

Scrutiny for Policies and Place Committee

Tuesday 6 March 2018

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 - 26 February 2018

For further information about the meeting, please contact Lindsey Tawse on 01823 355059, ltawse@somerset.gov.uk or Jamie Jackson on 01823 359040, jajackson@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



RNID typetalk

AGENDA

Item Scrutiny for Policies and Place Committee - 10.00 am Tuesday 6 March 2018

****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 30 January (Pages 7 - 14)**

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 **Library Service Consultation (Pages 15 - 18)**

To consider the report.

6 **Revenue Budget Monitoring Report Q3 2017_18 (Pages 19 - 40)**

To consider the report.

7 **Council Performance Monitoring Report Q3 2017_18 (Pages 41 - 58)**

To consider the report.

8 **SCC Business Plan (Pages 59 - 64)**

To consider the presentation.

9 **Exclusion of the Press and Public**

To consider passing a resolution having been duly proposed and seconded under Schedule 12A of the Local Government Act, 1972 that the press and public be excluded during the remainder of the meeting on the basis that if they were present during the business to be transacted there would be a likelihood of disclosure to them of exempt information of the following description:

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

10 **Temporary Labour Contract Review - Item deferred until 24 April 2018**

Item Scrutiny for Policies and Place Committee - 10.00 am Tuesday 6 March 2018

11 **Scrutiny for Policies and Place Committee Work Programme** (Pages 65 - 78)

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

12 **Any other urgent items of business**

The Chairman may raise any items of urgent business.

This page is intentionally left blank

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 They can also be accessed via the council's website on 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 30 January 2018 at 10.00 am

Present: 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

Other Members present: Cllr C Aparicio Paul, Cllr S Coles, Cllr H Davies, Cllr D Hall, Cllr L Leyshon, Cllr T Munt, Cllr M Rigby, Cllr L Vijeh, Cllr R Williams and Cllr J Woodman

Apologies for absence:

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

There were no declarations of interest.

59 **Minutes from the previous meeting held on 05 December 2017** - Agenda Item 3

The minutes of the meeting on 05 December 2017 were accepted as being accurate by the Committee.

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

There were 14 Public Questions in relation to Item 5, 7 Public Questions in relation to Item 6 and 1 Public Question in relation to Item 7. All questions will receive a written response.

Details of all Public questions can be found in the appendix to these minutes.

61 **Taunton Transport Strategy Consultation** - Agenda Item 5

The Strategic Commissioning Manager, Highways and Transport began by thanking members of the public for their questions. He confirmed that all questions would receive a written response. He clarified that questions about specific development sites or planning applications should be directed to the appropriate body or authority as it is not the role of the Scrutiny Committee or Somerset County Council to comment on this. He also asked the public to respond formally to the consultation with any comments or concerns.

The Committee received a report from the Strategic Commissioning Manager, Highways and Transport on the draft Taunton Transport Strategy 'Connecting our Garden Town'. The document was commissioned by Taunton Dean Borough Council (TDBC) in partnership with Somerset County Council (SCC) and prepared by consultants WSP. The Committee was asked to consider and comment on the document prior to a period of public consultation and subsequent consideration by the Executive Portfolio Holders at TDBC and SCC.

The document outlined a series of proposals and policies grouped into six strategic topics as well as the key objectives and key outcomes. The Committee was informed that the document has been prepared using a wide range of existing evidence and data and that no new studies have been undertaken at this stage. A number of consultation exercises took place to inform the creation of the document. It is intended to undertake a web-based public consultation of the document in February 2018. In addition, a public exhibition will be held to enable face to face engagement.

The Chair stated that the Committee was pleased to hear that wider, face to face consultation will now take place in addition to on-line consultation. He urged all present to respond formally to the consultation with any concerns or comments. He also reminded the meeting that any questions regarding existing or planned development applications should be directed to the respective Planning Authority and not to SCC or this Committee.

The Strategic Manager clarified that any new connection from Junction 25 to create a link road to the south of the town would require substantial highways infrastructure. This is not currently planned or in any proposal at present. This is a matter for TDBC to consider in their planning.

With regard to a new spine road, traffic modelling has taken place and has concluded that there is little demand for this.

The Strategic Manager confirmed that, when describing travel destinations, simplified statistics were used to communicate with the public but reassured those present that a wide range of complex traffic modelling has been undertaken and considered. More technical work and modelling will be undertaken. He confirmed that traffic studies carried out were sound and have been audited.

It was confirmed that TDBC commissioned the plan but that TDBC and SCC will be adopting it as a joint strategy.

The Committee discussed the need for more engagement early in the process particularly with Parish Councils and questioned how Parish Council's would be engaged with. It was confirmed that face-to-face consultation would take place and Parish Council representatives would be invited. Parish Councils are also formally respond to the consultation. Members questioned whether alternative proposals around missing strategic links could be discussed. This was affirmed but any new strategic links would need to be tested.

Members raised challenges and a disconnect in the sequence between housing development and road planning. Whilst different authorities have different responsibilities, this must be addressed as there is a need for authorities to work in partnership when addressing their different yet linked responsibilities. Members also expressed that there is a need to make links between the Transport Strategy and the A358 consultation. Members raised that the planning process is flawed as local planning authorities must take account of comments by Highways, which is an SCC function. If Highways do not raise an objection then it is difficult for planning authorities to object from a

highways perspective. The Strategic Manager confirmed that SCC and TDBC work very well together as a joined up set of authorities.

Some Members criticised elements of the plan, for example, building in green areas and unrealistically planning that less people will be using cars in Taunton town centre in future.

Members raised that there are funding gaps and major issues with receiving Community Infrastructure Levy (CIL) funds. No CIL funds have been received by SCC over the last four years. It was confirmed that a funding gap does exist. SCC has submitted a bid for the Housing Infrastructure Fund and is in on-going dialogue with TDBC about CIL funds.

The Committee agreed a recommendation to endorse the Strategy providing that face to face consultation took place with representatives of both TDBC and SCC present.

62 **SCC Response to A358 Consultation - Agenda Item 6**

The Committee received a presentation from the Strategic Commissioning Manager, Highways and Transport regarding the 2nd non-statutory consultation by Highways England (HE) on the A358 Taunton to Southfields Dualling Scheme.

It was confirmed that Highways England are responsible for design, delivery and operation of the route as a new link in the national road network and that Somerset County Council (SCC) are only a consultee. A Non-Key Decision will be made by the Cabinet Member on 19th February to agree SCC's response to the HE consultation. All present at the meeting were asked to respond formally to the HE consultation to express any concerns or comments.

The presentation outlined: the background to the consultation; the possible timescales; the role of the SCC; a map of three proposed routes with an assessment of their strengths and weaknesses; environmental and social impacts and highlighted key issues and the SCC process going forward.

Those present were reminded that there will be a formal statutory consultation still to come in 2019.

It was clarified that SCC did not reject the orange route in the previous consultation. SCC gave a neutral response neither accepting nor rejecting and asked for further information to make an informed decision.

The Committee discussed concern about capacity at Junction 25. Concern was expressed that confusion over whether it was HE's role to resolve this at the HE launch event indicated a lack of joined up thinking and dialogue.

A Member questioned who is able to respond to the consultation and how this may affect the outcome. Concern was raised that Freedom of Information requests revealed that previous HE consultations had been skewed by responses from people living outside of the local area and the county. This

question would need to be directed to HE but it is SCC's understanding that this is an open consultation and that anyone is able to respond as this is a national scheme about a national road network. It was confirmed that HE have a Board to consider consultation responses.

Members raised the need for a southern relief road and that the lack of this would be a missed opportunity. This would need to be considered through the TDBC local planning process and SCC is not able to request this of HE.

Members raised the need for further consultation if a hybrid option is chosen. It was clarified that HE would test any hybrid options and then consult during the statutory consultation process.

Concern and disappointment was expressed at the lack of summer traffic modelling given the extensive summer traffic that comes to the south west through our area. It is standard practice to model neutral periods, however SCC agree it would be beneficial to understand how the schemes perform under seasonal traffic pressures. HE have confirmed they are preparing a summer weekend model to enable them to consider seasonal traffic pressures at the next stage.

Concern was raised that the decision will be non-key and taken by one Cabinet Member only instead of by Full Council. The Cabinet Member responded that he recognised that there was still work to do but that he was delighted that HE had agreed to a second consultation. He stated that he will take account of all of the views expressed today and over the next two weeks to inform the decision on 19th February regarding the preferred route.

The Committee agreed a recommendation that the Cabinet Member consider the views of the public and Committee Members regarding the consultation. There are still some queries regarding the detail but as a Committee we implore that everybody with a view feeds into the Highways England consultation.

63 **Draft Medium Term Financial Plan - Agenda Item 7**

The Committee received a report from the Director of Finance, Legal and Governance regarding the Medium Term Financial Plan, the 2018/19 Capital Investment Programme and an overview of the Provisional Local Government Finance Settlement. The final settlement announcement is scheduled for the 5th February 2018 and will therefore not be known before Cabinet papers are issued.

The Director highlighted three key announcements from the settlement:

- An "aim" to localise 75% of business rates from 2020-21 and implementation of the new needs assessment;
- Confirmation of the continuation of the Adult Social Care precept including the additional flexibility to raise the precept to 3% this year but by no more than 6% over the 17-18 to 19-20 period;

- Increased council tax referendum principle from 1.99% to 2.99% for 2018-19 and 2019-20.

The Committee were informed that SCC was not successful in its bid to be one of the pilots for 100% business rates retention. However, SCC will be part of a pool with the 5 Somerset District Councils and this should generate over half a million pounds towards our revenue gap.

The Committee were also informed about the current forecast position. The MTFP gap increases and decreases constantly as various factors affect our budgetary position. On the positive side, the increased levels of funding received via the Improved Better Care Fund along with a stabilisation of costs in Adult Social Care and Learning Disabilities have helped to reduce forecasted pressures in these services.

In terms of our funding, estimates have been received from District Councils for Taxbase numbers and collection fund surplus and these are sufficiently buoyant to include in our base as additional income, £0.550m regarding the taxbase and £1m in terms of the collection fund.

However, on the negative side, as part of the annual roll-over process of the MTFP, we have reviewed the existing and future delivery of savings agreed for the 2017/20 MTFP, and it is clear that some of those savings are no longer considered to be deliverable. In line with setting a robust budget we have taken these into account and had to re-adjust savings values required to balance the budget. In addition, the probable pay award pressure at 2% on average will add to SCC costs by approximately £2.2m and this has been included in our estimates at present. These factors have resulted in the overall gap in 2018/19 being £13m.

Recommendations to Cabinet to close the gap and to ease the budgetary pressure will include increasing the basic council tax by 2.99% and increasing the Adult Social Care precept by 3%. This will help reduce the pressure to make sufficient savings and provide much needed funding to Adult Social Care to meet service demand and increasing Learning Disabilities costs.

In summary, therefore, the estimated £13m gap will be closed by raising an additional 1% than previously assumed on the general council tax (£2.1m), some corporate revisions to non-service budgets (£2m) and £8.8m of service savings as per Appendix C. This gives a total savings value of £10.866m.

The Committee received further information on the revenue budget approach to identify savings across themes. The Council's officers have developed savings proposals required to close the gap of £13m. The focus for delivering savings will be primarily through a comprehensive review of all existing and planned contracts reducing our third party spend. The second area of focus will involve trying to identify a number of smaller projects that will manage demand or find efficiencies within services. This will entail looking at our staffing and particularly management levels throughout the organisation to see if we can use technology better to try and see where any further efficiencies can be made.

The Committee also received an update on the Capital Investment Programme (CIP). The 2018/19 CIP includes a significant investment in schools. The funding of this investment is subject to further announcements by government either in our final settlement or separately as the DfE and other government departments announce their capital allocations. SCC have also submitted a bid to the Housing Infrastructure Fund in conjunction with Taunton Deane and Sedgemoor councils that would fund around £80m of infrastructure projects supported by the three councils. If this bid is successful, the resources to support the capital investment programme for SCC could be increased by £15m.

At present, SCC have been advised of our highways grant at around £24m and some other smaller educational grants which gives a total known funding through grant of £29m. If we can secure further grant via the DfE for basic need and some specific projects and we are successful in our Housing Infrastructure Fund bid, we may have as much as £50m towards our investment needs. The shortage of capital funds is a known issue for all county councils and representations have been made to DCLG through the consultations on the Fairer Funding Review last summer that government has to recognise the pressures on councils to meet the growing need.

The national push to increase the number of houses built is being addressed in Somerset but the consequence is a need to match this with highways and schools' infrastructure. Of course, there is a lag between the investment required by councils and the additional council tax that ensues from the new housing. The increase in the taxbase eventually may be as much as £2m if the scale of development goes ahead as planned.

The Council is committed to building new schools and improving capacity and will need to borrow funds from the Public Works Loans Board to do so. This may be up to £120m for the programme ahead but we will of course only borrow what is needed when it is needed.

The Committee questioned how much of business rates would be received by SCC. This is difficult to predict. Currently around 50% comes to Somerset but not all of this comes to SCC as some goes to TDBC and the Fire Authority. We are anticipating that SCC may receive around £30m extra per year.

Members queried the likelihood of in-year savings being met. SCC accepts that these were not met previously and this is in-line with other authorities. SCC has reviewed why savings proposals have not been delivered and these have been put back into our base budget.

It was confirmed that SCC has a contingency fund of £7m which is fresh money every year. We are confident that this is sufficient to manage overspend in children's services which is the single biggest financial challenge faced by SCC. Members questioned whether the cost implications of making further improvements to children's services had been considered. This has been considered; however, as the service improves costs should also come down.

A Member questioned whether consideration of a unitary solution had taken place. No unitary costing has taken place since 2007. SCC has regularly tried efficiency drives with District Councils but not in a systematic way.

It was clarified that any borrowing to build new schools would not transfer to an Academy. SCC would in effect own the school but lease it to the Academy Trust.

The Committee noted the report.

64 **Scrutiny for Policies and Place Committee Work Programme - Agenda Item 8**

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

A suggestion was made to scrutinise recent changes to the Somerset Waste Partnership but this was rejected following clarification that this should be directed to the Joint Waste Scrutiny Panel.

It was raised that the timescale of the libraries consultation does not fit with the precepting and budget setting timescales of Parish and Town Councils and some concern was expressed about the format of the on-line consultation. It was agreed that this should be raised directly with the Strategic Manager, Community & Traded Services.

Members raised the outcome of the County Farms review and whether this would be included in an update on property disposal. It was agreed to check this with the appropriate officer and it was confirmed that a response had been received from the Cabinet Member.

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

- Connecting Devon & Somerset Broadband Programme update (April/May)

65 **Any other urgent items of business - Agenda Item 9**

There were no other items of business.

66 **Appendix to Minute 60 - Public Questions - Agenda Item**

(The meeting ended at 1.40 pm)

CHAIRMAN

Libraries Service Consultation

Lead Officer: Michele Cusack, Director of Economic and Community Infrastructure Commissioning

Authors: Oliver Woodhams and Jon Doyle

Contact Details: tel. 07977 400667, email: owoodhams@somerset.gov.uk or jydoyle@somerset.gov.uk.

Cabinet Member: Cllr. David Hall, Cabinet Member for Resources and Economic Development

Division and Local Member: All

1. Summary

- 1.1. A consultation exercise on the delivery of the Libraries Service in Somerset is underway, and will run until 22nd April. No decisions will be taken, or have been taken, until the consultation exercise is concluded and all results are analysed. The purpose this report is to update members of the Scrutiny for Policies and Place Committee on the consultation exercise, to provide further information on the background to the consultation and the development of the consultation proposals, and to provide information on how the Committee and County Councillors can provide feedback.

Scrutiny Committee will receive a brief presentation of the consultation material, and an update on the response rate so far, at the meeting.

2. Issues for consideration / Recommendations

- 2.1. The Committee are asked to note the consultation process underway, the information used to develop the consultation proposals, and the process for providing feedback on the proposals.
- 2.2. The Committee will be presented with a further report setting out the results of the consultation exercise and any draft recommendations made at a future meeting (likely to be June 2018).

3. Background

- 3.1. The County Council's Cabinet set a vision and outcomes framework for the Libraries Service in December 2015. This vision and outcomes framework was reviewed and re-affirmed, with an additional outcome added, by the Cabinet Member for Resources and Economic Development in November 2017, following discussion with the Scrutiny Committee for Policy and Place at its meeting in October 2017. That meeting also considered a strategic direction for the Libraries Service, which set out an intention to review how best to continue to deliver a thriving, modern Libraries Service across a wide range of outcomes, with reducing resources over the medium term.

- 3.2. The Libraries Service is currently performing well and has delivered a number of successful, innovative projects and initiatives which have gained national recognition. The service is guided by its vision statement:

Somerset Libraries are a dynamic, evolving and integral part of the community that open up a world of opportunities for reading, understanding and discovery.

The Somerset Libraries Service has many strengths, and (having delivered over £1m of savings over the last 5 years) it compares well with peers in value for money terms. In order to reduce costs further and continue to deliver a thriving, modernised service, effectively targeted to meet the needs of the population, it is necessary to review and re-design how library services are delivered across Somerset.

- 3.3. The proposals under consultation have been developed following the consideration of a wide range of information and data. Information and views gathered through a series of informal engagement meetings with library friends groups, library staff, parish and town councils, local county councillors and other stakeholder groups has been taken into account. In addition to this 'soft' information, the project team has considered a wide range of 'hard' data and information from a variety of sources to support assessments of need, access, value for money and equalities impacts for different areas in Somerset. Further details on where this information can be found will be presented to the Scrutiny Committee at the meeting, and Committee members will have an opportunity to ask questions.
- 3.4. The consultation proposals show that we aim to keep as many library buildings as possible open, but that for a number of libraries, we may require community support to do this, through partnerships with local communities. Where we are unable to keep library buildings open in communities, library services will be delivered in other ways, through new library outreach services delivered outside of library buildings, or through additional mobile library stops. Our online services will continue to form an important part of library service delivery across the county. The consultation proposals for some communities set out an 'either / or' approach to delivering our statutory duty in the future – either (wherever possible) by maintaining library buildings through community library partnerships, or (where we are unable to achieve this) through alternative mobile and / or outreach services. In other communities, where we are proposing no change to existing library buildings, this means that we consider that our statutory duty requires the County Council to maintain a library building in that community into the future.
- 3.5. The consultation uses the term 'community library partnership' to describe the proposals to maintain library buildings through partnerships with local communities. The County Council has a completely open mind as to how a community could support its library – every situation will be unique, as every community is unique. A community library partnership could mean a community taking on buildings and staff, volunteers working in the library, or financial support - for example through a parish precept – towards the cost of the library. The County Council will support any community wanting to take on their library with training and ongoing technical support, the provision of book stock (including a regular supply of new books) and ICT equipment. Over and above this, we are proposing that funding of £5,000 per annum will be available to support community library partnerships in some communities – those that have more

difficulty accessing alternative library buildings, and / or where local needs are higher, or libraries are well-used.

- 3.6. The term 'library outreach services' is used to describe a new service delivery model where library services would be delivered outside of library buildings. Outreach services would be designed to meet the needs of more deprived communities, and deliver the library service commissioned outcomes in a targeted way through a wide range of activities, events and public internet access services. The exact mix of activities and services would vary, depending on the need in different areas.
- 3.7. Mobile library services are delivered by our mobile library, a purpose-built 'travelling library' which serves a network of stops on a regular schedule, for an allotted period of time, in communities that do not have a library building. Our current mobile library also serves schools, nurseries and residential homes in some communities that do have a library building. Mobile library services are currently delivered at over 170 scheduled stops around the county and the network of stops is regularly reviewed under an agreed policy. For some areas, we are proposing to add additional stops to the current mobile library network, as an alternative, where library buildings cannot be maintained through community library partnerships.

4. The current consultation process

- 4.1. Public and staff consultation exercises were launched in January and February respectively. These two consultation exercises will be carried out in tandem, but as separate exercises.

Public Consultation – this will run for 12 weeks to the 22nd April 2018. The proposals and background information are available publicly online, in paper form in each of our 34 libraries and on application in other formats. Details of the consultation and the dates of consultation events have been sent to a wide range of individuals and groups, including local press, social media, Parish and Town Councils, the library customer database, small business associations, library users and particular equalities groups through Compass Disability and the Somerset Equalities Officer Group. People and organisations are encouraged to respond via an online or paper questionnaire. This allows us to collate and analyse empirical data, as well as gathering feedback on the proposals and alternative ideas through 'free text' responses. An email address has been provided to enable people to give more detailed or specific responses.

Drop-in events in, or nearby to, each community that could be significantly affected by the proposals have been arranged during February and March 2018. These events provide an opportunity for interested parties to ask questions about the proposals or hold discussions with members of the Libraries Service management team, prior to individuals giving their views through the questionnaire or email address provided.

- 4.2. **Staff Consultation** - feedback from Libraries Service staff will be very important in shaping any final decisions on the future delivery of library services, and we are seeking their views (and the views of Trade Union representatives) through a separate staff consultation exercise. This will run through to the end of March 2018. The consultation will gather feedback on the same proposals and staff will be able to access the same background information and detail of the proposals

through the website, or through information in libraries. Staff will be asked to give their views on the proposals, the underlying rationale, and to suggest any alternative options. A series of face-to-face staff meetings are being held during February and March, which provided an opportunity for staff to ask questions and discuss the proposals with members of the library management team.

- 4.3. Data and information gathered during the consultation will be analysed and the results of the analysis will be presented to this Committee for comment – this is likely to be at the meeting on 19th June 2018.

5. Implications

- 5.1. There are no implications arising directly from this report. A detailed analysis of the potential implications of the consultation proposals (including an Equalities Impact Assessment) is set out as part of the Cabinet Member decision taken in January 2018 – see background papers for further details.

6. Background papers

- 6.1. Decision of the Cabinet Member for Resources and Economic Development: Somerset Library Service Consultation 2018 – 18th January 2018 (available at <http://democracy.somerset.gov.uk/ieDecisionDetails.aspx?ID=632>).
- 6.2. Libraries Consultation website (available at <http://somersetlibraries.co.uk/consultation>).

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

2017/18 Revenue Budget Monitoring Quarter 3

Lead Officer: Kevin Nacey – Director of Finance, Legal and Governance
Author: Lizzie Watkin – Service Manager, Chief Accountant
Contact Details: kbnacey@somerset.gov.uk Tel: 01823 355213
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 forecast outturn position for the 2017/18 financial year based on the end of November (Month 8). This report was taken to Cabinet at its meeting on 12 February 2018
- 1.2. The detailed 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 forecast outturn position for the 2017/18 financial year and how the Council's resources are forecast to be used to support the delivery of budgetary decisions.

3. Background

3.1. Summary Forecast 2017/18 – Revenue Budgets

The Authority's forecast shows a projected net overspend of £7.741m (see Appendix A, Annex A) when compared to the Revenue Budget. This represents 2.48% of base budget. The majority of the overspend lies in the Children's Services budgets (Appendix A, section 3 and Annex C).

- 3.2. Most other areas of the Council are within reasonable tolerance although some corporate and support budgets are under pressure (as covered in Appendix A, section 7).
- 3.3. 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.
- 3.4. The predicted General Reserve position at the end of March 2018 and for 2018/19 is shown in the table below:

	Value £m
Balance brought forward 2017/18	10.441
In year Transfers	(0.301)
Collection Fund Surplus 2017/18	4.871
Current Balance	15.011
Estimated in year overspend to be written off	(7.741)
Balance at March 2018	7.270
Base Budget contribution 2018/19	2.000
Estimated Collection Fund Surplus 2018/19	2.000
Balance at 31 March 2019	11.270

- 3.5.** The report as taken to Cabinet (Appendix A) shows the detail at a service level of the forecast outturn position, the Aged Debt Analysis and the projected delivery of the MTFP savings.

4. Consultations undertaken

- 4.1.** 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.

5. Implications

- 5.1.** 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.

6. Background papers

- 6.1.** County Council – 15 Feb 2017 – 2017/18 Revenue Budget and MTFP
County Council – 15 Feb 2017 – S151 Robustness and Adequacy report
Cabinet – 15 November 2017 – Revenue Budget Monitoring 2017/18 Month 6

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

County Council
Cabinet

12 February 2018

2017/18 Revenue Budget Monitoring Quarter 3

Cabinet Member(s): Cllr David Hall – Cabinet Member for Finance and Economic Development
 Division and Local Member(s): All
 Lead Officer: Lizzie Watkin – Service Manager – Chief Accountant
 Author: Lizzie Watkin – Service Manager – Chief Accountant
 Contact Details: kbnacey@somerset.gov.uk Tel: 01823 355213

	Seen by:	Name	Date
	County Solicitor	Honor Clarke	22/1/18
	Monitoring Officer	Julian Gale	22/1/18
	Corporate Finance	Lizzie Watkin	22/1/18
	Human Resources	Chris Squire	22/1/18
	Senior Manager	Kevin Nacey	22/1/18
	Cabinet Member	David Hall	22/1/18
	Opposition Spokesperson	Simon Coles	12/2/18
	Relevant Scrutiny Chairman	Tony Lock	12/2/18
Forward Plan Reference:	FP/17/08/08		
Summary:	The purpose of this report is to update members on the current Revenue Budget forecast outturn position for the 2017/18 financial year based on the end of November (Month 8).		
Recommendations:	<p>Cabinet is recommended to:-</p> <ol style="list-style-type: none"> Note the contents of this report and specifically the Forecast Outturn Position for the year (section 3-9), the current Aged Debt Analysis (Section 10) and the projected delivery of the MTFP savings (Section 11). Approve the drawdown from earmarked reserves as specified in sections 4 and 7 and Annex A. Approve £0.093m transfer from earmarked contingency for the Local Assistance Scheme (Section 4.3). Approve the transfer of £5.888m from contingency to support the additional spend in Children’s Services (Section 8.1). Approve the use of the flexibilities on capital receipts to fund £1.068m of transformational costs in Learning Disabilities and the planned overspend element of the Core Council programme of £1.173m (Section 7). Approve the transfer of £1.000m from the revenue backed Capital Fund and £0.958m from other earmarked reserves to support the in-year position. 		

Reasons for Recommendations:	As above.
Links to Priorities and Impact on Service Plans:	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.
Consultations and co-production undertaken:	Information and explanations have been sought from directors on individual aspects of this report and their comments are contained in the report.
Financial Implications:	A deficit on the Revenue Budget will impact on the Council's General Balances. The Council's financial position is constantly reviewed. This report highlights significant concerns with regard to Children's service spending.
Legal Implications:	There are no implications arising directly from this paper.
HR Implications:	There are no implications arising directly from this paper.
Risk Implications:	<p>If the overspend were to be at the same level by year end, this would significantly reduce the Council's General Balances placing them well below the recommended range.</p> <p>The availability and use of reserves is critical in being able to manage spikes in demand and costs incurred. Our corporate risk register recognises this and we will put mitigating actions in place to reduce the level of overspends wherever possible.</p> <p>The increase in spend within Children's Services even since the beginning of the year is the most worrying aspect of this report.</p>
Other Implications (including due regard implications):	There are no other implications arising directly from this paper. However, as services take remedial action, including any formal decisions required to address the in-year overspend, then appropriate consideration will need to be given to the legal, HR and equalities issues, as necessary.
Scrutiny comments / recommendation (if any):	Not Applicable

1. Background

- 1.1. Throughout this financial year, the main area of overspend has been in budgets related to Children's services. The demands upon these services have not reduced since last year and have even increased since month 6. There is a concerted effort under way to improve demand management and simultaneously improve outcomes for vulnerable children. More detail of planned and on-going actions is included in section 3.

The additional funding from government for Adult Social Care alongside the management action and demand management approach adopted is keeping this budget under control.

- 1.2. SCC is therefore in a position where we continue to mitigate pressures across the whole Council, as well as in those core care services, to off-set the overspend. Services are being redesigned with affordability, service quality and service

improvement all in mind but market factors and rising costs and service demand are making this transformation extremely difficult.

2. Summary Forecast 2017/18 – Revenue Budgets

- 2.1. The Authority's forecast shows a projected net overspend of £7.741m (see Annex A) when compared to the Revenue Budget. This represents 2.48% of base budget. The majority of the overspend lies in the Children's Services budgets (section 3).
- 2.2. Most other areas of the Council are within reasonable tolerance although some corporate and support budgets are under pressure (as covered in section 7).
- 2.3. 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.
- 2.4. The predicted General Reserve position at the end of March 2018 and for 2018/19 is shown in the table below:

	Value £m
Balance brought forward 2017/18	10.441
In year Transfers	(0.301)
Collection Fund Surplus 2017/18	4.871
Current Balance	15.011
Estimated in year overspend to be written off	(7.741)
Balance at March 2018	7.270
Base Budget contribution 2018/19	2.000
Estimated Collection Fund Surplus 2018/19	2.000
Balance at 31 March 2019	11.270

3. Children's Services

3.1. Children and Families Operations: (+) £14.664m: movement (+) £1.588m

- 3.1.1. The biggest financial pressure facing Children's Services is on the placements budget. Annex C includes a report by the Director of Children's Services on care placement sufficiency explaining how we are tackling this problem. The continued lack of sufficiency within the fostering market has resulted in an increase in the length of time children are in external residential placements. 16,000 days were projected for 2017/18 in the second quarter but this has increased to 18,200 and the average weekly cost of external residential placements is currently £4,208. In the same period the number of court ordered family assessments have increased with 8 being undertaken compared to 1 at the end of the second quarter increasing the cost in this area by £0.295m. This, together with a small increase in external fostering placements, has led to an increase in the projection for external placements of £1.746m, creating an overall pressure of £6.950m against a budget of £12.303m.
- 3.1.2. There has been continued dialogue with the Somerset Clinical Commissioning Group and Somerset NHS Partnership Trust and an agreement is near completion regarding the partner contributions for children discussed at the multi-agency Complex Cases panel.

- 3.1.3. The success of the authority's recruitment campaign for permanent social workers and the training of Assessed and Supported Year in Employment staff have led to a further reduction of £0.196m in the pressures previously reported. The overall salary pressure now stands at £3.062m against a budget of £22.675m. Other general expenditure associated with the staffing budgets is showing a pressure of £0.311m, similar to the previous quarter.
- 3.1.4. The costs associated with the revised Foster Carer Progression scheme introduced last quarter is now incorporated into our overall projections which remain reasonably stable with an overall pressure of £0.585m, against a budget of £2.859m, an increase in the quarter of £0.090m.
- 3.1.5. The innovative use of the Assistance to Families budget to prevent children coming into care has added a further pressure of £0.218m, an increase of £0.043m on the second quarter. This work continues to prevent the potential longer term pressure in other areas of the budget.
- 3.1.6. Pressures around the accommodation support and welfare of Unaccompanied Asylum Seeking Children is £0.066m greater than the second quarter with a current pressure being projected of £0.351m. This is being addressed through a revised commissioning approach for 2018/19.
- 3.1.7. Transport costs, primarily associated with school and contact visits account for a further £0.151m pressure, a reduction of £0.063m on the last quarter.
- 3.1.8. Financial pressures of £1.625m 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 is similar to that reported in the last quarter.
- 3.1.9. The number of families taking advantage of the Direct Payments scheme within the Disabilities service remains reasonably static with a pressure of £0.385m, a small decrease of £0.015m to that reported in the last quarter. Pressures within the Disabilities service around specific grants and targeted support adds a further £0.232m pressure, similar to that previously reported.
- 3.1.10. Specific activities associated with the Children and Young People's Plan, including focussed training and support following Ofsted and peer group recommendations have so far incurred costs of £0.350m and Business Support continues to project a £0.402m pressure, a decrease of £0.038m. A review of business support is continuing but will not yield savings in 2017/18.
- 3.1.11. Pressures in the legal and Public Law Outline budget of £0.089m remain similar to that reported in the last quarter.

An underspend of £0.030m relating to the pooled budget with the Police Probation Service and Youth Offending Team will need to be carried forward.

3.2. Children and Learning Central Commissioning: (+) £2.466m: movement (+) £0.174m

- 3.2.1. The on-going pressure across transport budgets is forecast at £2.451m, an increase of £0.551m against a budget of £9.563m.
- 3.2.2. Of this overspend, Home to School transport is showing a pressure of £1.564m

against a budget of £6.111m. Inflation pressures are impacting on the service. These were offset via managed savings and reduced school calendar days within 2017/18, but much of the quarterly increase is due to emergency costs following contractor closure issues, driver turnover/shortages and increased pay rates following retendered contracts at the start of the Academic Year. Cross county issues, where contractual and wage variations between South Somerset and Dorset are also leading to increased driver turnover, plus employment opportunities and pay rates offered by Hinkley Point are impacting the budget as well. Removing occasional use transport and a pay seats policy change have been implemented, plus a service based on live occupancy levels is being piloted in the spring to address levels of spend.

- 3.2.3. The Special Educational Needs (SEN) transport pressure is forecast at £0.887m against a budget of £3.452m, due to the on-going issue of increased placements. The full year implication of additional routes following the opening of the new Mendip Free School, plus additional post 18 placements are also impacting on spend. Half day transport and dual placement transport in Pupil Referral Units have been removed to reduce costs, plus the personal travel payments pilot has saved over £0.100m to date and take up is increasing.
- 3.2.4. The managed saving within Early Help is now forecast at £0.667m, an increase of £0.144m. This is part of the planned underspend detailed within the Early Help business case. The original estimate was £0.205m, however there was an increase in carry forward (£0.082m) and grant (£0.161m) supporting the service. Further increases are due to vacancy savings and significant staff turnover (£0.242m), plus service cost reductions. The service will request this as a carry forward given known reductions in Troubled Families grant funding in 2018/19. A review is taking place in relation to proposals around the Family Support Service, plus wider pressures the council is under.
- 3.2.5. The planned invest to save costs relating to posts within Children's Commissioning to achieve cost avoidance is forecast to be £0.206m.
- 3.2.6. The Somerset Education Partnership Board (SEPB) programme is now forecast as a pressure of £0.617m, a decrease of £0.022m. This includes £0.187m in relation to Team Around the School posts, £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 £0.136m. Other minor School Improvement pressures total £0.25m.
- 3.2.7. Commissioning decisions against the West Somerset Opportunities grant have yet to be confirmed and the service has estimated that it is unlikely to be fully spent within the Financial Year. The grant is a specific grant and so it will be requested that the unspent grant is carried forward to 2018/19.

3.3. Schools Budget

Children and Learning Central Commissioning: (+) £1.892m: movement (+) £0.000m

- 3.3.1. The Out of County Independent and Non-Maintained Special Schools budget is projecting a pressure of £2.484m against a budget of £10.238m, an increase of £0.250m. This is due to continuing and extended high cost placements at higher than average costs. There have been 19 new placements made during the quarter, totalling £0.456m, partially offset by 5 leavers and amended placements totalling £0.206m.

- 3.3.2. Minor variations across all other High Needs funded areas total £0.156m, a decrease of £0.284m since quarter 2.
- 3.3.3. A planned increase in school contributions towards maternity costs to recover prior year pressures is now forecast at £0.409m, an increase of £0.023m.

The High Needs sub group is considering plans to recover the High Needs deficit.

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

The combined projected school outturn 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.

4. Adult Services including Learning Disabilities

4.1. Adult Social Care Variation: (-) £3.347m underspend: movement (-) £2.031m

4.1.1. There continues to be an overall downward trend in the projected costs for Adults Social Care Operations and the reallocation of some Better Care Fund money has also reduced the variation since quarter two. The main changes since the previous report are:

- Residential/Nursing +£0.350m
- Care at Home -£0.510m
- Direct Payments - £0.132m
- Mental Health -£0.196m

4.1.2. Residential/Nursing

The number of Residential and OPMH Nursing placements have increased considerably since the quarter two report. This has led to the projected increase of £0.350m. There has been a net increase of 16 Residential placements and 16 OPMH Nursing placements. 27 of the new placements made in 2017/18 are over our published fee rate. A number of 'Capital drops' (Individuals who had funded their own care but subsequently reached a financial position requiring SCC support) contributed to both the increased numbers and above rate position. The service has worked with providers to reduce the majority of these costs to SCC rates. In addition the increased demand and pressure within the NHS has contributed to an increase in placements directly from hospital.

The full year effect of the continuing upward trend of residential placements will have a big effect on costs for 2018/19. These increases will need to be managed to avoid pressures in the new financial year.

4.1.3. Care at Home

In line with the strategy to target support to assist people to regain independence and overall promoting independence there has been a reduction against these services of £0.510m from the quarter two estimate. This is as a result of reduced core home care delivery, increased income and a streamlined reablement service.

The projected cost of core care at home delivery has reduced by £0.085m in the past two months in line with our promoting independence emphasis. The service are actively reviewing the need for long term support, and this along with the increased use of the home first service is leading to shorter more outcome focussed interventions.

There has been an increase in the estimated income from extra care housing following the completion of a project by the finance and benefits team to ensure that all clients are paying the correct contribution towards their support.

Home First (our hospital discharge service) continues to pick up service delivery that was previously going through reablement. This has changed the way people receive a service following discharge from hospital, and provides an improved service in a more efficient way.

4.1.4. Direct Payments

The number of Direct Payments setup in the past two months has reduced again with 895 currently in place compared to 908 at quarter two. The variation is now showing an underspend of £0.581m which is a reduction of £0.132m from the last report. Year on year spend is projected to drop to £8.417m from £9.449m in 2016/17. This is due to a 10% reduction in the number of direct payments set up this year.

4.1.5. Mental Health

The overspend against Mental Health has decreased since quarter two and is now £0.425m.

A reduction in supported living costs is the main reason for this change with the ending of a block placement with one supplier and one high cost placement coming to an end earlier than anticipated. Partially offsetting these reductions is an increase in residential and nursing placements. The full year effect of these will cause a pressure for this budget during the new financial year.

4.1.6. Staffing

Due to the number of vacancies within the service during 2017/18 there is an underspend against the staffing budget of £0.723m which is contributing to the overall underspend reported above. This is not an on-going position and once recruitment exercises are complete the underspend will no longer be available.

4.2. Learning Disabilities: (+) £4.204m overspend: movement (+) £2.080m

4.2.1. The overspend is made up of £3.792m Learning Disabilities Purchased and £0.412m Discovery.

4.2.2. The main changes between quarter two and quarter three are an increase in projected cost for residential placements and the reduction in anticipated savings that can be achieved in year.

4.2.3. There have been 7 new residential placements since the previous report which have increased the projection by £0.400m. 2 of these were back dated placements to the beginning of 2017 but the remaining 5 new placements were made in year and show an upward trend in use of residential. Spend is projected to be £0.740m higher than during 2016/17.

- 4.2.4. Adjustments have now been made to projections for both expenditure and income to reflect actual delivery to date for this financial year. Reduced delivery in Supported Living and Residential placements is leading to a projected underspend against these services.
- 4.2.5. The overall position against the contract is an underspend of £0.235m which is an increase of £0.054m since quarter two. There is a one off pressure in year of £0.647m relating to old year costs for the Provider Service (LDPS).
- 4.2.6. The position now assumes achievement of £0.100m savings in year through the reviewing to improve lives project. The scale and complexity of realising the savings has been greater than expected. The balance of the MTFP saving is shown as a pressure against the overall position. There is an exercise to be undertaken which will re-profile what is achievable through this project with a view to setting a realistic target for 2018/19.
- 4.2.7. The reported position takes into account a transfer of £6.158m from an equalisation reserve and £1.086m transformation investment funded from capital receipts.

4.3. Adults Commissioning: (-) £0.117m underspend: movement (-) £0.066m

- 4.3.1. The majority of this change relates to vacancies within the Commissioning Team that will not be appointed to permanently this year.
- 4.3.2. The above position is net of £0.033m which will need to be drawn down from the Carers Earmarked Reserve to fund the Carers Support Worker post.
- 4.3.3. We estimate that £0.093m will need to be transferred from earmarked contingency to pay for the Local Assistance Scheme programme costs.
-

5. Public Health: (-) £0.553m underspend

- 5.1. The Public Health budget is made up of two elements. The ring fenced Public Health Grant (£21.270m) which is projected to be fully spent, and £1.094m of Somerset County Council funding. This element is projected to be underspent by £0.553m.

6. Economic and Community Infrastructure Services (ECI): (-) £0.511m underspend: movement (-) £0.224m

- 6.1. Overall ECI services are showing an underspend of £0.511m (0.80% of the total budget) which is largely due to SCC's contribution to the Somerset Waste Partnership. Waste tonnages continue to be lower than budgeted, with an estimated end of year underspend of £0.795m.
- 6.2. Other services therefore are overspent by £0.284m (0.45% of the total budget). This is an improvement of £0.283m since Quarter 2. Partly this has been achieved by reviewing staffing budgets and vacancies within services and also by reviewing one-off balances such as commuted sums. Senior officers are reviewing all expenditure across these services in order to determine if further expenditure can be stopped or delayed.
- 6.3. Within the current forecast there are still risks around waste tonnages,

concessionary fares, winter and emergency maintenance. An emerging pressure is around transport costs. There is significant inflation in these services, and further costs pressures with the closure of another local bus operator.

7. Corporate and Support Services: (+) £1.384m overspend: movement (-) £0.423m

7.1. Corporate Affairs (-) £0.121m; movement (-) £0.119m

The Customers and Communities budget line is projected to be underspent by £0.121m as a result of surplus income and savings. The main element of the underspend is within the Community Invest-to-Save budget which assumes no further spend before year-end.

7.2. Commercial and Business Services

7.2.1. Commercial Procurement and Contract Management: (+) £1.226m overspend; movement (+) £0.004m

Some of the MTFP savings aimed at reducing third party and agency expenditure have not been possible given the market and service requirements/ This has led to an overspend which effectively should sit across the whole council spend but has been allocated against this budget. Work is ongoing to identify where savings will fall against this cross-cutting target. Staff vacancies in Commercial Contract Management and Procurement have resulted in a forecast underspend of £0.139m.

The Building Schools for the Future (BSF) budget is projected to be underspent by £1.159m. This report assumes this amount will be transferred to the earmarked BSF Equalisation Reserve at year-end as planned.

7.2.2. Core Council Programme (Including Business Change): (+) £1.173m Funding Requirement; movement (-) £0.115m

The capital receipt flexibility funding requirement for the Core Council Programme is now projected to be £1.173m. This is a reduction of £0.115m from Quarter 2. This movement is mainly due to vacancy savings from staff Also, £0.095m of the £0.100m projected for the County Plan Vision Volunteers work is now not expected to be spent.

7.2.3. Strategic Property: (+) £0.161m overspend; movement (+) £0.137m.

Strategic Property are forecast to be overspent by £0.161m in total, an increase of £0.137m from the previous quarter. £0.081m of income from Broughton House and Dimensions Somerset rent will not now be realised. There are further projected overspends amounting to £0.102m in the Land Management account and Commercial Properties areas, and a £0.050m overspend following an increase in County Hall rates. These are offset by a projected underspends in Estates and Energy of £0.065m and in Property General of £0.006m.

Costs in 2017/18 relating to the BMIS R&M scheme are forecast to result in a £0.321m overspend. The forecast assumes that this projected overspend will be transferred to the earmarked reserve at year end.

The Corporate Repairs and Maintenance budget is projected to be overspent by £0.306m. 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. The forecast assumes that this projected overspend will be transferred to the earmarked reserve at year end.

7.2.4. HR and OD: (-) £0.146m underspend; movement of (-) £0.146m

HR and OD is forecasting an underspend due to vacancy savings, a revised projection of income from payroll and an increase in the take-up of purchased annual leave.

7.2.5. Strategic ICT: (+) £0.218m overspend; movement (-) £0.308m

There is currently a projected overspend on staff costs. Work is continuing to review the cost of ICT contracts which are above budget following the return of the service from SWOne.

7.2.6. Finance and Performance

Finance: (+) £0.090m overspend; movement (+) £0.019m

Despite holding some vacancies at present, Finance has an overspend on salaries in this financial year.

8. Non-Service Items: (-) £10.449m underspend: movement (-) £1.903m

8.1. At quarter 3 of the financial year, the s151 officer takes a view on the use of the contingency budget and assesses the need to allocate it against known pressures. Some of the budget has had to be used against the outcome of the pensions dispute with SWOne, which resulted in a final end-of-contract payment of £1.213m. It is requested that the uncommitted contingency balance of £5.888m is transferred to Children's Services to support the additional spend in that service area.

8.2. Central Redundancies: (+) £0.145m; movement (-) £0.000m

Current estimates for the costs of central redundancies, arranged in 2017/18 to-date, come to £1.482m. An extrapolation of costs for the remainder of the financial year suggests a further £0.662m, pushing costs over the £2.000m budget by £0.145m. This budget is volatile and depends upon other MTFP decisions and their timing.

8.3. Sustainable Transformation Programme (STP): (+) £0.195m overspend; movement (-) £0.035m

Costs incurred by SCC as part of the delivery of the STP will be funded from the Non-Service part of the budget. Projected year-end costs are now £0.195m, £0.035m lower than the Quarter 2 projection.

8.4. Use of Reserves: (-) £1.958m underspend; movement (-) £1.958m

Due to the overall overspend position of the authority, we have reviewed earmarked reserves once again to see if any of these reserves are no longer needed. It is requested to transfer £1.958m from the revenue backed Capital

Fund and other earmarked reserves to ease the impact on the General Reserve at year end and there should be no impact elsewhere in doing this.

9. Trading Units

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

9.1. Support Services for Education: (-) £0.211m surplus; a movement of (-) £0.009M

Minor variances make up the movement of £0.009m.

9.2. Dillington House: (+) £0.166m deficit; a movement of (+) £0.025m

Dillington has been unable to secure as many weddings this year due to a very competitive market. Compared to 2016/17 we are 20 weddings down which has had a major impact on income. The National Minimum Wage legislation has impacted on our staffing budget. Dillington will continue to review expenditure and make any savings possible between now and the end of the financial year to reduce the forecasted deficit.

10. Aged Debt Analysis

- 10.1.** As at the end of November 2017, the outstanding debts over 90 days old totalled £4.592m or 52.66% of gross debt outstanding. By way of comparison, the percentage of debt over 90 days old in November 2016 was 21.86%. 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.
- 10.2.** Services' total outstanding debt relating to external income on the Accounts Receivable system stood at £8.720m on 30 November 2017, (November 2016 £7.873m).

10.3.

Service	Not o/due	0-30 Days	1-3 Mths	3-12 Mths	12+ Mths	Total
	£m	£m	£m	£m	£m	£m
Adults & Health Comm.	0	0.044	0.010	0	0.126	0.180
Adults & Health Ops	0.092	0.414	0.486	0.554	0.202	1.749
Business Development	0.024	0.383	0.038	0.093	0.049	0.586
Customers & Communities	0	0.061	0	0.056	0	0.117
Children & Family Ops	0.001	0.098	0.001	0.513	0.007	0.620
ECl Comm.	0.003	0.002	0.004	0.002	0	0.010
ECl Ops	0.748	0.411	0.410	2.542	0.195	4.306
Schools & Early Years	0.030	0.009	0.007	0.010	0.006	0.063
Finance & Performance	0.004	0.128	0.055	0.002	0.008	0.197
Children & Learning Comm.	0.199	0.040	0.012	0.187	0.005	0.442
LD Ops	0.013	0	0	0.017	0.011	0.041
Support Services for Education	0.006	0.193	0.195	0.005	0	0.400
Public Health	0	0	0.008	0	0	0.008
Total £m	1.120	1.783	1.225	3.981	0.611	8.720
Total %	12.84	20.45	14.05	45.66	7.00	100.00

Total Debt Analysis

	Net Debt £m
November 2016	7.873
November 2017	8.720

10.4. Aged Debt – Service Commentary**10.4.1. Adults and Health: £1.970m**

There is currently £0.920m of outstanding debt over 90 days old across all Adults services, which is a reduction of £0.293m from quarter two. £0.487m of this debt is with NHS partners relating to CHC contributions and the joint finance agreement. Discussions are on-going with the CCG to bring these disputes to a conclusion and we anticipate the majority of the debt being cleared.

The majority of the remaining £0.433m relates to debt with clients of the service who have been assessed as being able to contribute to their support. These debts are with 122 customers, with the top 11 accounting for half of the outstanding amount. Where appropriate these older debts have been referred to legal services for their assistance with recovery. All other debts are being actively pursued by members of the Adults and Health finance team.

10.4.2. Children and Learning: £1.062m

Of the debt over 90 days, 92% relates to contributions due from partner health authorities towards costs of children in specialist provision with therapeutic and health related support. We are awaiting written confirmation of the outcome of recent discussions held with these agencies to resolve the settlement of these debts.

10.4.3. **Corporate and Support Services: £0.900m**

Aged debt 'over 90 days old' totals £0.208m. Larger debts include:-

- Customer Contact £0.056m: this related to the SLA with Taunton Deane BC and has now been paid.
- Property Maintenance £0.074m: these are being actively pursued by the service.
- Other Commercial & Business Services £0.071m.

10.4.4. **Economic and Community Infrastructure: £4.316m**

Aged debt over 90 days old totals £2.739m.

- £2.305m relates to a developer debt in relation to a S106 Agreement and is being actively pursued at Director level
- £0.126m relating to defects following utilities work and is with the recovery team
- £0.077m relates to damage to Highway from oil spillage and has reached legal stage of recovery
- £0.087m relates to Transport debt with Somerset Partnership and is being pursued
- £0.064m relates to other Transport debt with 2 suppliers
- £0.028m represents County Ticket debt which is being pursued by recovery team
- £0.019m also relates to Highways damage and are currently with loss adjusters/insurers
- £0.012m contribution from SSDC towards A30 Highways works
- £0.008m is small value libraries debt and partner contributions for Libraries West Partnership

Remaining £0.013m is small balances across remaining ECI services.

10.4.5. **Public Health: £0.008m**

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

10.4.6. **Support Services for Education: £0.400**

The increase in the level of debt is due mainly to the raising of termly invoices to schools and academies for services delivered through SSTEP and recoupment of salary costs of staff seconded to other LAs and Universities. Robust processes are in place to ensure these debts are settled within the agreed terms.

11. **Delivery Progress of 2017/18 MTFP Proposals**

- 11.1. In February 2017, the Council approved £19.506m of savings proposals and £14.332m of pressures. 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 (Annex B).

11.2. 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. At this time of year savings are assessed as either delivered or no longer deliverable and the “amber” status is no longer appropriate.

Over 64% 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.

This leaves just over 35% of savings that are no longer deliverable in 2017/18.

12. Consultations Undertaken

- 12.1. 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.

13. Financial, Legal, HR and Risk Implications

- 13.1. 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.

14. Background papers

- 14.1. County Council – 15 Feb 2017 – 2017/18 Revenue Budget and MTFP
County Council – 15 Feb 2017 – S151 Robustness and Adequacy report
Cabinet – 15 November 2017 – Revenue Budget Monitoring 2017/18 Month 6

Note:

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

Adults and Health: Martin Young, 01823 355212, MJYoung@somerset.gov.uk

Children and Learning: Martin Young, 01823 355212, MJYoung@somerset.gov.uk

Economic & Community Infrastructure: Martin Gerrish, 01823 355303,
MGerrish@somerset.gov.uk

Support Services & Non-Service: Martin Gerrish, 01823 355303,
MGerrish@somerset.gov.uk

Chief Accountant: Lizzie Watkin, 01823 359573, EWatkin@somerset.gov.uk

Compiled by:-

Marcus Venn, Finance Manager, 01823 359676, MZVenn@somerset.gov.uk

Annex 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	6.237	78.920	75.573	(3.347)	(4.24)		(3.347)	(4.24)		(3.347)	(2.031)
Children and Families - Operations	48.749	(1.286)	47.464	62.128	14.664	30.90		14.664	30.90		14.664	1.588
Learning Disabilities	48.183	2.321	50.504	61.952	11.448	22.67	(6.158)	5.290	10.47	(1.086)	4.204	2.080
Adults and Health - Commissioner	14.756	(7.011)	7.746	7.662	(0.084)	(1.08)	(0.033)	(0.117)	(1.51)		(0.117)	(0.066)
Children and Learning - Commissioning Central	18.013	3.787	21.799	26.369	4.570	20.96	(2.104)	2.466	11.31		2.466	0.174
Public Health	1.070	0.024	1.094	0.541	(0.553)	(50.54)		(0.553)	(50.54)		(0.553)	(0.533)
ECI Services	61.655	2.042	63.697	63.186	(0.511)	(0.80)		(0.511)	(0.80)		(0.511)	(0.224)
Key Services Spending	265.109	6.115	271.224	297.411	26.187	9.66	(8.295)	17.892	6.60	(1.086)	16.806	0.969
Corporate and Support Services	25.449	0.090	25.539	28.219	2.680	10.49	(0.213)	2.557	10.01	(1.173)	1.384	(0.423)
Non-Service Items (Inc Debt Charges)	21.214	(25.733)	(4.519)	(14.968)	(10.449)	231.20		(10.449)	23.20		(10.449)	(1.903)
Trading Units	0.000	0.000	0.000	(0.045)	(0.045)	(6.528.57)	0.045	0.000	0.00		0.000	0
Support Services and Corporate Spending	46.663	(25.642)	21.020	13.205	(7.815)	(37.18)	(0.078)	(7.892)	(37.55)	(1.173)	(9.065)	(2.327)
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
SCC Total Spending	311.772	0.000	311.772	318.144	6.327	2.04	3.627	10.000	3.21	(2.259)	7.741	(1.358)

Annex B: Savings Month 8 2017/18

	Value of Approved Saving	Red	Green
Adults and Health - Operations	764,600	184,600	580,000
Learning Disabilities - Operations	4,733,800	3,066,900	1,666,900
Adults and Health - Commissioner	727,000	250,000	477,000
Public Health	168,500	0	168,500
Adults and Health	6,393,900	3,501,500	2,892,400
Children and Families - Operations	18,000	18,000	0
Children and Learning - Commissioning Central	3,095,600 *	1,952,800	1,142,800
Children's	3,113,600	1,970,800	1,142,800
Somerset Waste Partnership	760,000	0	760,000
Highways	800,000	0	800,000
ECI Other Services	2,587,400	65,200	2,522,200
Economic and Community Infrastructure	4,147,400	65,200	4,082,200
Key Services Spending	13,654,900	5,537,500	8,117,400
Commercial and Business Services	5,677,600 *	1,359,300	4,318,300
Finance and Performance	173,600	0	173,600
Customers and Communities	0	0	0
Support Services	5,851,200	1,359,300	4,491,900
Total Services	19,506,100	6,896,800	12,609,300
Percentage		35.36%	64.64%

* The non-delivery of these savings has been taken into account in the forward budget process

2017/18 MTFP Savings Performance

■ 35.36% ■ 64.64%



ANNEX C

REPORT BY THE DIRECTOR OF CHILDREN'S SERVICES ON CARE PLACEMENT SUFFICIENCY

The sufficiency of care placements overall has continued to deteriorate locally and nationally, being driven both by rising complex needs – including legacy cases in the Somerset context, and significant market difficulties with increasing competition for 'good' provision. Key features include:

- **Prevention & Early Intervention** - there are effective arrangements to manage overall demand for care arrangements, with **the numbers and total cost of children looked after remains below similar local authorities**. In addition to the numbers and proportion of vulnerable families increasing in Somerset, further work is required to address the drivers leading to children coming into care especially a significant increase in children being excluded from school.

The use of residential care and related unit costs is higher (out of county placements and additional costs) than other similar local authorities. This is being driven by:

- **Placement Stability** – too many care placements are breaking down through ineffective care planning at all stages of the process including: assessment of a child's needs based on proportionate understanding of risks; limited placement choice leading to poor matching from the outset of the placement; inconsistent rigour of care planning reviews, and; too often poor planning to reduce placement breakdown.
 - **Sufficiency of Foster Placements** – there are insufficient foster parents provided by the Council's internal fostering service and there has been a significant decline in external agency fostering provision available locally to Somerset.
 - **Commissioning of the Care Market** – Local and regional commissioning and procurement arrangements are not always delivering maximum value for money in terms of meeting specific children's needs and delivering agreed outcomes. NHS services are not yet good enough to meet all the needs of children in care nor have they historically contributed to specialist placements for children with complex education, health and care needs.
 - **Permanency Planning** – where adoption is the plan for a child permanency planning is 'good', however social work practice is not consistent in ensuring that all children in care - especially older children and those with complex needs have an appropriate permanency plan, including where appropriate reunification back to their families.
-

Sufficiency Plan – there is an established statutory Sufficiency Plan as required by government which is overseen by the Somerset Corporate Parenting Board, key elements of which are being reviewed to address:

A. Commissioning of the Care Market – There are a number of actions underway to improve the commissioning of the Somerset care market (including implementing key aspects of the national Narey Review) these include:

- **Review of Residential Placements** – an urgent review of all residential placements by care provider, is underway, with the aim of maximising value for money and ensuring that there is effective care planning in place.
- **Support for providers** - Independent care providers need more support to provide sufficient high quality care placements for Somerset children. This includes improved relationships, shared workforce development, and contracts which provide greater certainty and innovation.

B. Sufficiency of Council Foster Placements – in addition to improved commissioning of independent fostering agencies, further work is underway to strengthen the Council’s fostering service including innovative recruitment and an improved offer of support and benefits.

C. Permanence Planning – to support effective permanency planning for all children, specific developments include:

- **Permanence panel** – reconfiguring the existing panel to ensure there are robust permanence plans for all children. Supported by:
 - **Family Finding** – increased specialist capacity to recruit carers for named children; and,
 - **Kinship Team** - development of a specialist social work team responsible for the assessment and support of family and friends’ carers.
- **Family Solutions** – engaging the wider family through:
 - Enhanced **Family Group Conferencing** to enable families to find their own solutions.
 - **Rapid Response team** - 24/7 adolescent support service for families in crisis
 - **Community Adolescent teams** - adolescent support teams to prevent family breakdown and supporting the return of children home from care.

D. Placement Stability – work is underway to improve care planning practice, with more effective: monitoring and assessment of the stability of care placements, earlier placement stability meetings and plans, and ensuring support from partner agencies is in place.

This page is intentionally left blank

Corporate Performance Report – End of December (Q3) 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 a high-level summary of the Council's performance across the themes laid out in Appendix A.
- 1.2. This report reflects the Council's ongoing progress towards the visions laid out in 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 high-level view of the information they need to lead and manage the performance of the outcomes set out in the County Plan.

The measures used to support the report come from across the Council and are monitored using Senior Leadership Team Scorecards.

- 3.2. Appendix A – the Performance Wheel has seven segments which reflect the 'People's Priorities'. The 'People's Priorities' are drawn from our County Plan, covering priorities for the whole of Somerset and are regularly discussed as part of our ongoing public engagement process.

There are four 'Council' segments which seek to measure how well the council manages its relationships with partners, staff and the public and how it rates its internal management processes.

There is one segment that seeks to reflect the performance of the Vision Projects being undertaken by the Vision Volunteers.

- 3.3. This report provides the latest information available in the period up until 31st December 2017. Discussions regarding performance issues will take account of any additional information that may be available following production of this report.

- 3.4. This report has been presented to Cabinet on Monday 12th February 2018.
- 3.5. This report is being presented to Scrutiny for Policies and Place Committee on Tuesday 6th March 2018.
- 3.6. This report is being presented to Scrutiny for Policies, Adults & Health on Wednesday 7th March 2018.

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 – (red but stable)** 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 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. However, until the result of the recent Ofsted inspection is known this segment remains red. The publication date for this report is 29th January 2018.
- **(P) C4 Managing our Business – (red but stable)** The Authority's forecast shows a projected net overspend of £7.741m when compared to the Revenue Budget. This represents 2.48% of base budget. The majority of the overspend lies in the Children's Services budgets. Most other areas of the Council are within reasonable tolerance although some corporate and support budgets are under pressure.

This quarter there is one segment with declining performance:

- **(P) P7 Protecting our Environment (green and declining)** Whilst performance in relation to waste recycling and residual household waste tonnages remain good and progress continues to be made on flood and water management, there has been some recent issues in relation to delivery of our LED street lighting contract. These have resulted in a downwards direction of travel for this indicator but these are being actively addressed.

4.3. Performance Summary

The table below summarises overall performance against objectives:

The direction of performance has 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 Performance		
	Green	Amber	Red	Up	Stable	Down
The People's Priorities	3	3	1	3	3	1
The Council	2	1	1	1	3	0
Vision Volunteers	1	0	0	0	1	0
Totals	6	4	2	4	6	1
As Percentage	50%	36%	16%	36%	56%	8%

4.4. As requested by Scrutiny the table below compares performance between quarters at the objective level.

Wheel Segment		RAG Status 2017/18			
		Apr - Jul	Q2	Q3	Q4
The People's Priorities	P1	R	A	A	
	P2	A	A	A	
	P3	R	R	R	
	P4	A	A	A	
	P5	G	G	G	
	P6	G	G	G	
	P7	G	G	G	
The Council	C1	G	G	G	
	C2	G	G	G	
	C3	A	A	A	
	C4	R	R	R	
Vision Volunteers	V1	G	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. In addition, this quarter has seen the continuing development of the high priority improvement and transformation themes.

These themes are as a direct result of the Medium Term Financial Planning

process and 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.

Where savings potential is identified, work programmes will develop opportunities into a level of detail that tests their viability and return on investment through the governance of the Core Council Board. In this reporting period there is the inclusion of a new theme to look at opportunities to create savings within our Commercial and Third Party spend business case (detailed below).

The Core Council Programme continues to target delivery of £34.495m of financial benefits in addition to the £29.868m already achieved. Of the £34.495m being targeted, £19.639m is either in, or expected to be included in the Medium Term Financial Planning process. The remaining £14.856m is delivering cost avoidance benefits i.e. reducing potential overspends and curtailing demand.

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 enterprise and innovation centres, major road schemes, developing our railway stations, our digital infrastructure and ensuring that Somerset benefits from the build of Hinkley Point C.

EDF Energy launched its scheme for signals on the M5J23 which started in October. A launch event for the Hinkley Point travel demand/behaviour programme was held on 2nd November.

A preferred route announcement has been made for the A303 route between Sparkford and Ilchester. Highways England has announced a supplementary consultation exercise with more options for the proposed A358 route close to Taunton. Contracts have been signed and sealed for the works on the Yeovil Western Corridor road improvement scheme.

Great Western Railways have commissioned the development of a single option for the development of Taunton Railway Station and provider procurement is about to commence.

SCC and Leonardos have agreed the site lease for the land in Yeovil for the iAero project, which is a cost-effective mechanism for enabling technological innovation, making it faster and better through effective collaboration. European Regional Development Fund funding has been secured, and a full Business Case for Growth Deal 3 funding is being submitted to the Local Enterprise Partnership.

Work continues on the plans for the Wiveliscombe and Wells Enterprise Centre which have both secured LEP funds.

2020 Vision

(P) Asset Rationalisation

A key decision was taken by the Commercial and Business Services Director

on 8 November 2017 setting out principles for a refreshed approach upon which SCC's Corporate Property Team would base a review of all property assets to be reflected in a new Corporate Asset Management Plan. The activities required to undertake this work would form the basis of an emerging Asset Rationalisation programme, of which One Public Estate (OPE) would become a discrete workstream.

Links are being established with the South Somerset District Council led Chard regeneration project, with a clearer steer on next steps expected in the New Year.

Future funding has been secured to assist in the initial high level visioning and planning around the future development of Norton Manor camp following its planned closure in 2028.

(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.

The Windows 10 deployment commenced at the beginning of December and will continue to roll out new functionality leading to different and more productive ways of working and quicker access to information across the organisation into summer 2018. This will be promptly followed by the roll out of Sharepoint which will improve the user experience in sharing and collaborating on documents. Most smartphone users have also been upgraded to Windows 10 providing an ability to synchronise and securely access work related information from any device from any location. The new e-recruitment solution has also been launched which will improve the candidate and recruiting manager experience by reducing the time from initial contact to decision, encouraging talent into our organisation.

In November, a review of the TAP programme business case was undertaken which focused on confidence in benefits realisation. This review concluded that whilst evidence suggests there are opportunities to achieve business benefits by 2021, progress could be impacted by the low business readiness of the organisation. Recommendations to address this include agreeing the pipeline of systems review activity and the plan evolving from the People Strategy which will target key areas of focus.

High Priority Theme

(P) Transport

Further progress has been made in achieving the £2.11m targeted savings, for 17/18 with only 30k outstanding, which is on track to be delivered. However, due to external market pressures, savings targeted for 2018 and beyond have reduced from £2m to £364,400 with approval from SLT. The overall impact on MTFP of this reduction is under consideration.

Work is continuing to find further savings and efficiencies. This includes ensuring our education transport routes continue to be the most efficient and cost-effective possible, helped by the introduction of Q-routes (route optimisation software), which has enabled efficiencies when planning school

transport. The introduction of personal travel payments has also effectively reduced the number of individual taxis required to transport children in remote areas to their school, introducing flexibility for parents by enabling them to arrange their own transport for their child.

Consultation on SCC's Education Transport Policy has also finished, with over 200 responses being received. A final report with summary recommendations will be available for the Lead Member to take a key decision in the new year.

We will be working closely with Hinkley Point C and other external stakeholders to address the issue of a lack of bus drivers in Somerset and the impacts on transport as a result of Hinkley Point C development.

(P) Strategic Opportunities Board (new)

A Strategic Opportunities Board (SOB) was set up by the Council to help identify opportunities that create savings in council expenditure within our Commercial and Third Party spend, both to minimise overspends and drive improved ways of working. The aim is to deliver savings through a strengthened commercial, procurement and contract management approach. It expects to deliver significant savings over 3 years to 2020.

(A&F) Modernising Adults' Social Care

Work continues to develop and embed the Community Connect approach across all teams. Of people contacting us for advice and support, over 60% are now resolved in the initial conversation with the contact centre, through signposting to community information and support available. Follow-up shows a high level of customer satisfaction and positive outcomes with this approach. A further 20% are now being resolved through a conversation with Adults' Social Care within 24 hours.

The new approach to supporting people to leave hospital continues to show good progress. A part of this work is embedding a progressive enabling approach to any support needed immediately following a hospital stay. The principles of this will be integrated into practice within the wider teams.

The Transformation Board has now established the strategic outcomes and the key shifts needed for the adults' transformation journey. This includes ensuring that the Promoting Independence model is adopted consistently through the whole range of support provided through ourselves, providers and partners. Outcomes measures that reflect this journey from both a service and customer perspective are being developed. At the same time, newly appointed operational leaders have been reviewing and prioritising performance improvement in their local areas in line with this strategic direction.

(C&F) Improving Children's Services

The SEND 0-25 Intervention Programme has continued to provide a framework around the 9 multi-agency priority groups throughout the period and the following achievements have been made:

- Improved guidance around early help arrangements
- Health colleagues have stepped up their engagement by;
 - Participating in 2 sessions with the Council for Disabled Children

- around Joint Commissioning and Writing Better Outcomes
 - Attendance at all SEND Panels
- A Personal Budget Policy is in draft and the mechanisms to implement payments are being finalised
- Mobilisation of Choices for Life area panels focussing on preparation for transitions and adulthood
- A reviewed Local Offer and significant progress towards the launch of a new platform in 2018
- Significant progress on key objectives made by the 9 Priority Groups

October saw the successful delivery of the four SEND multi-agency Practitioner Conferences to an audience of circa. 250 professionals across Somerset. Working jointly with partners we designed and delivered conference material focused around key messages from Education, Health, Social Care and the Parent Carer Forum, understanding of our shared challenges around SEND and our aspirations around 'getting to good'.

Plans to implement the Capita Citizens Portal and associated functionality have been developed and this will deliver a series of both short and longer terms benefits, such as schools being able to request assessments more easily and parents being able to track their progress in the process.

In December a multi-agency SEND Position Statement for quarter 3 was presented to Scrutiny Committee by all partners and included material that was also provided for the November 2017 Safeguarding Inspection.

High Priority Themes

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

The RTIL team continues to review support packages for existing customers and identify new ways of meeting their needs in a way that is person centred and promotes progression and independence.

Although it is taking longer than anticipated to complete these reviews and therefore the profile of savings will change, this work has already identified many opportunities for improvement that are sustainable.

There are now a significant number of examples where the team has been able to make a positive difference to an individual's life. In one example, support for a young man with complex needs has been reorganised and now includes Health colleagues who are able to help him manage his behaviour and attachment difficulties. As a result of the changes, this individual will be able to live safely and independently in rented accommodation on a more permanent basis and at a reduced cost to the Council.

From the reviews signed off to date:

- 35% have resulted in a decreased package with cost savings because needs can be met in a different way
- 19% have resulted in increased provision due to additional needs being identified during review.
- 35% have resulted in no change - though for more than half of these, we have been able to identify and actively pursue alternative funding streams such as Continuing Health Care from the NHS.

Work is planned for January to re-profile the savings achievable from this work, based on the information gained from the cases that have been reviewed to date.

From January onwards, we will also renew our engagement with Providers to revisit their fees, with the aim of bringing these closer to the national average, and how we might embed a jointly supported progression based approach.

(C&F) Children's Placements

Despite key challenges faced by Local Authorities nationally (e.g. limited foster care capacity and funding for placements), progress continues to be made in driving out placement efficiencies through improvements in social care and education practice and new ways of working with key partners.

Cost avoidance of £2.02m has been achieved against a backdrop of rising costs within the system. Following the recent Ofsted inspection, which identified Placements as an area of ongoing focus, there will be a business case review. This will ensure remaining activity to deliver targeted efficiencies and sustainable cost avoidance is clearly identified and prioritised. It will also incorporate activities identified during a service wide summit in October 2017, aimed at improving overall placements sufficiency and stability.

(C&F) Family Support Services

An options appraisal has been completed to consider how an integrated family support service could be delivered in the future.

A consultation exercise which included an online questionnaire, drop in sessions across the county and attendance at targeted focus groups to gather views from the public and parents about what they value from Public Health Nursing and early help services has now finished. A draft analysis and report on the feedback has been completed by a third party and will be shared as an appendix to the Scrutiny Children's and Families and Cabinet decision making reports.

We are now working on the democratic decision-making reports ready for Children's and Families Scrutiny and Cabinet.

(P) Business and Corporate Support Services (on-hold)

As reported last quarter, following 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.

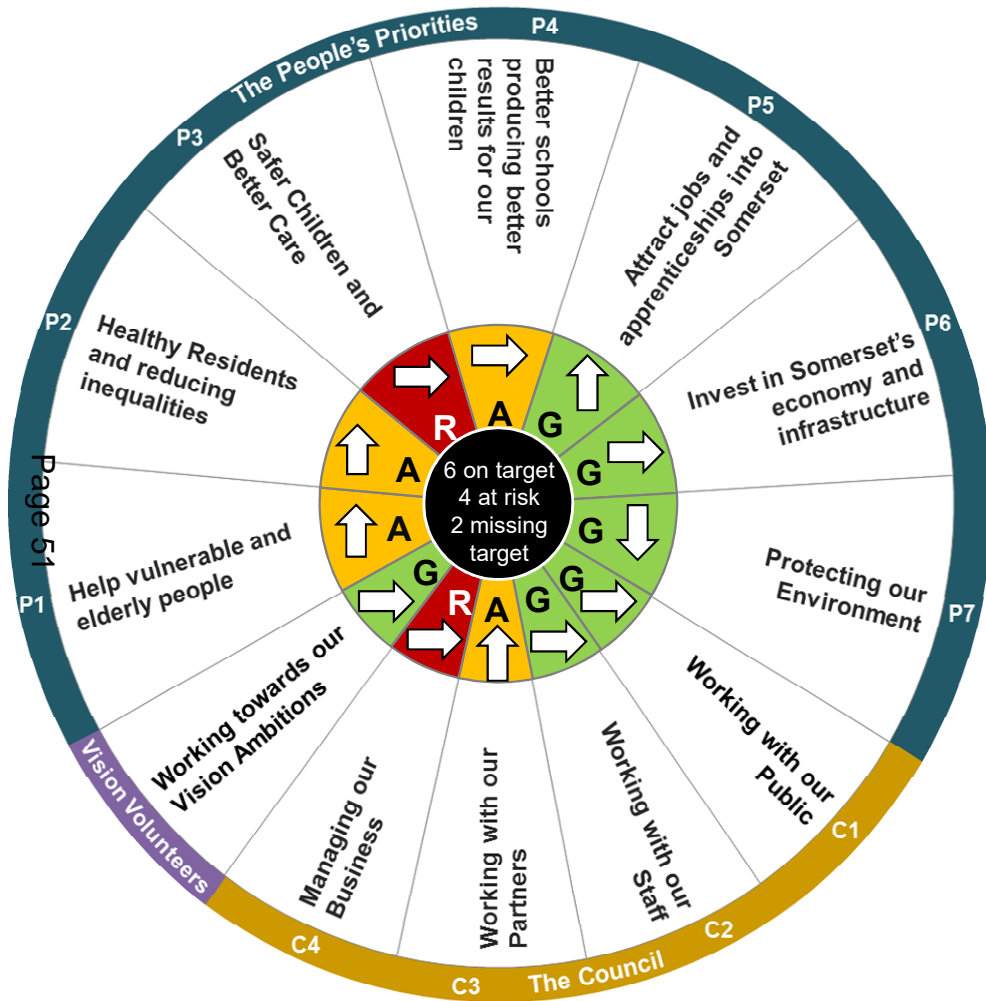
8. Background papers

- 8.1. County Plan <http://somesetcountyplan.org.uk/>

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

This page is intentionally left blank

Date of Report: Tuesday 6th March 2018
Report Forum: Scrutiny for Policies and Place Committee



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

Issues for consideration

P3 Safer Children and Better Care – (red but stable)

- 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 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. However, until the result of the recent Ofsted inspection is known this segment remains red. The publication date for this report is 29th January 2018.

C4 Managing our Business – (red but stable)

- The Authority’s forecast shows a projected net overspend of £7.741m when compared to the Revenue Budget. This represents 2.48% of base budget. The majority of the overspend lies in the Children’s Services budgets. Most other areas of the Council are within reasonable tolerance although some corporate and support budgets are under pressure.

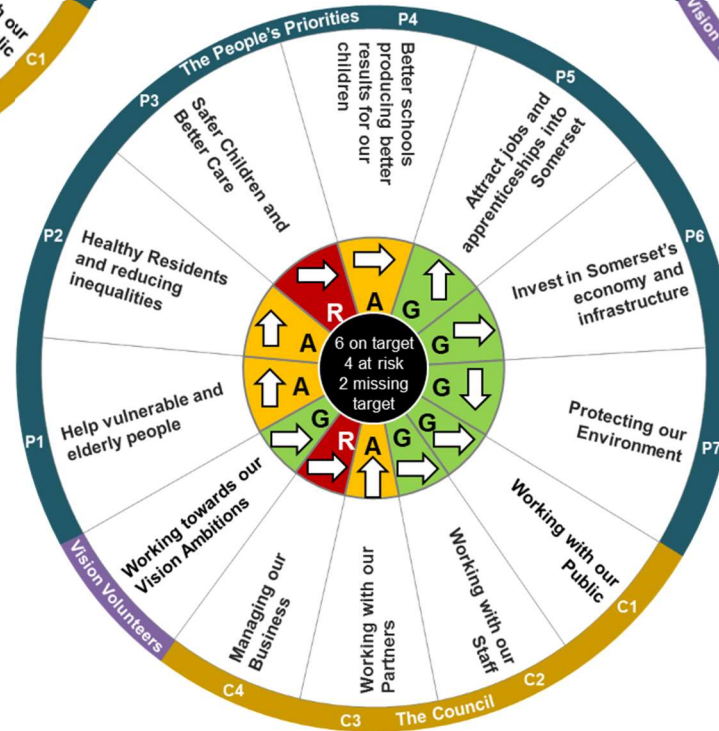
This page is intentionally left blank

Appendix A1 – Corporate Performance Monitoring Report Wheels 2017/18

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

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

Page 53



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

Appendix A – Corporate Performance Report
End of December 2017/18 – Q3

This page is intentionally left blank

Core Council Programme Dashboard - Q3		Reporting period: October - December 2017	
Economic Growth			
Economic Prosperity			
Promoting economic growth across Somerset by driving inward investment and job creation.			
Senior Responsible Owner: Paula Hewitt		Previous status: A	Current status: A
Achievements	<p>Major Programmes</p> <ul style="list-style-type: none"> o Hinkley - Progress on Rights of Way Restoration and Enhancement Plan. More than 10km of paths have been realigned. (October 2017) <p>Highways & Transport</p> <ul style="list-style-type: none"> o Taunton Railway Station - Single option for developing the station has now been commissioned. (October 2017) o Yeovil Western Corridor - Contracts have been agreed and signed for the work on Yeovil Western Corridor route. (October 2017) <p>Business Infrastructure</p> <ul style="list-style-type: none"> o Highbridge Enterprise Centre extension nearing completion - expected January 2018. o SEIC phase two commenced construction. (October 2017) <p>Libraries</p> <ul style="list-style-type: none"> o Informal engagement with communities on new libraries re design has been completed. (November 2017) o Planning and development of specific proposals against need, demand and access assessments for public consultation has commenced for libraries. (December 2017) 		
Issues	<p>Highways & Transport</p> <ul style="list-style-type: none"> o Delay in Highways England's consultation for A358 routes to early 2018 - awaiting consultation from Highways England. <p>Digital Infrastructure</p> <ul style="list-style-type: none"> o Connecting Devon and Somerset Phase 2 - Discussions are now commencing to set a new project completion date to rollout superfast broadband to the national parks. 		
Next Steps	<p>Business Infrastructure</p> <ul style="list-style-type: none"> o Finalise Business Case for Growth 3 deal funds for submission to Local Enterprise Partnership for iAero Centre in Yeovil (February 2018). <p>Highways and Transport</p> <ul style="list-style-type: none"> o Taunton Railway Station - Design and Build Contractor to be appointed (April 2018). <p>Libraries</p> <ul style="list-style-type: none"> o Detailed planning of Public Consultation to continue (April 2018). 		
2020 Vision			
One Public Estate (OPE)			
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: A
Achievements	<ul style="list-style-type: none"> o Confirmation in December of successful Phase 6 OPE funding bid in relation to high level visioning around future development of Norton Manor Camp. o Initial member information session in early December in relation to potential high priority County Hall works o Full Business Case for Yeovil development opportunity completed. o Development of Asset Rationalisation programme underway, of which One Public Estate (OPE) will become a discrete workstream 		
Issues	<ul style="list-style-type: none"> o None 		
Next Steps	<ul style="list-style-type: none"> o Capital Investment Proposals in relation to high priority work for A Block County Hall to be considered early 2018. o Scoping/Development of activities required to support emerging Asset rationalisation Programme, to include workshop with key Stakeholder in February 2018. 		

Technology and People-led (TAP)				
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
Achievements	<ul style="list-style-type: none"> o Sharepoint migration with Support Services for Education completed successfully. (October) o Business case review undertaken focused on benefits realisation confidence and recommendations to address low level of business readiness. (November) o E-Recruitment solution launched and on-Boarding managed as business as usual activity. (November) o 75% of Smartphone upgrade complete - mop up sessions planned for end January. (November) o Windows 10 deployment commenced as per schedule with SSE service. (December) o Enhanced change and adoption approach resourced and launched. (December) o Engagement with Adults and Children's services commenced in readiness for deployment of Windows 10 from January. (December) 			
Issues	o A level of disruption is anticipated and being planned for as Windows 10 is rolled out across all services (mitigation plans in place).			
Next Steps	<ul style="list-style-type: none"> o Windows 10 roll out for Adults service commences from 8th January 2018. o Windows smartphone upgrade mop ups (scheduled January 2018). o Sharepoint migration for Adults service due to commence mid February 2018. o Future telephony solution business case drafted by the end of February. 			
High Priority Themes				
Transport				
Driving out efficiencies in Transport by managing demand and optimising use of the fleet, whilst continuing to meet statutory duties.				
Senior Responsible Owner: Paula Hewitt		Previous status:	A	Current status: A
Achievements	<ul style="list-style-type: none"> o Workshop held in October which identified activities to achieve further efficiencies and avoid future budget increases over the next 3 years. o Q-routes has now been rolled out following staff training on the 22nd October. o Process mapping exercise completed to assist the move of transport eligibility assessment from Special Educational Need and Disabilities (SEND) and Transporting Somerset to the Support Services for Education admissions team for SEND and Further Education SEND students. (November) o Consultation on the Education Transport Policy was concluded on the 15th December following over 200 responses which will be put into a report which will form part of the key decision to be taken in March. (December) 			
Issues	o Several external factors currently impacting on potential savings therefore resulting in the reduced MTFP target. This includes several Bus operators being unable to deliver at current contract prices and are giving notice on contracts which when retendered increase costs and impact on potential savings and efficiencies.			
Next Steps	<ul style="list-style-type: none"> o Workshop on the 18th January with colleagues from across Somerset looked into the lack of driver issue in Somerset. o Pilot for Children Social Care and Transport gatekeeper to be undertaken by Business Support. o Training for drivers will be undertaken for the new low floor vehicles and the Communications team will be consulted regarding publicity drive. o Work underway to develop mechanisms to track new MTFP targets for 18/19. 			
Commercial & Third Party Spend - Strategic Opportunities Board (SOB)				
Collectively steers the review of third party spend, commissioning and contract arrangements across the council as well as seeking income opportunities to reduce inefficiency, drive improved ways of working and focus on cost savings.				
Senior Responsible Owner: Kevin Nacey		Previous status:	N/A	Current status: A
Achievements	o Over £2m of savings achieved for 2017/18.			
Issues	o Resource capacity within the organisation to deliver the savings and drive improved ways of working.			
Next Steps	<ul style="list-style-type: none"> o Validate savings assumptions and map and profile benefits over future years. (January 2018) o Recruit 2 x Service Managers to assist with delivery. (February 2018) 			

The following Programmes are Adults & Children's Services

Modernising Adult Social Care

Adults' Transformation Programme

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.

Senior Responsible Owner: Stephen Chandler		Previous status:	N/A - being scoped	Current status:	N/A - being scoped
Achievements	<ul style="list-style-type: none"> Strategic outcomes reviewed (October) and roadmap for transformation required revised In December to reflect these. Community Connect(Nov) and RTIL (Sept) checkpoints undertaken. AIS (Adults Information System) replacement work mobilised. 				
Issues	None				
Next Steps	<ul style="list-style-type: none"> Measures that reflect the key strategic shifts to be developed by end of January. Critical dependencies on corporate and wider organisation support to be established and worked through with the relevant corporate leads. Starting with immediate priority areas in January Options appraisal for AIS to be completed by February. 				

Improving Children's Services

Children's Priorities 2017/18

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 statutory duties and preparation for a local area inspection across education, health and care.

Senior Responsible Owner Julian Wooster		Previous status:	A	Current status:	A
Achievements	<ul style="list-style-type: none"> Improved guidance around early help arrangements. (November 2017) Health colleagues have stepped up their engagement with their participation in 2 recent sessions with the Council for Disabled Children and attendance at all SEND Panels. (December 2017) A Personal Budget Policy for Education is in draft and the mechanisms to implement payments are being finalised. (December 2017) Mobilisation of the Choice for Life area panels was achieved during the autumn term and focusses on preparing for adulthood. (October - December 2017) Agreement to implementation of the Capita Citizens Portal which will bring a range of benefits for the SEND Casework Team, Parents, Young People and Professionals by SEND Operational Management Group in December 2017. Ofsted inspection completed. (December 2017) 				
Issues	<ul style="list-style-type: none"> Awaiting sign off of the Information Sharing Agreement by CCG and Sompar. Leadership capacity remains an ongoing challenge as there is still a significant amount of work to do on SEND in 2018, two Assistant Director posts have been advertised and interviews will take place in January 2018. 				
Next Steps	<ul style="list-style-type: none"> Council for Disabled Children (CDC) Audit for SEND services being completed across Education, Health and Care (December 2017). A series of networking opportunities will be offered for SEND practitioners. Implementation of the Capita Citizens Portal to begin early 2018. Continuation of the 9 Priority Intervention Groups which is currently proposed until March 2018. Ofsted report due end of January. Planning for "Good" underway. 				

High Priority Themes

Reviewing to Improve Lives (RTIL)

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.

Senior Responsible Owner: Stephen Chandler		Previous status:	R	Current status:	R
Achievements	<ul style="list-style-type: none"> Completed reviews are enabling improved outcomes for a significant number of individuals. Data gathered from use of Care Funding Calculator informing preparations for provider negotiations commencing in January 2018. 				
Issues	<ul style="list-style-type: none"> Not on track to deliver projected £1m in year saving (17/18). 				
Next Steps	<ul style="list-style-type: none"> Further checkpoint (January 2018) expected to revise profile of future year savings and confirm approach to RTIL review process. Progress rollout against revised delivery plan. Roll out of learning from completed reviews commenced (January 2018). Complete high cost provider negotiations (March 2018). Refresh of business case for SLT approval. (March 2018) 				

Children's Placements				
Ensuring the Council provides adequate and effective placement options for our children looked after; this forms part of the Council's sufficiency duty.				
Senior Responsible Owner: Julian Wooster		Previous status:	A	Current status: A
Achievements	<ul style="list-style-type: none"> Peninsula Fostering Framework tender has closed with award decisions to be made by Cabinet in January 2018. Placement summit held across social care, education and commissioning to address placement stability issues which identified a number of additional improvement actions that are being incorporated and tracked through a refreshed Placements action plan. (October 2017) Progress report on SWAP recommendations regarding placement financial controls delivered to Audit Committee. (November 2017) 			
Issues	<ul style="list-style-type: none"> Lack of capacity in fostering market is a national issue and there is no quick fix, resulting in increasing reliance on more costly residential care. A level of savings through cost avoidance is being achieved but against a backdrop of rising costs within the system. Additional resources recruited to support delivery of Placements activity by addressing capacity constraints in service are not yet all in post or fully functional. Placements is a complex and system-wide issue which requires a range of internal teams and external agencies and providers working together in the best interests of children. This will take time and effort to fully implement a coherent approach. 			
Next Steps	<ul style="list-style-type: none"> SWAP follow up audit (expected January 2018). Induction of new starters to ensure fully effective at earliest opportunity (January - March 2018). Workshop to address issues, including rising costs within system and Ofsted expectations outlined following November inspection. (February 2018) Refresh of sufficiency statement (for March 2018 Corporate Parenting Board). Review and refresh of Placements action plan and Business Case to ensure concerns via Ofsted inspection are addressed, and that costs / benefits are identified and recorded. (Commencing January 2018) 			
Family Support Service				
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.				
Senior Responsible Owner: Trudi Grant & Julian Wooster		Previous status:	A	Current status: A
Achievements	<ul style="list-style-type: none"> Public consultation for Family Support Services and Children's Centres completed. (December 2017) 			
Issues	<ul style="list-style-type: none"> Overall capacity to deliver is limited and therefore support needs to be prioritised on this work to deliver within the timeframes needed to achieve the vision set out in the Children and Young People's plan. 			
Next Steps	<ul style="list-style-type: none"> Options Appraisal completed and Commissioning Board updated. (Expected to complete January 2018) Complete democratic decision making reports for Scrutiny Children's and Families (26th January 2018) and Cabinet (12th February 2018). 			
RAG status definitions				
Green – 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.				
Amber - 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.				
Red - 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.				

Scrutiny for Policies and Place

County Business Plan

Page 59

6 March 2018

Agenda item 8

Our Vision: “Improving Lives”

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

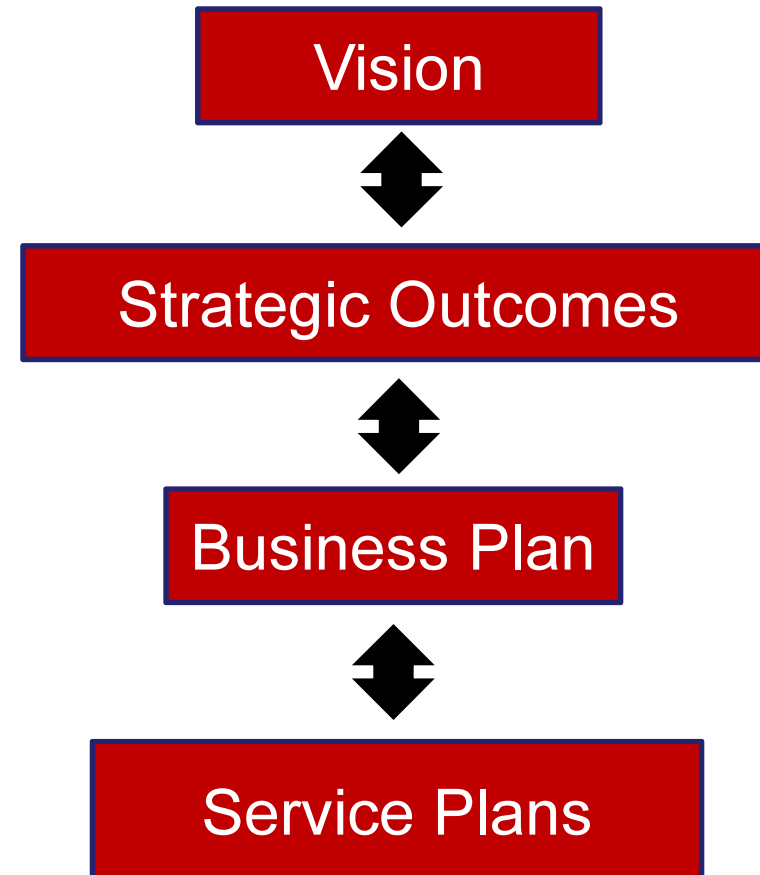
Why a Business Plan

- New Vision for Somerset
- Says what SCC will prioritise to achieve the Vision
 - Connects Vision to delivery
 - To show how SCC plays into the Health and Wellbeing Strategy (and others)
 - **Concise!**

The Business Plan – driving improvement

- What are we going to do over the next 3 years
 - Owned by SLT
 - Driven by Cabinet
- Transformation and improvement
- Performance and Service Planning
- Scrutiny

Page 62



WWW.SOMERSET.GOV.UK

Next steps

March

- Draft Business Plan
- Peer Review

Page 65

After Peer Review

- Consult and communicate
- In place around June/July

Then?

- Monitor and review
- Annual 'Refresh' end of each year
- New Health and Wellbeing Strategy

WWW.SOMERSET.GOV.UK

This page is intentionally left blank

Scrutiny for Policies and Place Committee Work Programme

Agenda item	Meeting Date	Lead Officer
	24 April 2018	
Highways Terms Maintenance Contract		Andrew Turner/Alyn Jones
Parking Services update (to include data on the use of surplus)		Steve Deakin/Ollie Woodhams
County Vision		Simon Clifford
A303 Sparkford/Podimore Junction		Mike O'Dowd-Jones
LTP Implementation Plan		Lucy Bath
Public Transport Strategy		Lucy Bath
Rail Strategy		Lucy Bath
	22 May 2018	
Property Disposals update (May/June)		Steve Gale
Connecting Devon & Somerset Broadband Programme update		Katriona Lovelock
	19 June 2018	
Council Performance Monitoring report Q4 – 2017/18		Emma Plummer/ Louise Day
	10 July 2018	
	11 September 2018	
	09 October 2018	
Council Performance Monitoring report Q1 +1 – 2018/1		Emma Plummer/ Louise Day
	13 November 2018	
	11 December 2018	
Council Performance Monitoring report Q2 – 2018/19		Emma Plummer/ Louise Day

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. jajackson@somerset.gov.uk 01823 359040

This page is intentionally left blank

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
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 6 February 2018

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
FP/17/08/09 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
FP/17/09/17 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
FP17/08/14 First published: 29 August 2017	12 Feb 2018 Cabinet	Issue: Retendering for insurance cover for all external policies 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).	CIPFA Insurance Benchmarking Club 2017 Report Gallagher Bassett Audit for Somerset County Council May 2017	Part exempt	Martin Gerrish, Strategic Manager - Financial Governance and Finance Officer for SWP Tel: 01823 355303

Weekly version of plan published on 6 February 2018

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
FP/17/08/13 First published: 25 August 2017	12 Feb 2018 Cabinet	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			Philippa Granthier, Assistant Director - Commissioning and Performance, Children's Services Commissioning Tel: 01823 359054
Fp/17/11/06 First published: 22 November 2017	12 Feb 2018 Cabinet	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			Philippa Granthier, Assistant Director - Commissioning and Performance, Children's Services Commissioning Tel: 01823 359054
FP/17/08/08 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
FP/17/08/08 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

Weekly version of plan published on 6 February 2018

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
FP/17/11/01 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
FP/17/11/02 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
FP/17/08/01 First published: 9 August 2017	Not before 19th Feb 2018 Cabinet Member for Resources and Economic Development	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.	Disposal of Surplus Land	Part exempt	Richard Williams, Commercial & Business Services Director Tel: 01823 359007

Weekly version of plan published on 6 February 2018

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
FP/18/01/06 First published: 22 January 2018	Not before 22nd Feb 2018 Cabinet Member for Children and Families	Issue: Early Years Funding Block - Early Years Single Funding Formula 2018/19 Decision: To agree the hourly rate for the early years entitlement for 2, 3 and 4 year olds in Somerset for 2018/19			Charlotte Wilson, Service Manager Early Years Commissioning Tel: 01823 357386
FP/18/01/08 First published: 22 January 2018	Not before 26th Feb 2018 Cabinet Member for Children and Families, Commercial & Business Services Director	Issue: Creation of four New Academies in Somerset Decision: West Buckland Community Primary School, St Vigor and St John C of E Primary School, North Curry C of E VC Primary School and Hatch Beauchamp C of E Primary School			Elizabeth Smith, Service Manager – Schools Commissioning Tel: 01823 356260
FP/17/11/05 First published: 16 November 2017	Not before 26th Feb 2018 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
FP/17/04/08 First published: 24 April 2017	Not before 26th Feb 2018 Director of Commissioning for Economic and Community Infrastructure, Finance & Performance Director	Issue: Approval to accept Highways England Growth & Housing Fund award toward the M5 J25 improvement scheme. Decision: To accept the funding awarded by Highways England & sign the funding agreement	Copy of the funding agreement to be signed.		Sunita Mills, Service Commissioning Manager Tel: 01823 359763

Weekly version of plan published on 6 February 2018

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>FP/17/07/03 First published: 10 July 2017</p>	<p>Not before 26th Feb 2018 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>FP/17/12/06 First published: 28 December 2017</p>	<p>26 Feb 2018 Commercial & Business Services Director</p>	<p>Issue: Hardware Reseller and Support Services funding for 2018-19 Decision: To consider revised funding arrangements for the hardware reseller and support services contract</p>			<p>Richard Williams, Commercial & Business Services Director Tel: 01823 359007</p>
<p>FP/17/12/02 First published: 14 December 2017</p>	<p>Not before 26th Feb 2018 Cabinet Member for Highways and Transport</p>	<p>Issue: Contract for Provision of Bus Lane Enforcement Infrastructure Decision: To award the contract for the enforcement of bus lane enforcement infrastructure</p>		<p>Part exempt</p>	<p>Bev Norman, Service Manager - Traffic Management, Traffic & Transport Development Tel: 01823358089</p>

Weekly version of plan published on 6 February 2018

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>FP/18/02/01 First published: 6 February 2018</p>	<p>Not before 26th Feb 2018 Director of Commissioning for Economic and Community Infrastructure, Finance & Performance Director</p>	<p>Issue: Connecting Devon and Somerset (CDS) Superfast Extension Programme (SEP) Phase 2: decision to accept further grant funding and introduce additional funding into the contract for Lot 4 Decision: To accept additional grant funding from DCMS to invest in broadband infrastructure in Lot 4. To introduce the additional funding into the contract for Lot 4 to deliver more broadband infrastructure in that area</p>			<p>Katriona Lovelock, Economic Development Officer Tel: 01823 359873</p>
<p>FP/17/09/04 First published: 11 September 2017</p>	<p>Not before 27th Feb 2018 Finance & Performance Director, Director of Commissioning for Economic and Community Infrastructure</p>	<p>Issue: iAero (Yeovil) Aerospace Centre (2,500 sq m) Acceptance of ERDF Funding Decision: The acceptance of the offer of ERDF funding (£3.5 million), for the iAero (Yeovi) Aerospace Centre</p>			<p>Lynda Madge, Commissioning Manager – Economy & Planning Tel: 01823 356766</p>
<p>FP/18/01/10 First published: 1 February 2018</p>	<p>2 Mar 2018 Heart of the South West Joint Committee</p>	<p>Issue: Heart of the South West Productivity Strategy Decision: The Committee will be recommended to approve the Productivity Strategy on behalf of the constituent authorities which comprise the Joint Committee.</p>			<p>Julian Gale, Strategic Manager - Governance & Risk and Monitoring Officer Tel: 01823 359047</p>

Weekly version of plan published on 6 February 2018

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
FP/18/01/09 First published: 30 January 2018	12 Mar 2018 Cabinet Member for Children and Families	Issue: Policy Update - Schools Access Initiative Decision: To publish and implement the updated policy			Phil Curd, Service Manager: Specialist Provision and School Transport Tel: 01823 355165
FP/18/01/07 First published: 22 January 2018	Not before 19th Mar 2018 Cabinet Member for Resources and Economic Development	Issue: Disposal of surplus buildings and land - March 2018 Decision: Authority to conclude negotiations for the disposal of surplus farm lands including those disposals to be conducted via public auction as appropriate			Charlie Field, Estates Manager, Corporate Property Tel: 01823355325
fp/18/02/03 First published: 9 February 2018	12 Mar 2018 Cabinet Member for Children and Families	Issue: Youth Justice Plan 2017/18 Decision: To consider and approve the plan			Tom Whitworth, Strategic Manager, Vulnerable Young People Tel: 01458 449108
fp/17/12/07 First published: 29 December 2017	21 Mar 2018 Cabinet	Issue: Somerset Rivers Authority Programme of Works 2018/19 Decision: To consider the SRA's Programme of Works and approve funding for 2018/19			Sarah Diacono, Somerset Rivers Authority Senior Manager Tel: 01823 355194

Weekly version of plan published on 6 February 2018

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
FP/17/01/04 First published: 11 January 2018	21 Mar 2018 Cabinet	Issue: Award of contract for the provision of Temporary Labour Decision: To approve the award of the temporary labour contract to the preferred supplier under ESPO MSTAR2 framework, as detailed in the appended confidential report			Paul Skuse, Service Manager, Commercial & Procurement - Business
FP/18/01/05 First published: 15 January 2018	Not before 26th Mar 2018 Cabinet Member for Children and Families	Issue: Changes to the Education Travel Policy Decision: To implement the changes to the Policy as described in the report			Debbie Reed Tel: 01823 355804
FP/18/02/04 First published: 8 February 2018	8 Mar 2018 Cabinet Member for Children and Families	Issue: Schools Basic Need, Schools Condition & Schools Access Initiative - 2018/19 Decision: That the Cabinet Member for Children and Families approves the capital allocations for 2018/19			Elizabeth Smith, Service Manager – Schools Commissioning Tel: 01823 356260
Fp/17/08/12 First published: 6 November 2017	2 May 2018 Cabinet	Issue: County Vision 2017-2021 Decision: to consider the proposed County Vision to recommend to February's Full Council			Simon Clifford, Customers & Communities Director Tel: 01823359166
FP/18/02/05 First published:	2 May 2018 Cabinet	Issue: Public Transport Strategy Decision: To agree to proceed to public consultation			Lucy Bath Tel: 01823 359465

Weekly version of plan published on 6 February 2018

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
FP/18/02/06 First published:	2 May 2018 Cabinet	Issue: Rail Strategy Decision: To agree to proceed to public consultation			Lucy Bath Tel: 01823 359465
FP/18/02/07 First published:	2 May 2018 Cabinet	Issue: LTP Implementation Plan adoption and approval for publishing Decision: To agree to a 1 year LTP Implementation Plan to fulfil SCC's statutory obligations. The current one covers 2013-17.			Lucy Bath Tel: 01823 359465
FP/18/02/09 First published:	2 May 2018 Cabinet	Issue: Road Safety Strategy Decision: Adoption of the Road Safety Strategy			Lucy Bath Tel: 01823 359465
FP/18/02/08 First published:	Not before 14th May 2018 Cabinet Member for Highways and Transport	Issue: Taunton Transport Strategy Decision: To agree to adopt the joint (with TDBC) Taunton Transport Strategy			Lucy Bath Tel: 01823 359465
FP/17/08/12 First published: 17 August 2017	13 Jun 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

This page is intentionally left blank