

## 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.