

Corporate Performance Report – End of March (Q4) 2017/18

Lead Officer: Simon Clifford, Director – Corporate Affairs

Author: Ryszard Rusinek, Performance Officer – Planning & Performance

Contact Details: (01823) 359895 RRusinek@somerset.gov.uk

Cabinet Members: Cllr D Fothergill, Leader of the Council

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 March 2018. 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 11th June 2018.
- 3.5. This report is being presented to Scrutiny for Policies and Place Committee on Tuesday 19th June 2018.
- 3.6. This report is being presented to Scrutiny for Policies, Adults & Health on Wednesday 4th July 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 is one red segment:

(P) C4 Managing our Business –

The Authority's outturn shows an overspend of £2.180m when compared to the Revenue Budget. This represents 0.70% of budget. Key services such as Children's Social Care, Adults Social Care and Learning Disabilities services have had to manage considerable increases in demand. The risk is that this trend will continue and we need to be prepared to divert resources to support these areas of spend. The availability and use of reserves is critical in being able to manage spikes in demand and costs incurred. This must be balanced against the risk of other services coming under financial pressure.

This quarter there is one segment with declining performance:

(P) C1 Working with our public –

The Contact Centre has recently taken on the processing of Blue Badge applications. During the recent transition period a small dip on current performance was expected and mitigated. Training staff and unexpected issues with a problem the national Blue Badge system and snow have had an impact but the challenge has been that this new service is being judged using performance indicators historically designed to meet SouthWest One contractual requirements and therefore are not suitable. A new set of suitable performance indicators covering quality, satisfaction and timeliness of delivery will be introduced for the new reporting period.

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	4	3	0	3	4	0
The Council	1	2	1	1	2	1
Vision Volunteers	1	0	0	0	1	0
Totals	6	5	1	4	7	1
As Percentage	50%	42%	8%	33%	58%	8%

4.4. 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	A
	P2	A	A	A	G
	P3	R	R	R	A
	P4	A	A	A	A
	P5	G	G	G	G
	P6	G	G	G	G
	P7	G	G	G	G
The Council	C1	G	G	G	A
	C2	G	G	G	G
	C3	A	A	A	A
	C4	R	R	R	R
Vision Volunteers	V1	G	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 status of the Core Council Programme is set out in Appendix B (attached), which details key achievements, issues and next steps for the quarter. In addition, as this is the final report for 2017/18, the following summarises key achievements that were reported, led or supported through the Core Council Board:
- Children's Social Care achieved the 'Requires Improvement' Ofsted rating, allowing all but the SEND activities to be transitioned to the service and the programme closed.
 - The previous phase of the Adult's Transformation Programme closed after the expected shifts in performance improvement and delivered

£4.1m savings.

- Connecting Devon and Somerset delivered High Speed broadband to nearly 5000 homes/ premises in remote National Park areas.
- The transfer of the Council's Learning Disability Provider Service to a new Social Enterprise has taken place and Cabinet will know this has not been without its challenges. A task and finish group has been set-up to learn from the process and at the same time, commissioners continue to engage to modernise the offering to those with learning disabilities and have introduced some new progressive providers to the market.
- TAP has deployed Win10 devices to over 28% of staff. 1400 smart phones have also been upgraded to Win10 and technology resilience (cyber security, VPN, O365 portal, cloud back-up) and compliance has been assured.
- 13 culture sessions held with staff, generating 55 ideas that are being taken forward within services to drive improvement.

In 2017/18 £9.097m of financial benefits were achieved. Of this £9.097m, a total of £5.845 supported the MTFP and £3.252m resulted in cost reduction/avoidance.

As we move forward into the new financial year, we expect to be reviewing and resetting the Core Council Programme to ensure ongoing alignment with strategic priorities and through this process we will also realign benefits.

Economic Growth

(P) Economic Prosperity

A range of projects continue 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.

Following the decision to temporarily increase the average daily HGV cap in Bridgwater until the end of September 2019, mitigation offered by EDF Energy are being put in place. The mitigation package, in excess of £5m, includes funding to maintain roads, contribute to Somerset County Council's traffic control centre, and create more walking and cycling routes. It will also support construction of the southern access road to the Colley Lane Estate in Bridgwater, which will ease traffic in the town centre.

SCC has responded to consultations on new routes for the A303 and A358, which will improve one of the strategic routes into Somerset and the South West peninsula.

Nearly 300,000 homes and businesses in rural areas now have access to superfast broadband thanks to Connecting Devon and Somerset (CDS). A further 38,000 homes and businesses can access improved broadband speeds.

The contract has been awarded for Wiveliscombe Enterprise Centre and build is due to commence May 2018. This will provide space for new and expanding businesses in the Wiveliscombe area.

The funding agreement with ERDF for the SEIC (Somerset Energy Innovation Centre) phase 2 has been completed.

(P) Libraries Service Review

The Libraries service review is ongoing. Public Consultation on the Libraries review has been extended by a further 7 weeks to 13th June and all stakeholders were made aware. The scheduled consultation events were completed and representatives of the review attended a number of other public and local council meetings.

2020 Vision

(P) Asset Rationalisation (transferring to Corporate Property Services)

A decision was taken in March that the emerging Asset Rationalisation Programme, of which One Public Estate (OPE) is a workstream, would in the future be mainstreamed into the Corporate Property Services work plan. As such, future progress will be reported through the Asset Strategy Group.

A block refurbishment is progressing following the approval of funding for priority works with a view to approval for the letting of a full contract during Autumn 2018.

Next steps with Chard regeneration are now clearer with a preferred option on which to consult having been identified which has now been agreed by the South Somerset DC Area West Committee.

(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 continues to roll out new functionality and has now reached 25% of the organisation, leading to an increase in productivity including quicker access to information. This will be promptly followed by the roll out of SharePoint which will improve the user experience in sharing and collaborating on documents and has already commenced for the Adults service.

Over 97% of smartphone users have been upgraded to Windows 10 providing an ability to synchronise and securely access work related information from any device from any location. An improvement based business case for a phased replacement of our current telephony system is also being taken forward.

This quarter has seen good progress made with Children's Services supporting their getting to good journey with the focus on priority areas for the systems review approach and commencing their Win10 device deployment. It continues to be a high priority for the programme to focus on the plan evolving from the People Strategy.

High Priority Theme

(P) Transport

The £2.11m savings target for 17/18 has been achieved. There is a remaining £364,400 saving to be delivered over the next 3 years.

Following the Consultation on SCC's Education Transport Policy, a decision was taken to approve changes on the 25th March. The changes to the Policy will be implemented for September this year for all new intakes. Provision for students already in receipt of transport will not change until the end of grade 11 unless circumstances change, this is laid out in DfES guidance.

The policy change to increase Adults Social Care service users transport charge has been agreed and has already been implemented.

In response to the lack of drivers in the county of Somerset, Somerset County Council in partnership with Yeovil College have launched a Road and Logistics Academy. The aim of this academy is to give college students a greater insight into the Transport industry in the hope they consider this as a future career route.

DfT are currently running a consultation on whether community transport providers should have a 19/22 Permit. These are permits which Commercial transport operators currently have to certify that they meet the standards as transport providers. Community Transport Groups do not currently need to hold these permits. SCC will need to determine if the process will have a detrimental impact on how it procures its current community transport services. Consultation finishes in May with outcomes and decisions following shortly afterwards.

(P) Commercial and Third Party Spend - Strategic Opportunities Board

The Strategic Opportunities Board continues to identify opportunities which will create savings in council expenditure and ensure contractual compliance within our Commercial and Third Party Spend. Savings of over £1m have been achieved in 2017/18 and a further £1m of savings have been identified for 2018/19. The Board is driving improvements and providing healthy challenge to commissioning and procurement activity as well as enabling strategic commissioning connections to be made through the Commissioning Board.

(A&F) Modernising Adults' Social Care

The Adults' service continues to make good progress embedding the Community Connect approach across teams, extending this beyond the early implementers in Somerset Direct and Community. Local teams are now jointly promoting this approach alongside community agents, to creatively develop ways of helping people to maintain their independence.

The new approach to supporting people to leave hospital has had a significant impact over the winter period, with delays relating to social care continuing to reduce overall and none impacting during recent hospital pressures. Health partners have commended the service for this contribution to system performance. Whilst the timeliness of leaving hospital is important, a key

outcome is that people are enabled to regain independence. Embedding this progressive, enabling approach across partners and providers (linking to Community Connect) is the next stage.

Enhancing leadership capability is key to the service embedding real sustainable change. Leadership development days, alongside one to one mentoring and coaching are being used to support them in this goal.

As the service continues on its change journey, the importance of strategic enablers to maximise pace and scale is becoming key. How technology can support people and practice is one element of work going forward, as is predictive modelling to help provider markets understand about how patterns of demand will change.

(C&F) Improving Children's Services

The SEND 0-25 Intervention Programme, which has an overall aim to improve services for children and young people with SEND (0-25) as well as ensure adequate preparation for Somerset's local areas inspection, has continued to provide a framework around the 9 multi-agency priority groups throughout the period. Tranche 1 of the programme has now closed and planning/defining for Tranche 2 has taken place including some slight alterations to priority groups and the addition of an Early Years group which is an area not robustly covered in the previous framework. The following achievements have been made:

- The CCG has appointed a Programme Lead for SEND (Designated Clinical Officer) due to start in June 2018. This role complements the role of Designated Medical Officer for SEND and will strengthen Health Commissioners' partnership working to support children and young people with SEND
- Progress is being made towards the launch of the new Local Offer platform in 2018 which will provide a more user-friendly experience and meet statutory requirements
- Following a refreshed self-audit using the tool developed by the Council for Disabled Children (CDC), there has been an increase in compliance with 63% of statements showing improvement
- CDC facilitated session with the LA and CCG to review the audit
- A fully worked up draft inspection timetable, identifying nominated officers, theme leads, stakeholders and logistics has been produced and is ready for implementation when OFSTED announce Somerset's inspection
- Pack of information sent to all schools and academies to outline roles and responsibilities relating to SEND and support/services available
- Capita Citizens and Professionals portals installed on SCC network and ready for implementation as appropriate

(C&F) Children's Improvement – 'would this be good enough for my child?' (Getting to Good)

Following the Ofsted Requires Improvement judgement in January 2018 for Children's Social Care, the wider Children's Service is now focused on its whole-service getting to good journey, with the 'would this be good enough for my child?' challenge at the heart of its ambition. The ISOS Partnership model

of continuous improvement journeys for children's services (which is a best practice model commissioned by the DfE) is informing the next stage of development and a model of support of key activities is being formulated through managers and leaders in the service.

High Priority Themes

(A&H) Reviewing to Improve Lives (moving into Adult's Transformation)

The review team continue to undertake priority reviews for adults with a learning disability who have some of the most complex needs, resulting in them originally being placed away from their home town. There have been some significant positive outcomes from the reviews for the individual in addition to a resultant reduction in cost.

The team has also developed a robust and consistent approach to pursuing Continuing Health Care (CHC) funding in line with National frameworks. There have been 2 very successful applications via Devon Clinical Commissioning Group resulting in a saving to SCC of over £180,000 a year in addition to the individual no longer inappropriately paying towards their care. Applications are in progress to pursue further cases where indications are that CHC funding is appropriate.

From the reviews signed off to date:

- 15% have resulted in needs being met in a different way resulting in cost savings.
- 8% have resulted in a decreased package and change in provision.
- 3% have resulted in increased provision due to additional needs being identified during review.
- 51% have resulted in no change - though for almost half of these, we have been able to identify and actively pursue alternative funding streams such as Continuing Health Care from the NHS or Ordinary Residence claims.
- 23% have resulted in a change in provision.

The figures above include 20% of people who have had reviews where a change in provision has resulted in moving back to Somerset from out of the area.

(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 already 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, the business case activity is being managed through the Sufficiency Statement Action Plan and led by children's strategic commissioners. 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

Cabinet approved the recommendation on the 12th February to bring Public Health Nursing in-house under the Director of Public Health and to de-designate 16 Children's Centres, providing 8 main family centres for the new integrated service. A Full Business Case to implement the recommendation for April 2019 has been finalised and has been signed off by both the Director of Public Health and the Director of Children's Services.

As a result, workstreams have been established, aims and objectives agreed, scope sessions completed and work is underway.

Initial engagement sessions have been held with all staff involved and ways of communicating and engaging with them going forward have been agreed.

(P) Business and Corporate Support Services (transferring to individual service redesign initiatives)

Following the checkpoint review and achievement of MTFP targets, it was agreed at Core Council Board in March, that future opportunities for savings in this theme would better align to service improvement and redesign initiatives. As such, Business and Corporate Support Services Review will no longer be reported on as a theme through the Core Council Programme

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.