Support Services: (+) £1.807m overspend: movement (-) £1.005m**

- 9.1. There are some forecast overspends in ICT and Strategic Property totalling £1.2m. There are also some projected procurement savings that may not be achievable and we will need to find replacement projects to identify the £1.3m savings required. The forecast funding requirement for the Core Council Programme is £1.288m which will be funded from capital receipts under the new flexibilities regulations.
- 9.2. **Commercial and Business Services**

**9.2.1 Commercial Procurement and Contract Management: (+) £1.222m overspend; movement (-) £0.090m**

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

The forecast underspend of £1.370m on Building Schools for the Future (BSF) will be transferred to the earmarked BSF Equalisation Reserve at year-end as planned.

**9.2.2 Core Council Programme (Including Business Change) (+) £1.288m Funding Requirement; movement (+) £0.019m**

The approved Core Council Programme is currently projecting a requirement of £1.288m to be funded from capital receipt flexibility.

**9.2.3 Strategic Property: (+) £0.023m overspend; movement (-) £0.882m.**

Costs in 2017/18 relating to the BMIS R&M schemes are forecast to result in a £0.316m overspend. £0.216m of this arises from outstanding works from the previous BMIS scheme, which couldn't be accrued. An estimated £0.100m cost has resulted from the contractor's loss of earnings and profit, and the cost of redundancies due to the reduction in school properties within the corporate R&M contract. The BMIS overspend will be requested to be written off to the BMIS earmarked reserve at quarter 3 and a further request will be made at outturn for the final treatment of the balance in this reserve.

The Corporate Repairs and Maintenance budget is projected to be overspent by £0.363m. The cost of providing the service has risen since the introduction of the single contractor. This is partly due to an increase in a higher number of assets being recorded, and being included in the contract, resulting in an increase in costs. An estimated £0.050m of this is has resulted from the contractor's loss of earnings and profit, and the cost of redundancies due to the reduction in corporate properties within the corporate R&M contract. As reported in previous years, the cost of the contract alone exceeds the current budget before taking account of any exempt works. The Repairs and Maintenance overspend will be requested to be written off to the R&M earmarked reserve at outturn.

The other service lines within Strategic Property are forecast to overspend by £0.023m in total.

Net costs have reduced by £0.203m in comparison to the previous projection. This is as a result of a £0.037m increase in rent following delays in selling County Farms, savings on Hybrid mail within Facilities Management of £0.025m, reduced costs on the Land Management account of £0.079m and further reductions in costs of £0.062m including

staff savings.

**9.2.4 Strategic ICT: (+) £0.527m overspend; movement (+) £0.037m**

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

Despite making savings of £0.750m of revenue savings there is currently a projected overspend on staff costs of £0.257m. Work is being undertaken to fully understand the true cost of ICT following the return of the service from SWO and it is expected that the overspend will be offset against capital allocation of projects work.

The projected net costs have increased by £0.037m since the previous quarter's monitoring. ICT now have responsibility for the authority's iCasework system £0.020m plus other IT systems.

**9.2.5 Finance and Performance**

**Finance: (+) £0.076m overspend; movement (+) £0.019m**

Finance has been allocated £0.405m of the £1.281m further Corporate and Support Services MTFP savings. When offset by current vacancies in Finance, this has created an overspend on salaries of £0.042m in this financial year.

**10. Non-Service Items: (-) £8.537m underspend: movement (+) £0.943m**

**10.1.** The underspend in this area is mainly due to uncommitted contingency budget and additional s31 grant received from DCLG for the Non-Domestic Rates schemes. There is a reduction in uncommitted contingency of £0.812m as we need to set aside funds to meet the increased costs of pension fund deficit. Previously we had expected this cost to be picked up by a third party. This is subject to a current legal dispute and we cannot provide more detail at this stage.

**10.2. Central Redundancies: (+) £0.145m; movement (-) £0.107m**

Current estimates for the costs of central redundancies that have been arranged in 2017/18 to date come to £1.482m. An extrapolation of costs based on the remainder of the financial year in previous years suggests a further £0.662m, which will push costs over the £2.000m budget by £0.145m.

**10.3. Sustainable Transformation Programme (STP): (+) £0.230m overspend; movement (+) £0.230m**

It has been agreed that the costs incurred by SCC as part of the delivery of the STP will be funded from Non Service

## 11. Trading Units

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

### 11.1. Support Services for Education: (-) £0.201m surplus; a movement of (-) £0.203M

SSE Grounds and Property Services have a reduced deficit of £0.077m due to extra projects taking place in the next 6 months and increased fee income as a result.

Education Psychology's deficit has reduced by £0.120m primarily due to increased trading income through work with North Somerset Council. Staff savings as a result of a recent restructure has also contributed to the reduction.

### 11.2. Dillington House: (+) £0.141m deficit; a movement of (+) £0.010m

Dillington House is currently forecasting an overspend of £0.141m which is due to a drop of income across all areas of the business. Dillington is working to increase income and review spend during the year to reduce the current forecasted overspend.

## 12. Aged Debt Analysis

12.1. As at the end of September 2017, the outstanding debts over 90 days old totalled £3.069m or 27.88% of gross debt outstanding. This is above the target set for reporting performance on the Performance Wheel of no more than 15% of total debt. By way of comparison, the percentage of debt over 90 days old in September 2016 was 13%. The aged debt profile is not at an acceptable level and we will need to purge this old debt quickly so that our usually excellent record on collecting over 99% of debt is maintained.

12.2. Services' total outstanding debt relating to external income on the Accounts Receivable system stood at £11.007m on 30 September 2017, (September 2016 £10.877m). Over 72.12% (£7.938m) of the total gross debt is less than 3 months old, with the remaining debt being split over the timeframes of '3-12 months old' and those 'over 12 months old', which can be seen in the table 10.3 below.

### 12.3.

Service	Not o/due	0-30 Days	1-3 Mths	3-12 Mths	12+ Mths	Total	Un-assigned Cash	Total (Net)
	£m	£m	£m	£m	£m	£m	£m	£m
Adults & Health Comm.	0.000	0.000	0.000	0.122	0.004	<b>0.126</b>	0.000	<b>0.126</b>
Adults & Health Ops	0.091	1.921	0.173	0.792	0.200	<b>3.177</b>	0.000	<b>3.177</b>
Business Development	0.027	0.549	0.082	0.232	0.091	<b>0.981</b>	0.000	<b>0.981</b>
Customers & Communities	0.000	0.054	0.059	0.000	0.000	<b>0.113</b>	0.000	<b>0.113</b>

Children & Family Ops	0.002	0.001	0.002	0.517	0.006	<b>0.528</b>	0.000	<b>0.528</b>
ECI Comm.	0.004	0.002	0.002	0.002	0.000	<b>0.010</b>	0.000	<b>0.010</b>
ECI Ops	1.019	0.570	2.647	0.171	0.165	<b>4.572</b>	0.000	<b>4.572</b>
Schools & Early Years	0.029	0.013	0.005	0.007	0.005	<b>0.059</b>	0.000	<b>0.059</b>
Finance & Performance	0.006	0.018	0.001	0.017	0.479	<b>0.521</b>	0.000	<b>0.521</b>
Children & Learning Comm.	0.274	0.029	0.046	0.166	0.003	<b>0.518</b>	0.000	<b>0.518</b>
LD Ops	0.017	0.000	0.001	0.044	0.038	<b>0.100</b>	0.000	<b>0.100</b>
Support Services for Education	0.045	0.205	0.065	0.008	0.000	<b>0.293</b>	0.000	<b>0.293</b>
Public Health	0.000	0.008	0.001	0.000	0.000	<b>0.009</b>	0.000	<b>0.009</b>
<b>Total £m</b>	<b>1.484</b>	<b>3.370</b>	<b>3.084</b>	<b>2.078</b>	<b>0.991</b>	<b>11.007</b>	<b>0.000</b>	<b>11.007</b>
<b>Total %</b>	<b>13.48</b>	<b>30.62</b>	<b>28.02</b>	<b>18.88</b>	<b>9.00</b>	<b>100.00</b>		

### Total Debt Analysis

	Net Debt £m
September 2016	10.877
September 2017	11.007

### 12.4. Aged Debt – Service Commentary

#### Adults and Health: £1.835m

There is currently £1.213m of outstanding debt over 90 days old across all Adults services. £609k of this debt is with NHS partners relating to CHC contributions and the joint finance agreement. Discussions are ongoing with the CCG to bring these disputes to a conclusion and we anticipate the majority of the debt being cleared.

The majority of the remainder relates to outstanding debts with clients of the service who have been assessed as being able to contribute to their support. A review is currently underway to assess how likely we are to receive payment against these. A number of these have already been referred to our legal team for further action.

#### Children and Learning: £1.046m

Of the debt over 90 days as at quarter 2, 93% relates to invoices owed by partner health authorities for agreed contributions towards costs of children in specialist provision with therapeutic and health related support. These contributions were agreed through the Complex Cases panel and further discussions are taking place regarding the settlement of these debts. The amount owed by partner health authorities has increased compared with quarter 1 due to continued raising and ageing of these invoices.

#### Support Services: £1.615m

Aged debt over 90 days old totals £0.819m.

- Finance £0.495m: £0.471m of the Finance debt is a part paid invoice to SW One that is to be cancelled.
- Carbon £0.122m: this is owed to SCC from British Gas. These

will be paid by the end of October, as disputes over amounts British Gas claim they are owed have been settled.

- Property General £0.062m: these are four invoices related to rent for Broughton House. These amounts are currently in dispute.
- Property Maintenance £0.074m: these are being actively pursued by the service
- Business Client £0.015m: this is a SW One debt which is being pursued by the service.
- Other Commercial & Business Services £0.051m.

### **Economic and Community Infrastructure: £4.582m**

Aged debt over 90 days old totals £0.338m.

- £0.125m relating to defects following utilities work and with recovery team.
- £0.077m relates to damage to Highway from oil spillage and has reached legal stage of recovery.
- £0.050m relates to Transport debt with Somerset Partnership
- £0.032m represents County Ticket debt which is being pursued by recovery team.
- £0.019m also relates to Highways damage but has been delayed by process via insurers.
- £0.012m contribution from SSDC towards A30 Highways works.
- £0.007m is small value libraries debt and partner contributions for Libraries West Partnership

### **Public Health: £0.009m**

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

### **Support Services for Education: £0.293m**

The increase in the level of debt is due mainly to the raising of invoices sent each term to schools and academies for children attending residential course as well as services delivered through SSTEP by Support Services for Education.

The amount of debt older than 90 days is relatively low. For the majority of this debt, is with legal or agreed repayment plans are in place to recover outstanding balances.

## **13. Delivery Progress of 2017/18 MTFP Proposals**

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

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

## **13.2. Savings**

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

Over 61% of the savings have been classified as having a green status, meaning service directors are confident that these savings will be delivered at the financial impact predicted in proposal documents.

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

This leaves 32% of savings that are no longer deliverable in 2017/18. Therefore there is more work required to secure the full value of savings required.

## **13.3. Pressures**

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

## **14. Consultations undertaken**

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

## **15. Implications**

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

## **16. Background papers**

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

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

## Appendix A – Revenue Budget Monitoring – Headline Summary Table

Service	Original Base Budget	Budget Movements	Total Budget Approvals	17/18 Projection	Gross Variance Under (-) / Overspend		Transfers (to) and from Grant / Earmarked Reserves	SCC Variance Under (-) / Overspend		Planned Use of Capital Receipts Flexibility	Forecast Under (-) / Overspend	Movement from Previous Report
	£m	£m	£m	£m	£m	%	£m	£m	%	£m	£m	£m
Adults and Health - Operations	72.683	5.722	78.405	77.089	(1.316)	(1.68)	0.000	(1.316)	(1.68)		(1.316)	(0.782)
Children and Families - Operations	48.749	(1.693)	47.057	60.133	13.077	27.79	0.000	13.077	27.79		13.077	0.239
Learning Disabilities	48.183	2.488	50.671	58.953	8.282	16.34	(6.158)	2.124	4.19		2.124	(0.174)
Adults and Health - Commissioner	14.756	(7.048)	7.708	7.690	(0.018)	(0.24)	(0.033)	(0.051)	(0.66)		(0.051)	0.028
Children and Learning - Commissioning Central	18.013	3.180	21.193	25.468	4.276	20.17	(1.984)	2.292	10.81		2.292	0.109
Public Health	1.070	0.000	1.070	0.838	(0.232)	(21.70)	0.232	0.000	(0.02)		0.000	0.000
ECI Services	61.655	1.244	62.899	62.636	(0.263)	(0.42)	(0.024)	(0.287)	(0.46)		(0.287)	(0.302)
<b>Key Services Spending</b>	<b>265.109</b>	<b>3.894</b>	<b>269.003</b>	<b>292.807</b>	<b>23.804</b>	<b>8.85</b>	<b>(7.967)</b>	<b>15.837</b>	<b>5.89</b>		<b>15.837</b>	<b>(0.884)</b>
Corporate and Support Services	25.449	(1.502)	23.947	26.748	2.801	11.70	0.293	3.095	12.92	(1.288)	1.807	(1.005)
Non-Service Items (Inc Debt Charges)	21.214	(21.919)	(0.705)	(9.250)	(8.546)	(1,211.48)	0.000	(8.546)	(1,211.48)		(8.546)	0.934
Trading Units	0.000	0.000	0.000	(0.060)	(0.600)	0.00	0.060	0.000	0.00		0.000	0.000
<b>Support Services and Corporate Spending</b>	<b>46.663</b>	<b>(23.421)</b>	<b>23.242</b>	<b>17.438</b>	<b>(5.804)</b>	<b>(24.97)</b>	<b>0.353</b>	<b>(5.451)</b>	<b>(23.45)</b>	<b>(1.288)</b>	<b>(6.739)</b>	<b>0.071</b>
Individual Schools Budget (ISB) and Early Years Providers	0.000	19.528	19.528	7.528	(12.000)	(61.45)	12.000	0.000	0.00		0.000	0.000
<b>SCC Total Spending</b>	<b>311.772</b>	<b>0.000</b>	<b>311.772</b>	<b>317.772</b>	<b>6.000</b>	<b>1.92</b>	<b>4.386</b>	<b>10.386</b>	<b>3.33</b>	<b>(1.288)</b>	<b>9.098</b>	<b>(0.955)</b>

## Appendix B: Savings Month 6 2017/18

	Value of Approved Saving	Red	Amber	Green
Adults and Health - Operations	764,600	184,600	50,000	530,000
Learning Disabilities - Operations	4,733,800	3,066,900	0	1,666,900
Adults and Health - Commissioner	727,000	250,000	0	477,000
Public Health	168,500	0	0	168,500
<b>Adults and Health</b>	<b>6,393,900</b>	<b>3,501,500</b>	<b>50,000</b>	<b>2,842,400</b>
Children and Families - Operations	18,000	18,000	0	0
Children and Learning - Commissioning Central	3,095,600	1,286,900	665,900	1,142,800
<b>Children's</b>	<b>3,113,600</b>	<b>1,304,900</b>	<b>665,900</b>	<b>1,142,800</b>
Somerset Waste Partnership	760,000	0	0	760,000
Highways	800,000	0	400,000	400,000
ECI Other Services	2,587,400	65,200	180,000	2,342,200
<b>Economic and Community Infrastructure</b>	<b>4,147,400</b>	<b>65,200</b>	<b>580,000</b>	<b>3,502,200</b>
<b>Key Services Spending</b>	<b>13,654,900</b>	<b>4,871,600</b>	<b>1,295,900</b>	<b>7,487,400</b>
Commercial and Business Services	5,677,600	1,359,300	0	4,318,300
Finance and Performance	173,600	0	0	173,600
Customers and Communities	0	0	0	0
<b>Support Services</b>	<b>5,851,200</b>	<b>1,359,300</b>	<b>0</b>	<b>4,491,900</b>
<b>Total Services</b>	<b>19,506,100</b>	<b>6,230,900</b>	<b>1,295,900</b>	<b>11,979,300</b>

# 2017/18 MTFP Savings Performance

■ 31.94% ■ 6.64% ■ 61.41%



## County Farms Task & Finish Group Report

Lead Officer: Jamie Jackson, Governance Manager

Contact Details: [JAJackson@somerset.gov.uk](mailto:JAJackson@somerset.gov.uk), 01823 359040

Cabinet Member: Cllr David Hall,

Division and Local Member: All

### 1. Summary

- 1.1. The purpose of this report is to update the Scrutiny for Policies and Place Committee on the work of the County Farms Task & Finish Group (T&FG), which met four times during September, October and November 2017, and to set out the recommendations of the Group for the Committee to consider.

The Committee agreed to set up a T&FG to review the sale of County Farms during the debate of the refreshed Asset Rationalisation policy at the 05 September 2017 meeting.

The previous policy on County Farms from 2010 identified a number of holdings retained for future sale because of future development potential. It was considered to be the right time to consider this list alongside all other holdings when assessing the options for disposal or retention. It was agreed that the T&FG should include a review of the rationale and purpose of retaining county farms.

### 2. Issues for consideration / Recommendations

- 2.1. Members of the Scrutiny for Policies and Place Committee are asked to consider the following recommendations of the Task & Finish Group.
- 2.2.
1. To continue to maintain a County Farms estate, based on land ownership rather than buildings. Existing farmhouses to be sold or let at market valuations as and when they become available, unless there is a strategic business need to retain them. Farm outbuildings and land, if suitable, to be marketed with planning permissions wherever possible, thus maximising financial returns. As part of this the Committee recommends the completion of a comprehensive review of the Council's lettings policy.
  2. To ensure there is a sufficient provision of small blocks of bare land (roughly 5 to 20 acres, with a maximum length tenancy possibly 10 years), to provide farming opportunities for genuinely new entrants to agriculture and encourage rural diversification.
  3. To champion a strong agricultural focus within Taunton and Bridgwater College and the University of Somerset, ensuring sufficient land opportunities are retained to help provide a strong agricultural focus in the county and to facilitate learning, whilst encouraging the development of an innovation centre for agriculture.

### **3. Background**

#### **3.1. 27 September 2017**

At the first meeting, the Group elected Cllr Philip Ham as Chair and debated and agreed its terms of reference.

The Group considered a wealth of background information including the 2003 county farms estate review and the 2010 policy change as well as current county farm data.

The Group discussed and debated:

- sales discounts given to tenants purchasing county farms and associated 'claw-back' policies
- succession tenancies
- low rental returns and rent reviews
- diversification on county farm land

The Group established that:

- the Council has no statutory obligation to provide county farms
- no land has been bought by the Council since the 2010 policy (although there have been land swaps)
- the Council uses 3<sup>rd</sup> parties as appropriate to provide valuations, marketing and auctions of sales
- all leases since 1995 are made on a fixed term basis with no agreement for automatic extension
- most tenants are existing tenants with very few new to farming
- around four farms have been re-let since 2010, two of which were to new tenants
- the Council, currently as landlord, is responsible to repair and maintain buildings and not the tenant
- there is provision at Brymore School and Cannington for young people wishing to train for and enter the farming industry

The Group reviewed a covering letter and draft questionnaire to seek tenants views on county farms. They made a number of alterations before giving their approval to send these to existing tenants.

The Group discussed inviting witnesses to inform the review and agreed to invite representatives from: the National Farmers Union; the Tenant Farmers Association; young people interested in entering farming and current farmers who began their careers as tenant farmers on a county farm.

The Group requested additional information for the next meeting including: information regarding the demography of existing tenants; the 2014 Task & Finish Group report; the article 'Uncertain Harvest: does the loss of farms matter?' from the Campaign to Protect Rural England and information regarding the financial impact on the capital programme. It was also requested that a senior officer from Finance be available at the next meeting to present this and answer any questions.

#### **3.2. 13 October 2017**

At the second meeting, the Group considered a written from the Tenant Farmers

Association (TFA) which concluded that *'the County Council should halt its disposals policy and put in place a proper asset management plan which will deliver best value to Council Tax payers, whilst at the same time continuing to acquire wider community, environmental and social benefits through the ownership and management of the farms'*.

The Group received representatives from the NFU who presented a statement with an overview of the NFU's position. The statement highlighted a number of issues for the Group to consider and concluded that *'we do not wish to see Somerset county Council (SCC) adopt a general policy of land disposal without regard to the wider benefits which the County Farm Estates can bring to the rural economy and wider community within the county'*.

The Group discussed and debated:

- whether loss of county farm land would result in loss of influence over agricultural policy
- the importance of diversification
- low rental returns and how they relate to capital growth
- the decline in smaller farms
- the effects of Brexit on the future of farming
- the number of new entrant farmers, how long they remain tenants and where they move on to at the end of their lease
- the average age of farmers

The Group then considered documents provided by the Estates Manager including:

- A list of all county farms and relevant information including valuation, rental income, age of tenant etc
- Sales summary since 2010, including which were sold to tenants
- Re-lettings and extensions
- Holding plans for 4 farms with a lease due to end in March 2018

The Group established:

- re-lettings were to new tenants whilst extensions were to existing tenants
- the Council has no obligation to re-house tenants once the lease has ended

The Group then considered an overview from the Chief Accountant on what has been built into the current Capital and Revenue budgets. It was confirmed that a bare minimum of £6.5m is required from asset sales for the 2017/18 budget. Some of this has already been achieved with the potential for more from the sale of further county farms.

It was confirmed that for the 2018/19 budget as it currently stands, £1m in capital receipts to support the Capital investment Programme approved in previous years and £3m for revenue (transformation) was required. This requirement does not include any additional requirement for capital receipts required to fund the 2018/19 Capital Investment Programme projects.

The Chief Accountant stressed that the Council faces significant financial pressures and confirmed that capital receipts were also funding the revenue budget transformation projects.

The Group discussed and debated:

- the need to establish the reason for county farms and whether they are still needed
- another option would be to borrow - however there is a revenue cost associated with the financing any additional new debt
- selling farmhouses and barns for conversion instead of all the land

The Group established:

- the council has a statutory obligation to provide some services; farming is not a statutory service
- potentially selling farm buildings could raise enough capital receipts (the Council has already been using this model)
- the long-term view of the current policy is to sell off farms

### **3.3. 01 November 2017**

The Group discussed the responses received to the tenant questionnaire. It was noted that there was a disappointing level of response and that made it difficult to draw conclusions. It was confirmed that the questionnaire was sent to 29 tenants who have full farms and there were 8 responses.

Overall the Group summarised that:

- the majority of tenants were grateful for the opportunities they have had
- most tenants have been in-situ for a very long period
- few tenants seemed to have exit plans
- some evidence of diversification was seen
- the responses demonstrated the static nature of county farms

The Group discussed and debated:

- county farms are not meeting their original aim to provide an opportunity for new entrants as so many tenants have been in place for a long time
- some tenants rent additional land from other landlords in addition to the SCC farm land.

The Group established:

- many tenants of farms from the A List have bought the farms or expressed a wish to and sometimes this has been a combination of buying and renting in order to facilitate a purchase.
- A number of tenants on B list have expressed a wish to purchase the farms they currently rent
- sales would be at market price unless the tenancy pre-dates the 1995 Act
- where tenants have expressed a wish to purchase and have at least a year left of their tenancy, the Council has tried to negotiate a sale with the tenant. When there is less than a year left, it becomes more difficult to justify selling to them and not on the open market
- Farm Business Tenancies started in 1995 and are all for a fixed term. The conditions of these leases are the same as for Agricultural Holdings Act tenancies to ensure fairness. Future tenancies could include different conditions, for example, with regard to repairs. This would relieve the financial burden on the Council

The Group then discussed and debated all of the county farms data received so far.

With regard to the 2010 policy, a Member commented that the decision seemed clear that where farms were retained it was only for future financial benefit. Another Member agreed but commented that the decision was taken pre-Brexit and consideration should be given to whether selling farms would enable the rural economy to thrive. The service area should make this decision on a case-by-case basis. Where it makes financial sense to retain this should be the case but where it makes sense to sell they should be sold. It is difficult to predict the future but this is the responsibility of the service area.

Members questioned whether the Council should continue to provide opportunities for new farmers. It was commented that this doesn't represent a good business decision. It was felt that the Council needs to agree its position regarding new entrant farmers.

Regarding the 2014 Task & Finish Group report, it was confirmed that SCC has not managed to make any solar panel arrangements. This has been attempted but not been successful – largely due to the cost of grid connection making this unviable.

It was confirmed that SCC has gained planning consent on some of the land it has sold. However, applying for planning consent is very expensive and this is difficult in a climate of reducing budgets. The service area is confident that it has done everything it could to maximise this.

Concern was expressed that selling land could result in more housing development and a shortage of agricultural land.

A suggestion was made that SCC could retain small blocks of bare land to rent to young farmers to develop their businesses, without residing on the land. There was broad support for this idea.

A Member commented that many residents he had spoken to were in favour of selling the farms. He expressed that land should be sold to farmers where possible and supported the idea of renting blocks of bare land.

A Member commented that farming needs a great deal of capital to get into and that long-term tenancies have taken the focus away from new entrant opportunities. We need to encourage economic development in Somerset and bare blocks of land could provide this.

It was confirmed that it is difficult for SCC to control the farming practices of tenants without using the law.

A Member commented that the Council has to manage its money and that selling assets is a part of that.

A Member expressed agreement with selling farms but not land. Blocks of land need to be big enough to encourage entrepreneurs and the Council needs to think long term.

The farms we have are too big for new entrants so small parcels of land may be the answer for first level entrants.

It seems logical to sell farmhouses and retain some land for first level farming opportunities.

It was confirmed that SCC will always have a strategic land bank of some sort and won't sell off all of its land.

In further discussion, it was clarified that each farm sale would be subject to the usual decision-making process in order to be authorised. This would be based on careful consideration and negotiation of the right price and time to sell. Any decision would be subject to the usual call-in process. Members would be notified of any decision. It was clarified that there is generally consent with the majority of farm sales.

### **3.4. 09 November 2017**

The Group were informed that the former county farm tenant had not been able to submit a written statement due to personal circumstances but the Chair shared some informal information about his farming experience and successes after having begun his career as a county farm tenant

The Group then took time to discuss and debate all of the information gathered so far.

It was confirmed that the valuations contained in data received from Property Services were based on 2010 prices and on land with houses. Some land has been sold at a higher rate since this and some at a lower rate. House valuations were also at 2010 prices.

A Member questioned if farms sold so far had been re-sold or were still being farmed. Where farms have been sold privately (with no market discount), 50% of any increase in value if re-sold within 3 years would be payable to SCC. This has recently been extended to a 5 year period. Where farms have been sold to an existing tenant at a discounted price, a proportion of the discount would need to be paid back to SCC if re-sold within 5 years. Where farms have been sold to existing tenants, the vast majority are still being farmed although some may have re-sold small parcels of land.

A Member stated that it was important to keep farms in Somerset and it seems that this is happening. However, it doesn't matter if they are owned by the Council or owned privately.

A Member commented that having analysed the rental income data, that there were clear differences between the rental rate of fixed tenancies and lifetime tenancies. Better value was achieved from land only than from lifetime tenancies.

A Member commented that the central government policy of lifetime tenancies had spoilt the Council's ability to manage the farms. With no new lifetime tenancies, they could now be managed far better and receive a better return.

It was confirmed that the total open market value estimate of the farm estate was around £50m, assuming vacant possession and the rental income was around £419k per year. It was commented that this represents a less than 1% return

which is appallingly low. It was also commented that increase in land value needed to be considered. However, a further comment highlighted the need to consider the cost of repairs and maintenance too. Responsibility for repairs could be placed on the tenant for fixed term tenancies.

A Member questioned why three cottages had been retained. It was explained that these resulted from regulated tenancy and as a retirement holding as a result of lifetime tenancies. It was confirmed that the tenants had been in-situ for a long time with low rental rates but there had been nominal rental increases over the years of their tenancy. A Member questioned whether the Council was obligated to find retirement accommodation for the tenants. The wording of the Act is ambiguous but indicates that the Council may have to. If alternative accommodation was not provided and the farm was re-let, the lifetime tenancy would have passed on.

A Member commented that county farms only benefit very few people when compared with a facility such as a library. There are lots of other things that we need to spend money on and we could utilise the money better elsewhere. Retaining small blocks of land would enable opportunities for farming entrants in a much more cost effective way.

The Group then moved on to discuss conclusion and recommendations. A number of potential headings for the Group's final report were suggested by the Chair and these were discussed in detail by the Group.

The following additional suggestions were put forward by Members:

- selling high value land/properties and re-investing some of the capital to purchase low-value replacement land
- putting some land into Trust
- managing the estate in partnership, for example with Devon County Council
- ceasing to give a discount on sales
- ensuring contracts for Farm Business Tenancies include that rent should be equal to the earning capacity of the land. Therefore, if tenants chose to diversify and are successful, the Council as landowner would receive a proportion as an increase in rent.
- consider ways in which Members can be better involved with decisions over what land to sell/retain
- consider borrowing if interest rates are lower than the increase of land value

After a lengthy debate, the Group agreed a set of recommendations to make to the Scrutiny for Policies and Place Committee.

## **4. Consultations undertaken**

- 4.1.**
- The National Farmers Union
  - The Tenant Farmers Association (written statement)
  - Existing county farm tenants (questionnaire)

## **5. Implications**

- 5.1.** This report has no direct implications, although the Group felt the next steps with the County Farms policy were key for the Authority.

## **6. Background papers**

- 6.1.**
- County Farms Estate Review (2003)
  - County Farms Policy Key Decision (2010)
  - County Farms Distribution Map
  - County Farms Sales Data since 2010
  - County Farms Management Overview
  - Tenant Questionnaire & responses
  - Current County Farms Data (size, tenancy type, valuation, rental income, demography, SCC expenditure, full farms/land only)
  - County Farms Task & Finish Group Report (2014)
  - 'Uncertain Harvest', Campaign to Protect Rural England (2017)
  - NFU Statement
  - TFA Statement and supporting documents (TFA statement from 2010 Review, 2020 Vision for County Council Smallholdings, The Importance of the County Farms Service to the Rural Economy (2008), LA Rural Asset Management Planning – Good Practice Guidance (2015))
  - Re-lettings and extensions data
  - Farm holding plans
  - Market Survey: UK Agricultural Land, Savills (2016)

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

**Scrutiny for Policies and Place Committee Work Programme**

<b>Agenda item</b>	<b>Meeting Date</b>	<b>Details and Lead Officer</b>
	<b>5 December 2017</b>	
Council Performance Monitoring report Q2 – 2017/18		Emma Plummer/ Louise Day
Revenue Budget Monitoring report Q2 – 2017/18		Elizabeth Watkin
Report from the County Farms Task & Finish Group		Cllr Philip Ham
	<b>30 January 2018</b>	
Draft Medium Term Financial Plan		Kevin Nacey
County Vision		Simon Clifford
SCC Response to A358 Consultation		Mike O’Dowd-Jones
	<b>06 March 2018</b>	
Council Performance Monitoring report Q3 – 2017/18		Emma Plummer/ Louise Day
Revenue Budget Monitoring report Q3 – 2017/18		Elizabeth Watkin
Update on Library Service Consultation		Ollie Woodhams
	<b>24 April 2018</b>	
Highways Terms Maintenance Contract (March/April)		Andrew Turner/Alyn Jones
Parking Services update (to include data on the use of surplus) (March/April)		Steve Deakin/Ollie Woodhams
	<b>22 May 2018</b>	
Property Disposals update (May/June)		Steve Gale
	<b>19 June 2018</b>	
	<b>10 July 2018</b>	
	<b>11 September 2018</b>	
	<b>09 October 2018</b>	
	<b>13 November 2018</b>	
	<b>11 December 2018</b>	

## Scrutiny for Policies and Place Committee Work Programme

**Note:** Members of the Scrutiny Committee and all other Members of Somerset County Council are invited to contribute items for inclusion in the work programme. Please contact Jamie Jackson, Service Manager Scrutiny, who will assist you in submitting your item. [jjackson@somerset.gov.uk](mailto:jjackson@somerset.gov.uk) 01823 359040

## Somerset County Council Forward Plan of proposed Key Decisions

The County Council is required to set out details of planned key decisions at least 28 calendar days before they are due to be taken. This forward plan sets out key decisions to be taken at Cabinet meetings as well as individual key decisions to be taken by either the Leader, a Cabinet Member or an Officer. The very latest details can always be found on our website at:

<http://democracy.somerset.gov.uk/mgListPlans.aspx?RPId=134&RD=0&FD=1&bcr=1>

Regulation 8 of the Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012 defines a key decision as an executive decision which is likely:

(a) to result in the relevant local authority incurring expenditure which is, or the making of savings which are, significant having regard to the relevant local authority's budget for the service or function to which the decision relates; or

(b) to be significant in terms of its effects on communities living or working in an area comprising two or more wards or electoral divisions in the area of the relevant local authority.

The Council has decided that the relevant threshold at or above which the decision is significant will be £500,000 for capital / revenue expenditure or savings. Money delegated to schools as part of the Scheme of Financial Management of Schools exercise is exempt from these thresholds once it is delegated to the school.

Cabinet meetings are held in public at County Hall unless Cabinet resolve for all or part of the meeting to be held in private in order to consider exempt information/confidential business. The Forward Plan will show where this is intended. Agendas and reports for Cabinet meetings are also published on the Council's website at least five clear working days before the meeting date.

Individual key decisions that are shown in the plan as being proposed to be taken "not before" a date will be taken within a month of that date, with the requirement that a report setting out the proposed decision will be published on the Council's website at least five working days before the date of decision. Any representations received will be considered by the decision maker at the decision meeting.

In addition to key decisions, the forward plan shown below lists other business that is scheduled to be considered at a Cabinet meeting during the period of the Plan, which will also include reports for information. The monthly printed plan is updated on an ad hoc basis during each month. *Where possible the County Council will attempt to keep to the dates shown in the Plan. It is quite likely, however, that some items will need to be rescheduled and new items added as new circumstances come to light.* Please ensure therefore that you refer to the most up to date plan.

For general enquiries about the Forward Plan:

- You can view it on the County Council web site at <http://democracy.somerset.gov.uk/mgListPlans.aspx?RPId=134&RD=0&FD=1&bcr=1>
- You can arrange to inspect it at County Hall (in Taunton).
- Alternatively, copies can be obtained from Scott Wooldridge or Michael Bryant in the Democratic Services Team by telephoning (01823) 357628 or 359500.

To view the Forward Plan on the website you will need a copy of Adobe Acrobat Reader available free from [www.adobe.com](http://www.adobe.com)  
Please note that it could take up to 2 minutes to download this PDF document depending on your Internet connection speed.

To make representations about proposed decisions:

Please contact the officer identified against the relevant decision in the Forward Plan to find out more information or about how your representations can be made and considered by the decision maker.

The Agenda and Papers for Cabinet meetings can be found on the County Council's website at:  
<http://democracy.somerset.gov.uk/ieListMeetings.aspx?CId=134&Year=0>

Weekly version of plan published on 1 November 2017

FP Refs	Decision Date/Maker	Details of the proposed decision	Documents and background papers to be available to decision maker	Does the decision contain any exempt information requiring it to be considered in private?	Contact Officer for any representations to be made ahead of the proposed decision
<b>FP/17/06/07</b> First published: 26 June 2017	13 Nov 2017 Commercial & Business Services Director, Director of Commissioning for Economic and Community Infrastructure	Issue: Authorise the purchase of Land at Cathedral Park, Wells for the development of Wells Technology Enterprise Centre. Decision: Authority to: • Purchase of land at Cathedral Park, Wells for the development of the Wells Technology Enterprise Centre	Any relevant decision paper which have acted as precursors to this decision paper. Wells technology enterprise centre Equality Impact Assessments for WTEC Final		Nathaniel Lucas, Senior Economic Development Officer Tel: 01823359210
<b>FP17/7/06</b> First published: 19 July 2017	15 Nov 2017 Cabinet	Issue: Medium Term Financial Plan 2018/19 - proposed revenue savings Decision: To consider the proposed revenue themed savings and proposed approach			Kevin Nacey Tel: 01823 359014
<b>Fp/17/09/15</b> First published: 2 October 2017	15 Nov 2017 Cabinet	Issue: Annual report of the Director of Public Health Decision: To receive the annual report and comment on any issues raised			Trudi Grant, Public Health Director Tel: 01823 359015
<b>FP/17/10/01</b> First published: 12 October 2017	15 Nov 2017 Cabinet	Issue: Children's Services Improvement Programme - Workforce update Decision: to consider an update from the HR & OD Director			Chris Squire, HR & OD Director Tel: 01823 310055

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FP Refs	Decision Date/Maker	Details of the proposed decision	Documents and background papers to be available to decision maker	Does the decision contain any exempt information requiring it to be considered in private?	Contact Officer for any representations to be made ahead of the proposed decision
<b>Fp/17/08/12</b> First published: 16 August 2017	15 Nov 2017 Cabinet	Issue: County Vision 2017-2021 - an update Decision: to consider the proposed approach to developing the County Vision ahead of consideration in February 2018			Simon Clifford, Customers & Communities Director
<b>FP/17/08/05</b> First published: 16 August 2017	15 Nov 2017 Cabinet	Issue: Quarter 2 Revenue and Capital Budget monitoring reports Decision: to consider the Quarter 2 position in relation to the Council's revenue and capital budgets for 2017/18			Elizabeth Watkin, Service Manager - Chief Accountant Tel: 01823359573
<b>Fp/17/08/06</b> First published: 16 August 2017	15 Nov 2017 Cabinet	Issue: Quarter 2 2017/18 Performance monitoring report Decision: to consider the quarter 2 update against the council's performance targets			Emma Plummer, Strategic Manager Performance Tel: 01823 359251
<b>FP/17/08/07</b> First published: 16 August 2017	15 Nov 2017 Cabinet	Issue: 2018/19 Proposed Capital Programme Decision: to consider and recommend to November's Full Council the proposed Capital Programme for 2018/19			Elizabeth Watkin, Service Manager - Chief Accountant Tel: 01823359573

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<b>FP/17/08/11</b> First published: 16 August 2017	15 Nov 2017 Cabinet	Issue: 2017/18 Treasury Management mid-year report Decision: to consider and recommend to November's Full Council the mid-year report			Alan Sanford, Principal Investment Officer Tel: 01823 359585
<b>Fp17/09/11</b> First published: 25 September 2017	15 Nov 2017 Cabinet	Issue: Heart of the South West - Productivity consultation response Decision: To consider the proposed Productivity Plan consultation response for submission			Paul Hickson, Strategic Manager - Economy and Planning Tel: 07977 400838
<b>FP/17/09/10</b> First published: 25 September 2017	15 Nov 2017 Cabinet	Issue: Heart of the South West - Proposed Joint Committee Decision: To consider a report setting out the proposed Joint Committee arrangements			Julian Gale, Strategic Manager - Governance & Risk and Monitoring Officer Tel: 01823 359047
<b>FP/17/09/12</b> First published: 26 September 2017	15 Nov 2017 Cabinet	Issue: Draft Somerset Waste Partnership Business Plan 2018-2023 Decision: To consider the draft Business Plan and provide any comments back to the Somerset Waste Board on behalf of SCC			Mickey Green, Managing Director - Somerset Waste Partnership Tel: 01823356897

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FP Refs	Decision Date/Maker	Details of the proposed decision	Documents and background papers to be available to decision maker	Does the decision contain any exempt information requiring it to be considered in private?	Contact Officer for any representations to be made ahead of the proposed decision
<b>FP/17/07/05</b> First published: 13 July 2017	Not before 20th Nov 2017 Cabinet Member for Highways and Transport	Issue: Award of specialist traffic signals contract. Decision: To approve the procurement of specialist Traffic Signals design services via a Framework contract.	Notification for Traffic Signals Specialist services Framework contract Confidential tender appendix	Part exempt	Bev Norman, Service Manager - Traffic Management, Traffic & Transport Development, John Kitchen, Traffic Control Engineer, Traffic Control, Traffic & Transport Development Tel: 01823358089, Tel: 01823358140
<b>FP/17/10/02</b> First published: 19 October 2017	20 Nov 2017 Commercial & Business Services Director	Issue: County Hall A Block - Priority 1 repairs and maintenance Decision: Approval of Priority 1 design and repair works to A Block boiler and decant costs to clear A Block in readiness to carry out boiler works	Key Decision paper: Early works and decant phase equalities impact assessment Critical works cost summary Capital Investment Proposal for A Block Priority 1 works submitted 11/8/17 County Hall A block urgent works		Claire Lovett, Head of Property Tel: 07977412583
<b>general exception notice published</b> First published: 10 November 2017	20 Nov 2017 Cabinet Member for Public Health and Wellbeing	Issue: Public Health savings 2018 and 2019 for health visiting services Decision: proposed changes to contract	Health Visitor budget savings 2017 General exception notice		Alison Bell, Consultant in Public Health, Public Health

Weekly version of plan published on 1 November 2017

FP Refs	Decision Date/Maker	Details of the proposed decision	Documents and background papers to be available to decision maker	Does the decision contain any exempt information requiring it to be considered in private?	Contact Officer for any representations to be made ahead of the proposed decision
<p><b>FP/17/08/16</b> First published: 1 September 2017</p>	<p>23 Nov 2017 Cabinet Member for Resources and Economic Development</p>	<p>Issue: Library Service Redesign - Strategy Decision: Agree the recommendation of commissioners (following a strategic review of delivery model options) to continue to manage the Library Service predominantly in-house and not to pursue an alternative / externalised delivery model for the whole service for the next three years. 2. Agree a revised outcomes framework for the Library Service for the period to 2020/21. 3. Agree a 3 year strategy for the library service to put the service on a sustainable, affordable financial footing whilst maximising the delivery of outcomes, having regard to potential impacts assessed. 4. Endorse the proposed process and timetable for developing and consulting on specific proposals to implement the overarching service re-design strategy.</p>	<p>Appraisal of alternative service delivery model options Library service redesign Cabinet Report - December 2015 Library Service Vision, strategic direction and approach to service redesign Appendix 1 - review of alternative delivery models Appendix 2 - vision and strategic outcomes framework Appendix 3 - initial equalities impact assessment</p>	<p>Part exempt</p>	<p>Oliver Woodhams, Strategic Manager, Community and Traded Services Tel: 07977400667</p>
<p><b>FP/17/10/03</b> First published: 19 October 2017</p>	<p>Not before 29th Nov 2017 Cabinet Member for Children and Families</p>	<p>Issue: Proposed ASD Base at Holway Park Primary School, Taunton Decision: To approve the appointment of a contractor</p>			<p>Carol Bond, Project Manager, Property Programme Team Tel: 01823 355962</p>

Weekly version of plan published on 1 November 2017

FP Refs	Decision Date/Maker	Details of the proposed decision	Documents and background papers to be available to decision maker	Does the decision contain any exempt information requiring it to be considered in private?	Contact Officer for any representations to be made ahead of the proposed decision
<p><b>FP/17/09/18</b> First published: 10 October 2017</p>	<p>Not before 29th Nov 2017 Cabinet Member for Highways and Transport</p>	<p>Issue: West Somerset Railway - Funding of Phase two of the level crossing upgrade at Seaward Way, Minehead Decision: That the Cabinet Member for Highways and Transport authorises the expenditure of £850,000 for Phase Two of the West Somerset Railway (WSR) level crossing upgrade at Seaward Way, Minehead</p>			<p>Neil Guild, Highways Asset Improvement Officer</p>
<p><b>FP/17/09/01</b> First published: 11 September 2017</p>	<p>Not before 4th Dec 2017 Cabinet Member for Children and Families</p>	<p>Issue: Prescribed Alteration to Selworthy School - Implementation Decision: To implement the proposal to expand Selworthy School on to a second site in Taunton</p>			<p>Phil Curd, Service Manager: Specialist Provision and School Transport Tel: 01823 355165</p>
<p><b>FP/17/11/03</b> First published: 9 November 2017</p>	<p>Not before 4th Dec 2017 Director of Commissioning for Economic and Community Infrastructure</p>	<p>Issue: Decision to approve the appointment of a supplier to deliver the Wiveliscombe Enterprise Centre Decision: To approve the appointment of a supplier to deliver the Wiveliscombe Enterprise Centre</p>			<p>Nathaniel Lucas, Senior Economic Development Officer Tel: 01823359210</p>

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FP Refs	Decision Date/Maker	Details of the proposed decision	Documents and background papers to be available to decision maker	Does the decision contain any exempt information requiring it to be considered in private?	Contact Officer for any representations to be made ahead of the proposed decision
<b>FP/17/11/04</b> First published: 9 November 2017	Not before 4th Dec 2017 Director of Commissioning for Economic and Community Infrastructure	Issue: Decision to approve the appointment of a supplier to deliver the Wells Technology Enterprise Centre Decision: To approve the appointment of a supplier to deliver the Wells Technology Enterprise Centre			Nathaniel Lucas, Senior Economic Development Officer Tel: 01823359210
<b>FP/17/02/01</b> First published: 14 February 2017	Not before 6th Dec 2017 Cabinet Member for Children and Families	Issue: Award of Contract for the provision of a 3 Classroom Block at Court Fields School, Wellington Decision: To approve the awarding of the contract to the successful contractor	Confidential Financial Report Capital Programme Paper	Part exempt	Carol Bond, Project Manager, Property Programme Team Tel: 01823 355962
<b>FP/17/09/03</b> First published: 11 September 2017	Not before 6th Dec 2017 Director of Commissioning for Economic and Community Infrastructure, Finance & Performance Director	Issue: iAero (Yeovil) Aerospace Centre (2,500 sq m) Acceptance of Growth Deal Funding Decision: The acceptance of the offer of Heart of the South West LEP Growth Deal funding, commence the procurement process for a management operator the the iAero (South) Centre, and commence procurement process for the construction of the iAero (South ) Centre			Lynda Madge, Commissioning Manager – Economy & Planning Tel: 01823 356766

FP Refs	Decision Date/Maker	Details of the proposed decision	Documents and background papers to be available to decision maker	Does the decision contain any exempt information requiring it to be considered in private?	Contact Officer for any representations to be made ahead of the proposed decision
<p><b>FP/17/09/06</b> First published: 13 September 2017</p>	<p>Not before 6th Dec 2017 Cabinet Member for Children and Families</p>	<p>Issue: The transfer of Educational services within North Somerset to SCC's Support Services for Education Decision: The transfer of Educational services within North Somerset and associated staff to Support Services for Education from April 2018.</p>			<p>Ian Rowswell</p>
<p><b>FP/17/07/03</b> First published: 10 July 2017</p>	<p>Not before 11th Dec 2017 Cabinet Member for Highways and Transport</p>	<p>Issue: To agree to the purchase of the land for the construction of the M5 Junction 25 Highways Improvement Scheme. Decision: The Cabinet Member for Highways and Transport agrees to: • the acquisition of land required for the construction of the M5 Junction 25 highways scheme • the continued development of the scheme.</p>	<p>Cabinet Member Key Decision - M5 Junction 25 – decision to proceed with consultation, design, planning and procurement – 19 Aug 2016 Cabinet Member Key Decision - To agree to enter into a funding agreement with the Heart of the South West Local Enterprise Partnership (HotSW LEP) for the M5 J25 Improvement scheme – 13 Jan 2017</p>	<p>Part exempt</p>	<p>Sunita Mills, Service Commissioning Manager Tel: 01823 359763</p>
<p><b>FP/17/04/08</b> First published: 24 April 2017</p>	<p>Not before 11th Dec 2017 Director of Commissioning for Economic and Community Infrastructure, Finance &amp; Performance Director</p>	<p>Issue: Approval to accept Highways England Growth &amp; Housing Fund award toward the M5 J25 improvement scheme. Decision: To accept the funding awarded by Highways England &amp; sign the funding agreement</p>	<p>Copy of the funding agreement to be signed.</p>		<p>Sunita Mills, Service Commissioning Manager Tel: 01823 359763</p>

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FP Refs	Decision Date/Maker	Details of the proposed decision	Documents and background papers to be available to decision maker	Does the decision contain any exempt information requiring it to be considered in private?	Contact Officer for any representations to be made ahead of the proposed decision
<p><b>FP/17/09/13</b> First published: 26 September 2017</p>	<p>13 Dec 2017 Cabinet</p>	<p>Issue: Decision to conclude the award of a contract for the provision of highway improvements at Colley Lane Southern Access Road Decision: Agree to let a contract for highway bridge construction and associated works at Colley Lane Southern Access Road</p>			<p>Sunita Mills, Service Commissioning Manager Tel: 01823 359763</p>
<p><b>FP/17/11/07</b> First published: 22 November 2017</p>	<p>13 Dec 2017 Cabinet</p>	<p>Issue: Schools National Funding Formula Decision: to consider the new national funding formula for schools, the process and recommendations from Schools Forum</p>			<p>Martin Young, Finance Strategy Manager Tel: 01823 359057</p>
<p><b>FP/17/08/01</b> First published: 9 August 2017</p>	<p>Not before 18th Dec 2017 Cabinet Member for Resources and Economic Development</p>	<p>Issue: Disposal of Surplus Land at Castle Cary Decision: Authority to conclude negotiations for the disposal of surplus (former) farm land (13 acres, land only) at Castle Cary. Authority to conclude negotiations for the disposal of surplus (former) farm land (13 acres, land only) at Castle Cary.</p>	<p>Disposal of Surplus Land</p>		<p>Richard Williams, Commercial &amp; Business Services Director Tel: 01823 359007</p>

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<b>FP/17/11/05</b> First published: 16 November 2017	18 Dec 2017 Cabinet Member for Strategy, Customers and Communities	Issue: Customer Feedback Annual Reports 2016/17 Decision: Sign off of the annual customer feedback reports for year from 1 April 2016 – 31 March 2017			Rebecca Martin Tel: 01823 356257
<b>FP/17/09/02</b> First published: 11 September 2017	Not before 18th Dec 2017 Director of Commissioning for Economic and Community Infrastructure	Issue: Low Carbon Hub - Somerset Energy Innovation Centre - Building 2 (2,000 sq m) Decision: The acceptance of the offer of ERDF FUNDING (£869,090), subject to legal acceptability of the final funding agreement for the Somerset Energy Innovation Centre, Phase 2			Lynda Madge, Commissioning Manager – Economy & Planning Tel: 01823 356766
<b>FP/17/09/04</b> First published: 11 September 2017	Not before 15th Jan 2018 Finance & Performance Director, Director of Commissioning for Economic and Community Infrastructure	Issue: iAero (Yeovil) Aerospace Centre (2,500 sq m) Acceptance of ERDF Funding Decision: The acceptance of the offer of ERDF funding (£2.8 million), for the iAero (Yeovi) Aerospace Centre			Lynda Madge, Commissioning Manager – Economy & Planning Tel: 01823 356766
<b>FP/17/09/05</b> First published: 26 September 2017	17 Jan 2018 Cabinet	Issue: South West Peninsula Framework Contact for Independent Fostering Decision: Cabinet will be asked to agree Officer recommendations on award of the contract			Louise Palmer, Strategic Commissioner

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<b>FP/17/11/07</b> First published: 22 November 2017	17 Jan 2018 Cabinet	Issue: Schools National Funding Formula Decision: to confirm funding allocations following confirmation from DfE			Martin Young, Finance Strategy Manager Tel: 01823 359057
<b>FP17/09/07</b> First published: 13 September 2017	Not before 29th Jan 2018 Cabinet Member for Children and Families, Commercial & Business Services Director	Issue: Creation of two new Academies in Somerset Decision: The Secretary of State for Education has directed via an Academy Order, the conversion to Academy Status for the following two schools - King Alfred School and Pawlett Primary School. This is a technical decision to facilitate the transfer of land and non fixed assets			Elizabeth Smith, Service Manager – Schools Commissioning Tel: 01823 356260
<b>FP/17/09/16</b> First published: 10 October 2017	Not before 5th Feb 2018 Commercial & Business Services Director, Cabinet Member for Children and Families	Issue: Creation of a new Academy in Somerset Decision: West Buckland Community Primary School - This is a technical decision to facilitate the transfer of land and non fixed			Elizabeth Smith, Service Manager – Schools Commissioning Tel: 01823 356260
<b>FP/17/08/09</b> First published: 16 August 2017	12 Feb 2018 Cabinet	Issue: 2018/19 - 2021/22 Medium Term Financial Plan Decision: to consider and recommend the 2018/19 MTFP and Annual Revenue Budget proposals to February's Full Council meeting			Elizabeth Watkin, Service Manager - Chief Accountant Tel: 01823359573

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<b>Fp/17/08/12</b> First published: 6 November 2017	12 Feb 2018 Cabinet	Issue: County Vision 2017-2022 Decision: to consider the proposed County Vision to recommend to February's Full Council			Simon Clifford, Customers & Communities Director
<b>FP/17/08/08</b> First published: 16 August 2017	12 Feb 2018 Cabinet	Issue: Quarter 3 2017/18 Revenue and Capital budget monitoring report Decision: to consider the quarter 3 update for the 2017/18 revenue and capital budgets			Elizabeth Watkin, Service Manager - Chief Accountant Tel: 01823359573
<b>FP/17/08/08</b> First published: 16 August 2017	12 Feb 2018 Cabinet	Issue: 2017/18 Quarter 3 Performance Update Decision: to receive the quarter 3 performance update			Emma Plummer, Strategic Manager Performance Tel: 01823 359251
<b>FP/17/09/17</b> First published: 10 October 2017	12 Feb 2018 Cabinet	Issue: Proposed new secondary provision for Selworthy School on the former St Augustine's School site Decision: To approve the appointment of a contractor at gross maximum expenditure	Financial Report Capital Programme Paper		Carol Bond, Project Manager, Property Programme Team Tel: 01823 355962

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<p><b>FP17/08/14</b> First published: 29 August 2017</p>	<p>12 Feb 2018 Cabinet</p>	<p>Issue: Retendering for insurance cover for all external policies and for South West academies. Decision: To approve the appointment of the successful tenderer following an OJEU procurement process for insurance cover. To approve the tender for an all-encompassing insurance policy for academies in the South West (to be administered by SCC but full external cover).</p>	<p>CIPFA Insurance Benchmarking Club 2017 Report Gallagher Bassett Audit for Somerset County Council May 2017</p>	<p>Part exempt</p>	<p>Martin Gerrish, Strategic Manager - Financial Governance and Finance Officer for SWP Tel: 01823 355303</p>
<p><b>FP/17/08/13</b> First published: 25 August 2017</p>	<p>12 Feb 2018 Cabinet</p>	<p>Issue: Family support services for Somerset - Final report on recommendations for the service model Decision: to consider the consultation results, business case and the proposed service model</p>			<p>Philippa Granthier, Assistant Director - Commissioning and Performance, Children's Services Commissioning Tel: 01823 359054</p>
<p><b>Fp/17/11/06</b> First published: 22 November 2017</p>	<p>12 Feb 2018 Cabinet</p>	<p>Issue: Family support services for Somerset - Final report on recommendations for how the service will be delivered Decision: to consider the consultation results and the proposals for how the service will be delivered</p>			<p>Philippa Granthier, Assistant Director - Commissioning and Performance, Children's Services Commissioning Tel: 01823 359054</p>

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<b>FP/17/11/01</b> First published: 6 November 2017	12 Feb 2018 Cabinet	Issue: Treasury Management Strategy 2018/19 Decision: Recommend the proposed Treasury Management Strategy 2018/19 to Council for approval			Alan Sanford, Principal Investment Officer Tel: 01823 359585
<b>FP/17/11/02</b> First published: 6 November 2017	12 Feb 2018 Cabinet	Issue: Admission Arrangements for Voluntary Controlled and Community Schools for 2019/20 Decision: seeks authority for Cabinet to determine the Local Authority admission arrangements for all VC and community schools for 2019/20 as required by the School Admissions Code			Jane Seaman, Access and Admissions Manager Tel: 01823 355615
<b>FP/17/08/12</b> First published: 17 August 2017	21 Mar 2018 Cabinet	Issue: Full Business Case for proposed Joint Strategic Commissioning Function Decision: to consider the full business case for establishing a new Joint Strategic Commissioning Function with NHS England and Somerset CCG			Trudi Grant, Public Health Director Tel: 01823 359015