

# Scrutiny for Policies, Adults and Health Committee

Wednesday 8 November 2017

10.00 am Luttrell Room - County Hall,  
Taunton



To: The Members of the Scrutiny for Policies, Adults and Health Committee

Cllr H Prior-Sankey (Chairman), Cllr R Williams (Vice-Chairman), Cllr P Burridge-Clayton, Cllr M Caswell, Cllr M Chilcott, Cllr A Govier, Cllr M Keating, and Cllr B Revans

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 - 31 October 2017

For further information about the meeting, please contact Julia Jones on 01823 359027 or [JJones@somerset.gov.uk](mailto:JJones@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.

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# AGENDA

Item Scrutiny for Policies, Adults and Health Committee - 10.00 am Wednesday 8 November 2017

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

**1 Apologies for Absence**

- to receive Member's apologies.

**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 11 October 2017 (Pages 5 - 12)**

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 Update on the Learning Disability Service Contract (Pages 13 - 26)**

To consider the report

**6 Update on Somerset Sustainability & Transformation Plan (Pages 27 - 30)**

To consider the report

**7 Adult Social Care Performance Report (Pages 31 - 44)**

To consider the report

**8 Scrutiny for Policies, Adults and Health Committee Work Programme (Pages 45 - 62)**

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

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

**9 Any other urgent items of business**

The Chairman may raise any items of urgent business.

## 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 – Julia Jones on 01823 359027 or 357628 ; Fax 01823 355529 or

Email: [jjones@somerset.gov.uk](mailto:jjones@somerset.gov.uk) They can also be accessed via the council's website on [www.somerset.gov.uk/agendasandpapers](http://www.somerset.gov.uk/agendasandpapers)

### 2. Members' Code of Conduct requirements

When considering the declaration of interests and their actions as a councillor, Members are reminded of the requirements of the Members' Code of Conduct and the underpinning Principles of Public Life: Honesty; Integrity; Selflessness; Objectivity; Accountability; Openness; Leadership. The Code of Conduct can be viewed at:

<http://www.somerset.gov.uk/organisation/key-documents/the-councils-constitution/>

### 3. Minutes of the Meeting

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

### 4. Public Question Time

**If you wish to speak, please tell Julia Jones, 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 a 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, ADULTS AND HEALTH COMMITTEE**

Minutes of a Meeting of the Scrutiny for Policies, Adults and Health Committee held in the Luttrell Room - County Hall, Taunton, on Wednesday 11 October 2017 at 9.45 am

**Present:** Cllr H Prior-Sankey (Chair), Cllr M Caswell, Cllr M Keating, Cllr A Govier, Cllr M Chilcott, Cllr B Revans, and Cllr R Williams (Vice-Chair)

**Other Members:** Cllr C Aparicio Paul, Cllr S Coles, Cllr G Frascini, Cllr L Vjeh, Cllr H Davies, Cllr D Hall, Cllr A Wedderkopp, Cllr J Woodman

**Apologies for absence:** None

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

There were no declarations of interest.

**32 Minutes from the previous meeting held on 20 September 2017 - Agenda Item 3**

The minutes of the meeting were accepted as accurate and were signed by the Chair.

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

Campbell Main asked a question in relation to agenda item 5 about the proposal for a Joint Commissioning Function. He informed members that yesterday had been World Mental Health Day and asked about future support for adults over 25 with aspergers. He was concerned about the loss of experience and expertise in front line and commissioning staff and wanted assurance that these vulnerable adults were not overlooked.

Adult Social Care Strategic Commissioning Manager Tim Baverstock reassured Mr Main that there would be a continuation of good service from the council and that training regarding aspergers and autism was taking place to ensure there was a larger breadth of experience and knowledge across the teams.

**34 Proposal for a Joint Commissioning Function - Agenda Item 5**

Director of Public Health Trudi Grant introduced the report and explained the background to this issue. Health and Social Care leaders in Somerset through the Sustainability and Transformation Plan had agreed to develop one Accountable Care System for the county by 2019. It had been agreed that this would require joint commissioning arrangements to be developed. Currently commissioning for this was across the Somerset Clinical Commissioning Group (CCG), Somerset County Council and NHS England.

Initial proposals for development of joint commissioning were agreed by the CCG Governing Body and SCC Cabinet in July and August 2017. It had been agreed that a full business case should be developed for further consideration.

Further discussion on this included:

- The proposals were at a very early stage at the moment
- This was designed to streamline current arrangements and make it more efficient
- Members welcomed being informed at an early stage and the initial ideas
- The aim was for full integration of this by 2020
- Responsibility of budgets, financial risks
- System should be accountable to the public and transparent
- Scrutiny of the system

The Committee agreed it would continue to identify any issues that need consideration during the development of a full business case.

### 35 **Annual Public Health Report** - Agenda Item 6

The Committee received a report regarding the Annual Report of the Director of Public Health 2017. This year's report looked at the care required by people in the last year of life. Members were also given a presentation which further illustrated trends in numbers, causes and places of death in Somerset, how end of life was currently supported, how individuals and the community provided support.

Further discussion on this included:

- The importance of planning and knowing people's wishes
- The section on bereavement would be expanded
- Recognition that being in hospital was not always a failure and in some cases was the appropriate place
- Funding for care was sometimes found to be distressing and bureaucratic
- Problems of short staff and delays in service
- Dementia was a huge issue and needed tackling in the best way
- A lot of information was available on the Somerset Intelligence Website
- The report was well written and easy to read
- It was hoped there would be more joined-up thinking and working with the communities

The Committee welcomed the report and supported the approach to End of Life care within health and care services.

### 36 **Motor Neurone Disease Charter** - Agenda Item 7

The Committee received a report by Motor Neurone Disease (MND) campaigner Heather Twine, who was a Somerset resident living with MND. It was hoped that the council would adopt the MND Charter which is a statement of the respect, care and support that people living with MND and their carers deserve and should expect. More than 50 local councils across England and Wales had already adopted the Charter, created by the MND Association. Currently there were known to be 49 people in Somerset with MND.

Further discussion on this included:

- The disease process varied for those with the condition
- The Charter had five points regarding early diagnosis and information, access to care and treatments, being treated with dignity and respect, quality of life and carers of people with MND.
- Members were fully behind the charter and wanted this to also be promoted in the districts
- It was felt that the Charter could also be applicable to other fatal conditions

The Chair thanked the report author for her presentation and explained that this could be brought before the Health and Wellbeing Board who would be able to make a decision about this.

The committee commended the report and recommended that it come before the Health and Wellbeing Board for consideration.

### 37 **NHS 111 and Out of Hours Service Performance Report** - Agenda Item 8

The Committee received a report about the NHS 111 and GP Out of Hours (OOH) services provided by Vocare Limited. There were ongoing performance and quality challenges and following the Care Quality Commission's inspection in early August the 111 service was rated as 'Requires Improvement' with the GP OOH service as 'inadequate'. A follow up visit had taken place at the end of August and the CQC were in the process of reviewing of this and this would be formally shared as soon as it was available.

Further discussion on this included:

- Somerset CCG were working on a combined remedial plan with Vocare to ensure it met targets
- Concerns over staffing levels and ongoing conversations to remedy this and other actions to address performance
- Other issues included safety and training
- Fall-back and contingency arrangements in the event of current provider no longer providing the service
- The CQC report criticised the governance and leadership arrangements in place for the Out of Hours service
- Clinical and governance arrangements were being reviewed to understand the underlying causes
- The 111 script did not work and needed revising
- A lot of work was happening in the background to turn the situation around

The Committee noted the report and requested that an update on the situation be brought to the January 2018 meeting or sooner if the report from the Care Quality Commission becomes available sooner.

### 38 **Somerset CCG Patient Safety and Quality Report Q1 2017**– Agenda item 9

The committee received a report from Somerset CCG updating on the recent work of the CCG to maintain and improve the quality and safety of health

services used by local people. Challenges experienced during quarter 1 included stroke care, mortality data, safe staffing and blood clots in veins.

Points raised in the report included:

- Making every contact count (MECC) – an approach to behaviour change that utilises the millions of day to day interactions that organisations and people to encourage changes in behaviour and have a positive effect on health and wellbeing of others
- Data from the GP Patient Survey with responses about experiences of their doctor's surgery and other local NHS services
- CQC status for various NHS providers and integrated dashboard as an indicator of provider performance

Further discussion included:

- Analysing trends over longer periods of time
- Adapting the report to make it clear to read
- Providing examples of actions being taken to address concerns or challenges

The Committee received a report from the Somerset Clinical Commissioning Group regarding its Quality and Safety Report for Quarter 1 2017-18.

The committee noted the report and asked for a format amendment to the reports for future meetings.

### 39 **Somerset Partnership Update on Community Hospitals** – Agenda item 10

An update on Community Hospitals was given to the committee by Somerset Partnership NHS Trust. The report provided an update on staffing and sustainability issues at community hospitals across the county. The highest risk area for staffing was the South Somerset cluster where all of the hospitals were facing challenges and the position was deteriorating. Chief Operating Officer Andy Heron explained that the trust had been through the figures and the current situation and a decision had been taken to temporarily close the in-patient beds at Chard and Shepton Mallet. The aim was to consolidate beds over fewer sites.

A statement from Cllr Amanda Broom, County Councillor for Chard North Division, was read out. In this she raised a number of concerns regarding Chard Hospital about the effects on staff and local residents, viability of transport, problems with accessing hospitals further away, separation and social isolation.

Further discussion on this included:

- Assurance that permanent closure of in-patient beds would not take place without further consultation.
- Whole system review was taking place with proposed new models of care for Somerset and in-patient beds formed a part of that
- The current decision of temporary closure was on patient safety grounds and would be reviewed



- Various options were being considered and the difficulties of public transport and social isolation were being taken into account
- A significant amount of people using Chard Hospital as in-patients were from Chard or within 5 miles.
- The CCG as commissioners of the service had challenged the trust very hard on whether it was necessary to close.
- The CCG was supportive of the decision given the fundamental challenges around workforce
- Concerns around destabilising staff with little notice on decisions
- Assurance that the review would look at a number of staffing issues including training and encouraging more people into nursing
- Good relationship with Bournemouth and Plymouth Universities to encourage newly qualified nurses to come to Somerset.
- A pilot scheme was now running which would enable 24 people to become registered nurses
- The situation at Wellington Hospital with regard to a high number of red flags shown on the chart. This was due to only one nurse being available overnight.

The committee supported the action taken by Somerset Partnership with respect to community hospitals on the grounds of patient safety.

The committee noted the report and asked for a further update when there was more information to report.

#### 40 **Reablement and Discharge to Assess** – Agenda item 11

The committee were given a presentation to accompany the report regarding an update on reablement and the new Home First discharge to assess service. The Government had introduced additional social care funding with instructions on how it should be targeted and spent. One of the priority areas was supporting more people to be discharged from hospital when they are ready. Somerset had chosen to do this by introducing a Home First discharge to assess service, incorporating reablement and therapy services. These services were designed to reduce delays in transfers from acute hospital care and talking to people about future plans in their own environment.

Further discussion included:

- The service was welcomed
- To be mindful that there were a high number of people living alone
- Assessing of care needs to move from a care home to the person's home was still taking far too long
- Work on this did not always have to be carried out by a social worker
- One of the focuses was to upskill the social care reablement resource
- A number of benefits from the service including improved outcomes for patients, reduced costs of on-going care packages, increased number of discharges, supporting people to regain independence, and reducing duplication and joining up health and social care.

The committee supported the service and noted the report.

41 **Pharmaceutical Needs Assessment** – Agenda item 12

The Committee received a report about the Somerset Pharmaceutical Needs Assessment 2017. This was a statutory duty of the Health and Wellbeing Board to report on accessibility of pharmacies and pharmacy services from rural, dispensing GP practices in their localities. The report needed to be produced every 3 years and the next was due by April 2018. The evidence suggested that there were no gaps in provision that would not be filled by existing arrangements and that changes in the next 3 years would not be of a scale or nature that required new provision. There was a statutory consultation period from 21<sup>st</sup> September to 20<sup>th</sup> November available at [www.somersetintelligence.org.uk/pna](http://www.somersetintelligence.org.uk/pna)

There was a query about information about dispensing online and members were informed this was briefly covered in the report.

The committee noted the report.

42 **Corporate Performance Monitoring Report Q1 +1 2017/18** – Agenda item 13

The Committee received a performance monitoring report providing an overview of the Council's performance across the organisation.

The report provided the latest information available in the period up until 31<sup>st</sup> July 2017. There were three red segments with P1 Help vulnerable and elderly people of particular relevance to this committee. The performance improvement process continued to embed within adult services with improved use of data to support performance improvement being regularised with a focused improved use of technology. Progress was being made with regarding to improving recording of data to ensure reporting accurately reflects work done.

Further discussion included:

- There was a much better triage with assessments so people were being responded to quicker
- There were still significant amount of vacancies in adult social care
- The Council was slightly missing the Delayed Transfers of Care (DToC) target
- Waiting lists were going down
- It was disappointing that the red areas on the performance chart were those areas that it was felt the Council should be doing well
- Concern that the Council was not getting out of the red status for some areas as quickly as it was hoped
- The Council was generally pessimistic in its approach to the status' as it was believed this was right view rather than change a status prematurely
- Future forecasting of performance

The committee noted the report.

43 **Scrutiny for Policies, Adults and Health Committee Work Programme** - Agenda Item 12

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

It was agreed that the Committee's Work Programme should include the Somerset Sustainability and Transformation Plan and an update on the NHS 111 and Out of Hours Service for the November meeting.

44 **Any other urgent items of business** - Agenda Item 13

There were no other items of business.

**(The meeting ended at 1.10 pm)**

**CHAIR**

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## Discovery Update

Lead Officer: Stephen Chandler  
Author: Steve Veevers  
Contact Details: [sveevers@somerset.gov.uk](mailto:sveevers@somerset.gov.uk)  
Cabinet Member: Cllr Huxtable

### 1. Summary

1.1. **'Discovery'** is the social enterprise vehicle, created to provide a range of individual services and personnel that made up the Somerset County Council directly provided learning disability services (LDPS). A decision was taken by cabinet in July 2016 following a comprehensive procurement exercise to award the contract enabling the establishment of a social enterprise vehicle (SEV) to receive the services into, with the support and direction of Dimensions, a national not-for-profit provider of learning disability services with experience and a track record of similar undertakings.

1.2. **Discovery** formally started delivering the transferred services on the 4<sup>th</sup> of April 2017 and has now been operating for 6 months; this report is to provide an update to scrutiny on progress to date.

**'Discovery'** is by annual value one of the largest contracts that Somerset County Council has, accounting for nearly half of the total spend on people with a learning disability, and a significant proportion of the total adult social care budget.

### 2. Issues for consideration / Recommendations

2.1. Scrutiny is asked to:

- Note the update regarding the **'Discovery'** service, including the progress and challenges experienced during the first 6 months of operation.
- Note the provider perspective provided in Section 6. *Discovery has also asked to provide a presentation style update themselves to Scrutiny.*
- Note that overall, Somerset County Council is satisfied with the performance of **'Discovery'** in this initial 6 months of delivery. There were some initial transition issues being reported and monitored as the contract went live, but these have been resolved and an accurate picture of the trajectory of travel is well within the expected envelope of delivery. Any issues that have arisen have been addressed appropriately and in a timely manner.
- A number of specific questions have been received in advance of scrutiny and these with response are attached as Appendix A.

### 3. Background

- 3.1. Somerset County Council approved the externalisation of the LDPS services in February 2014 (See Appendix B) and commenced a comprehensive procurement exercise which culminated in the awarding of the contract to Dimensions UK in July 2016 to establish the Social Enterprise Vehicle **'Discovery'**. The business case (Appendix C) sets out clearly the reasons and rationale for the changes that were necessary. This was in summary to ensure there would be sustainable, high quality services for people with a learning disability for the future. In reaching this decision a number of options were considered about the model, including retaining services in-house, going to the open market or using different methods to establish a stand alone organisation.
- 3.2. The learning disability provider service delivered just under half (by value) of the learning disability provision funded by the County Council. It supported approximately 900 customers, as a discrete business area had an operational turnover of £29.3M (2015/16 figures) and employed just over 1200 staff with the equivalent of 975 full time posts. There was a significant secondary associated costs not included within these figures, for example HR, payroll, IT, maintenance, communications etc.

The delivered service was made up of residential care, supported accommodation, crisis response, residential short breaks, Future4 day service, domiciliary care and Aspire employment services.

The intentions and outcomes desired were:

- services that are sustainable
- services that actively engage and involve customers and carers at every level
- services that embed a person centred approach and ethos in everything they do
- services that people choose when using a personal budget
- services that can respond flexibly to meet current and future demand
- services that have the skills and capacity to support people in crisis

### 4. Consultations undertaken

- 4.1. Not applicable for this period of reporting.

### 5. Contract Progress

- 5.1 Somerset County Council and Somerset Clinical Commissioning Group (SCCG) have established a robust governance arrangement as part of the contract with **'Discovery'** and Dimensions for the oversight of the Social Enterprise Vehicle (SEV).
- 5.2 The monthly monitoring arrangements consist of;
- Performance Management Board that directly monitors **'Discovery's'** trajectory against the Key Performance Indicators, as well as a range of other service specific performance and quality measurements.

- Contract Management Board, which has the responsibility for the oversight of the technical aspects of the contract, including monitoring the performance against a balanced scorecard of delivery.
- Transformation Board, which monitors the pace and scale of change and modernisation that was required to deliver a sustainable service that is fit for purpose and meets the expectations of the people who are supported by **'Discovery'**.

**5.3** In addition, **'Discovery'** is subject to the same high quality monitoring process that all other suppliers to Somerset County Council have.

**5.4** A further level of oversight is provided by an Escalation Board, which is made up of the most senior officers from both organisations. The role of this board is to consider any areas of service concern or dispute and only meets if required, to date, this board has not needed to meet.

There are a number of monthly reports prepared by **'Discovery'** that inform these meetings. These include:

- Performance Monitoring Report – a comprehensive report summarising Discovery's performance against the KPI's and Performance Indicators, provides information on the status of each service, highlights risks and issues within the services and provides general management information.
- Balanced Scorecard Report – is a summary report of Discovery's Performance and provides high level management information and details Discovery's concerns and achievements. This also forms part of SLT scorecard as a Tier 1 Supplier.
- Transformation highlight reports – summarises the status and progress of Discovery's transformation and modernisation programme.

**5.5** A Strategic Partnership Board will meet six monthly whose purpose is to ensure that the Contract is operated throughout the Term in a manner which optimises the value for money and operational benefit derived by SCC and the commercial benefit derived by the Supplier and receive high level reviews of the overall performance of the Supplier and the delivery of services, projects and developments.

**5.6** **'Discovery'**'s main priority during this initial 6 month period has been to focus on the transition of services from SCC to the newly formed social enterprise. **'Discovery'** has undertaken a number of internal audit reports to identify improvements to service delivery and practice. **'Discovery'** has brought in additional support and resource as required to ensure they meet their contract obligations and to provide quality reports and information. The transformation programme, as expected on a scale such as this, is proving challenging but is currently on track against the agreed milestones, as is the work to complete an internal audit of all services by the end of the year and to have this validated by the National Development Team for Inclusion (NDTI).

**5.7** In addition to this report and as part of the update to scrutiny **'Discovery'** will make a presentation that will cover the areas of development to date, a baseline assessment of the services delivered at the point of transfer and the areas that need most focus and improvement.

**5.8 Quality:**

The focus of the presentation will be on the quality improvement, as this is the area that **'Discovery'** and SCC commissioners feel is most important to make the most progress on. For example, **'Discovery'** has reported a significant number of "never" events to SCC since starting the contract. These are events, as you would expect from the description are those that should never happen. The frequency and seriousness was of the magnitude to have to prioritise the use of their internal resources to ensure that people were safely looked after and not at risk. The risks seem to be long established and were perceived by the service as usual practice when it was an in-house service. The identification of these issues and the changes and support provided illustrates some of the need for change that **'Discovery'** has undertaken.

**5.9** These issues are being addressed, alongside the transformation of the service to a more sustainable footing in line with the timescales that have been agreed with **'Discovery'**.

**5.10 Staffing:**

**5.11** From the information provided by **'Discovery'** as part of their general reporting, the staffing position has been as expected during this phase of the contract and is in line with other major transformation programmes of in house learning disability services. There have been a number of staff that have left the services post transfer, but **'Discovery'** have had a positive recruitment campaign with a good number of new starters and in September, reached their highest number of new starters in a month at 19.

**5.12** Where there have been gaps or vacancies, **'Discovery'** have continued where possible with the same agency staffing as was used before transfer, to sustain continuity and safe service delivery. Where there has been some under-delivery of hours, where it has been safe to do so, the form of the contract and terms and conditions mean that SCC are only billed for the hours delivered, meaning there is no financial risk to the authority.

**5.13** In general the staff sickness, morale and absenteeism incidence of the transferred staff group since transfers has been managed well and as would be expected by SCC and is either now heading towards national average figures or starting to get below this, something that was not the case whilst provided in house.

**5.14 Financial**

**5.15** During the first 6 months of contract operation, there are no areas of concern. Expenditure by the council on the contract has been within line with expectations and in line with rates agreed in the contract. The terms and conditions relating to the delivery of individual hours to clients receiving a service in the contract mean that any hours that are reported as not delivered



are reimbursed back to the council.

## **5.16 Relationships between the Council and Discovery**

**5.17** A good working relationship has been developed between the Council and **'Discovery'** at both Strategic and operational level. This enables a more collaborative approach and by developing good working relationship ensures and generates more value from the relationship in terms of innovation and efficiency which ultimately benefits all parties and the customers of the service.

## **5.18 Key Performance Information**

**5.19** A summary of the Key Performance Indicators (KPI) associated with the delivery of the **'Discovery'** contract are produced in the table 1. The narrative provided below is to provide context for this data.

### **5.20** Crisis Support

**5.21** This service has been deemed as the poorest overall performing service of all those within **'Discovery'** and was the subject of concerns both before and since the start of the transfer. These concerns ranged from the quality of the care provided to people within the crisis service, the often very long time that they spent within the service and the lack of positive move on options and support from it. Officers from safeguarding, quality monitoring, operational social work and commissioning have been supporting **'Discovery'** in remedial work needed to make sure that the people within the service are safe and well looked after.

**5.22** **'Discovery'** and Commissioners believe the service will require a complete redesign to ensure it provides safe and best practice services going forward. To this end the service will not be accepting any more referrals and the people using the short term interventional crisis respite centre being found alternative service provision. A rebasing of the training and support will be done to rebase the provision, whilst looking at the wider crisis support for people, including health input. Whilst this work takes place Commissioners have agreed a suspension of KPI reporting on this specific element of the contract.

### **5.23** Supported Living

**5.24** There have been three instances where the KPI has been outside of expected in this service and **'Discovery'** is currently investigating the cause of these variances. Issues being investigated include:

- Whether **'Discovery's'** new rota system is being consistently and appropriately utilised across the services – particularly for agency and relief workers.
- Whether the Transformation Plan activities are impacting on service delivery.

**5.25** **'Discovery'** has put a plan in place to improve performance against this KPI over the coming months to ensure that if there is an impact on people with Learning Disabilities it is minimal and that they provide a safe service. **'Discovery'** will be reporting back on their findings over the coming months.

## 5.26 Employment Services

5.27 Alongside the Crisis Support Service, **'Discovery'** has expressed concerns about this service over the first six months of the Contract. **'Discovery'** has found significant issues with the management of the service, data, reporting and monitoring many of which pre dates the transfer of the service.

5.28 In order to mitigate these issues **'Discovery'** has, or is in the process of:

- Restructuring the service and replacing key members of staff.
- Reviewing all live cases within the service to ensure they provide the best outcomes for people with learning disabilities.

5.29 A complete report on the status and activity within the Employment Service is being compiled by **'Discovery'** and will be shared with SCC at the end of the October reporting cycle. Whilst this investigation is on-going, Commissioners have agreed to a suspension of KPI reporting.

## 5.30 Statutory Legislation & Business Growth

The CQC has not conducted any statutory inspections through the period. Therefore no reported data is available against this KPI; once the CQC starts inspecting services **'Discovery'** will be able to report against this KPI.

**'Discovery'** has opted to have a voluntary suspension of new business whilst some of the problems and issues highlighted above are being addressed. This does not reflect on SCC's view of **'Discovery's'** general performance in this contract.

KPI no.	KPI/ Month	% KPI's passed Apr – Sept 17
<b>Crisis Support</b>		
1	% of <b>new crisis support referrals</b> accepted to residential element	N/A
2	% of <b>new crisis support referrals</b> accepted for the outreach element or crisis support referrals converted from residential element to outreach element	N/A
3	% of customers supported in residential element for more than 13 weeks	N/A
4	% of <b>initial reviews</b> carried out within 24 hours of referral acceptance	N/A
5	% of 7 day <b>reviews</b> carried out <b>on time</b>	N/A
<b>Residential Short Breaks Service</b>		
6	% of stays cancelled by the Supplier in the period	100%

Supported Living			
7	Utilisation of core (shared) element of service	100%	
8	% of individual hours not delivered to target	50% *	
	*Please note: Discovery has met the target service level for this KPI in three out of the 6 reporting periods (3/6 =50%). The target service level is above 90% and Discovery's average result against this target is 91%.		
Employment Services			
9	% of <b>new referrals</b> accepted for:	Employment Support	100%
		Employment Crisis Support	N/A
10	Number of customers achieving maintained employment and/or self-employment	N/A	
Future 4			
11	% of <b>day time support</b> delivered	100%	
	Statutory legislation & business growth		
12	Number of Inspections by the Care Quality Commission (CQC) that result in a judgement of "Requires improvement" or worse	N/A	

Table 1

## 6. Provider Perspective (Provided by Discovery)

### 6.1 Executive Summary

In line with our supplier solution (contractual submission), Discovery has been under significant pressure to meet all the key contractual milestones and Key Performance Indicators. This has been raised formally with Somerset County Council as the cause for the pressure is clearly associated challenge in implementing the contractual 'transformation programme' (namely, Changes to Terms and Conditions, Restructure changes, Day Services Transformation).

In addition to the contractual pressures, Discovery and Dimensions alongside Somerset County Council (SCC) continue to receive negative local attention to the Transformation programme and specifically to our proposals to colleague's Terms and Conditions, locally known as STEP(Sustainable Terms and Equivalent Pay).

In light of the emerging challenges senior representative from Discovery and Somerset County Council have met to discuss the transformation milestones and continue to maintain a strong relationship to ensure the intentions and outcomes detailed in 3.2 remain.

Various open meetings have been offered and held with customers, families, transferred colleagues and other key stakeholders over the last 6 months to explain the need for change and answer questions and/or concerns raised about the impact of the transformation programme. The purpose of these meetings has been to provide both transparency and a greater understanding on the challenges within Social Care and need to find different ways of working.

Beyond the focus on STEP, further attention is being given to addressing the long standing quality issues, of which many existed prior to contract Award.

## **6.2 Operational Issues**

It is apparent that the issues facing Discovery around quality are broader than initially thought (i.e. assumptions made during submission, preparation and transition phases). The depths of this are still being fully understood.

It's unfair to spotlight focus on any single area as the causes stretch beyond LDPS and now Discovery, e.g. years of poor support, poor local management, poor leadership, poor commissioning and poor monitoring (internally and externally). It has led Discovery to believe that there are notable pockets of low levels of ambition across Discovery; this is now at risk of being deepened and/or multiplied by the transformation work. Examples include:

- Locations with inappropriate equipment or support plans when supporting people with complex needs.
- Unacceptable risk assessments and/or practices support people with epilepsy when bathing.
- Packages of support breaching basic human rights.
- Inadequate support from Health professionals.
- Historical sleep-in arrangements existing in people's lounge.
- Basic management practices out of place (e.g. Team Meetings, supervisions).
- Outstanding actions from H&S audits and Fire Risk Assessments and inconsistent H&S checks.
- Inconsistency of staff supervision pre-dating 1<sup>st</sup> April 2017.
- Best interests decisions missing or not involving professionals or families.
- Lack of consistent and effective approaches to supporting people who display challenging behaviour.

Some of the examples identified mirror similar challenges faced across the learning disabilities sector but have already addressed over the past 10-15 years.

Various actions have been considered and implemented in response to the emerging challenge on quality matters. In no particular order they are:

- Location re-design
- Changes to the senior operations team
- Re-prioritised and resourced quality review schedule.

- Review of the current Behaviour Support Team (BST) input.
- Re-established Speaking Up Groups to ensure people with learning disabilities have a louder voice.
- Policy and Procedure integration between LDPS and Dimensions Group policies.
- The implementation of Never Event procedures.

## 6. Transformation Matters

Discovery met with Unison on 11<sup>th</sup> October and agreed a reset of the consultation and negotiation process (STEP). Within the meeting the need and extent of change was discussed. This is a significant step forward within our discussions. Both parties felt the meeting was positive and are keen to achieve collective agreement for the transferred colleagues. It was also agreed that only joint communications would be sent out for the time-being by both parties.

### Training

The overall number of colleagues who are 100% compliant with our mandatory training requirements has increased from 2% to 18% in September.

### Turnover

Remains stable at around 16%; this remains broadly in line with our assumptions. Our headcount has also stabilised [Currently at 1070 contracted staff and 220 Relief staff]. We are seeing the flow through of new starters, with September having the biggest number of new colleagues commence in a month [19].

	April	May	June	July	Aug	Sept
Leavers (No of)	84	33	29	6	19	15
Leavers %	7.26%	2.92%	2.65%	0.55%	1.77%	1.40%

### Sickness

Has increased for a 5th month in a row. We are however seeing a reduction in the number of occurrences in the month which suggests that the length of sickness episodes are increasing. Our data tells us that since 1st April over 70% of transferred colleagues have had at least one occasion of absence each.

### Summary

As mentioned we cannot under-estimate the impact of the commenced transformation work. Discovery are determined and committed to reaching collective consultation with Unison to find the right options to the need for change. Meetings with Unison over the last month have proved to be the most positive to date.

All locations will receive a quality review by end of 2017, with clear instructions to the review team requesting the recording of how long any shortcomings have been in place. All locations have in place either an Improvement Plan or a similar document (previously adopted by Somerset County Council) in order to address the areas requiring action.

In order to support Discovery's understanding and planning on quality. Agreement has been reached with National Development Team for Inclusion (NDTI) to carry out an independent review on Discovery's current support. This will be led by Bill Love and Sue Turner and will commence from November 2017.

## **7. Background papers**

- 7.1. Cabinet decision to commence the procurement exercise – February 2014  
<http://www1.somerset.gov.uk/council/meetings/reports.asp?item=1050>

Cabinet decision to award contract to Dimensions to set up SEV - July 2016  
<http://www1.somerset.gov.uk/council/meetings/reports.asp?item=1307>

## Appendix A.

### Questions from the public prior to scrutiny

1. ***Discovery have to deliver a sustainable service. In order to do this they need to get 3 areas into a financial envelope: Staff Terms and Conditions, the Management Structure and Day Services. Please explain how this will be done. What are the implications for SCC/Dimensions/Discovery of any delays in reducing these costs.***

Please refer to the bulk of the report and presentation. Discovery is happy to provide further appropriate detail if required. Discovery has organisational priorities, of which these three are certainly contained and the focus of activity.

2. ***Please report on current expenditure as compared with planned expenditure to date and also provide a forecast for the first year of the contract. Please report on how any areas of overspending (eg staffing and agency costs) are being addressed***

The expenditure on the contract with Discovery, for the reported period is within the expected amount and the forecast for the expenditure is as the original contract value. There are no areas of overspending that effect the contractual value for Somerset County Council.

3. ***Please report on the percentage number of contract hours delivered to date. Please confirm SCC (and therefore Council Tax payers) are being reimbursed for contract hours paid for but not delivered.***

Across all of the service delivery areas, Discovery has delivered an average of 99.76% of the hours. It is confirmed that any contracted individual hours that are not delivered by Discovery are reimbursed in full to Somerset County Council.

4. ***One of the areas which is of vital importance to customers is Continuity of Care. There is some evidence that Continuity of Care is being affected by staffing problems. Specifically please report on the following:  
How many staff have left since the transfer to Discovery***

Turnover of 'staff' (colleagues) remains stable at 16%; this remains broadly in line with Discovery's assumptions. Headcount has also stabilised [Currently at 1070 contracted staff and 220 Relief staff]. Discovery is seeing the flow-through of new starters, and September saw the biggest on-boarding of colleagues (19) in a single month.

	Apr-17	May-17	Jun-17	Jul-17	Aug-17	Sep-17
Headcount	1157	1131	1095	1099	1071	1070
Vacancies inc 10%					82.34	88
New starters	43	7	7	11	14	19
	3.72%	0.62%	0.64%	1.00%	1.31%	1.78%
Leavers	84	33	29	6	19	15
Leavers %	7.26%	2.92%	2.65%	0.55%	1.77%	1.40%
Turnover	19.97%	10.23%	13.57%	16.34%	15.40%	16.85%
Relief colleagues						
	231	233	233	233	220	222

**5. How many new staff have been recruited over the same time frame**

As above.

**6. How many hours of Agency staff have been bought in to cover gaps and what has been the additional cost of Agency staff over the same period.**

Agency spend in September was 8.73% of staff costs and 6.87% of (year to date) staff costs.

**7. How many days have been lost to staff sickness over this period.**

Sickness amongst Discovery colleagues has increased for a 5th month in a row. There is a reduction in the number of occurrences in the month - which suggests that the length of sickness episodes are increasing. Discovery data tells us that since 1st April that over 70% of individuals (transferred colleagues) have had at least one occasion of sickness absence

**8. How many safeguarding incidents have been reported in this period.**

For the whole of the period July, August, September (Quarter 2 of 2017/18), there were 45 reported safeguarding incidents. These are reported to and scrutinised by an independently chaired safeguarding panel alongside all safeguarding incidents across the Dimensions group.

**9. Please then produce the figures for the same statistics over the last six months of the in house service for comparison.**

This information is not currently held by Somerset County Council as a "whole service" i.e. across Learning Disability Provider Service as an entity, so would need to be manually cross referenced across all of the individual safeguarding reports for the 6 month period ending 3<sup>rd</sup> April 2017. This will take some time.

**10. Please report on how current staffing gaps are affecting service delivery.**

Every location has its own contingency plan, including arrangements of cover. The Plans are monitored monthly by the Discovery Executive and reported to Somerset County Council as detailed in 5.1.

**11. Please provide an assessment of current staff morale and identify steps being taken to remedy any evidence of staff unwillingness to pull together persistently and consistently in pursuit of a common purpose.**

Morale is a difficult characteristic to quantify, with a made up of a number of individual traits and indicators. As has been set out in some of the qualitative indicators, e.g. sickness, the incidence of sicknesses has reduced which could mean that more people are feeling well and healthy in their roles. More qualitative information is provided in the 'Discovery Perspective' section and presentation.

**12. During the tender process Dimensions made much of their Activate model to shape customer outcomes and personalise service delivery. Please report on how many new assessments of need have been carried out since the transfer and how many customers have been assessed using Activate. Please also report on the forecast plan for future assessments.**



***One of the keys to delivery of a personal service using the Activate model is having a personal budget. Please report the number of customers who have been allocated a personal budget since transfer.***

As per the supplier solution, this has not been introduced yet within Discovery but is planned for the future. Discovery is happy to provide an update in the near future.

- 13. *Please report on the timetable for Day Service Transformation including an assessment of how current plans compare with the original timetable including the reasons for any delay.***

Every Day Service location has developed its own Transformation group, which ensures it gathers the views of all stakeholders. Over the past 6 months there have been multiple meetings to discuss what future support can look like.

Each Transformation Group is tasked to have developed a clear plan on change by April 2018, with full implementation by April 2019. Although this is a challenging piece of work it remains on course

- 14. *The in house service has been criticised by NDTI and in the Transforming Care Plan for being stuck and old fashioned. Specifically the old service was said to demonstrate the following: Lack of personal choice***

***A legacy of inertia***

***A limited range of opportunities (eg Customers spending all day watching TV in their Day Centre)***

***Please explain how Discovery is generating momentum for change, what has been done since the transfer to address these issues and what plans are in place for the future.***

A number of actions have been introduced by Discovery to clarify the need for change; these include new systems, processes and more importantly, support approaches. It's reasonable to state that the changes to the transferred colleagues Terms and Conditions have created a significant challenge to incorporating the required broader change. However, significant work has taken place to demonstrate the need for more personalised support and this is being aided through the Quality Review programme which Discovery has introduced.

Each review provides a clear baseline and requirement to develop the appropriate plan, which Discovery supports with resourcing to help achieve the change. A good example of this is the positive work taking place at Oaks Crisis Service following its initial review.

As expected across the 60 transferred locations, virtually every team is in a different place in terms of its' development, and effectiveness in implementing new approaches - depending upon the level of perceived impact of the changes assumed and anticipated by colleagues . However, throughout Discovery the key building blocks are being continuously reinforced, and driven by determined leadership around the 5 core values of Ambition, Courage, Respect, Integrity, and Partnership.

- 15. *Please provide evidence of Service Improvements carried out since the transfer.***

As detailed within the report a range of service improvements have been identified and actioned by Discovery. These actions are shared with Somerset County Council through the contract monitoring process.

Somerset County Council is pleased with the diligence and responsiveness to identified improvements.

**16. Please provide the results of current customer and Family Carer Satisfaction Surveys**

The results are not currently available.

**17. Please report on the number of customer interviews carried out by a Dimensions/Discovery Job Coach since transfer and the number of customers who have found paid employment as a result of these interviews.**

Due to some emerging discrepancies which have been recently identified by Discovery and raised formally with Somerset County Council, the validity of the baseline data provided prior to transfer is being reviewed within the Contract Monitoring process. Therefore, at this time the data requested cannot be provided.

**18. There are reportedly legal challenges being contemplated over the transfer to Discovery, consultations regarding Staff Terms and Conditions, and the future of Day Services. Please report on the financial risk to Dimensions and SCC should these challenges materialise and what mitigating factors are being put in place.**

SCC is unable to comment on any current legal challenges. Regarding any future or currently 'contemplated' legal challenges SCC is unable to quantify any potential financial risks without substantive detail of any claim. Any mitigating factors will be considered and put in place once the substantive details of any claims are known.

**19. In answers to questions from the public asked at council in Feb this year it was stated that contingency plans were in place should the contract with Discovery fail. What are those contingency plans and what measures are being put in place to ensure the contract does not fail.**

The Authority has put in place robust Governance arrangements and Performance Monitoring systems and processes to ensure Discovery is meeting the required standards in care for people with Learning Disabilities. Where poor performance or early signs of declining performance are captured the Authority will work with Discovery collaboratively in order to bring performance back up to the required standard or to ensure performance is maintained. The Authority's main focus is to work with Discovery to ensure good and best practice services are provided across Somerset to people with Learning Disabilities.

In the unlikely event the Authority is unable to work with Discovery to provide best practice and safe services and the contracted arrangements fail, the Authority would enact its contingency plans. Depending on the nature of the failure the Authority would:

- Take over the management of the failing service or services.
- Temporarily in-source the service or services while a new procurement and tender process is considered.
- Commence a new procurement or tender process to find a suitable alternative provider for the service or services.

## Somerset Sustainability and Transformation Plan

Lead Officer: Pat Flaherty, Chief Executive

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### 1. Summary

- 1.1. The Somerset STP has been developed jointly by Somerset Clinical Commissioning Group, Somerset County Council, Somerset Partnership NHS FT, Yeovil District Hospital NHS FT and Taunton and Somerset NHS FT and was launched in November 2016. It sets out a shared vision for reforming health and social care to address the challenges of the rising needs of our population, changing demographics and increasingly stretched resources.
- 1.2. Since the launch, the STP Programme Executive Group has undertaken a prioritisation process to identify those projects set out in the original submission which, if tackled first, would have the greatest immediate impact, recognising the need to ensure that everything we do now will help us deliver the wider vision for transformed and sustainable health and care services across Somerset.
- 1.3. The Somerset STP was subject to a stocktake by NHS England and NHS Improvement in September 2017. This identified that further urgent work needs to be done to improve the financial and sustainability position across the Somerset health economy in 2017/18 to provide a platform for transformation in the coming years.
- 1.4. The next phase of the STP is to take forward priority schemes to stabilise the financial position. Alongside this Somerset Clinical Commissioning Group and Somerset County Council is developing a Clinical Commissioning Strategy which will set out plans to deliver transformation, working with health and social care professionals, patients, service users and the public to develop new models of care that are effective and sustainable.

### 2. Issues for consideration / Recommendations

- 2.1. Scrutiny is asked to note the update on developing the STP

### 3. Background

- 3.1. NHS England challenged the health and care system to develop a Sustainability and Transformation Plan (STP). This five-year forward view is intended to describe the key priorities for an area, describe the challenges that fit within the system, define the priorities for transformation going forward and address any financial gap within the NHS system within that time period.

- 3.2.** The demands on the NHS and social care are increasing, partly because there are more people who are living longer with more complex health problems such as dementia, diabetes and high blood pressure, but also because of the increasing cost of new medicines and treatments. Public demand for health and social care services is constantly growing and the only way to manage this is by thinking as one single health and social care system – rather than as individual organisations – working with people, carers and communities.
- 3.3.** The STP has identified as its focus the following key aims to close the current health and wellbeing, quality and financial gaps:
- **Focusing on prevention to develop a sustainable system** - encouraging and supporting everyone in Somerset to lead healthier lives and avoid getting preventable illnesses
  - **Redesigning out of hospital services** – to enable us to move care, where appropriate, out of hospital beds and into people’s homes wherever possible, providing care designed specifically for each patient’s needs, supporting faster recovery and, in many instances, avoiding the need to go into hospital in the first place
  - **Addressing the problems of sustaining acute hospital care** – reviewing acute care services and increasing the joint working between the hospitals to ensure that urgent and planned care services that rely on specialist skills can be sustained
  - **Driving financial improvement across the system over the next two years** – sharing financial risk across the health system to drive collaboration and improvement and making sure all the back office functions are as efficient as possible
  - **Creating an accountable care system** – with a strategic commissioning function where the NHS and social care commissioners work together under a single commissioning arrangement to secure outcomes and pool budgets; and an Accountable Provider Organisation where services are delivered by a provider, or group of providers (through a single governance structure), who have agreed to take accountability for all care and care outcomes for the population of Somerset
- 3.4** The stocktake in September identified that the STP to date has:
- Delivered a significant reduction in Delayed Transfers of Care with further plans
  - Developed and implemented a new ‘Home First’ system to improve discharges from acute hospitals
  - Developed and begun recruitment to a Psychiatric Liaison Service, supporting patients with mental health issues in acute hospitals
  - Successfully started a Digital Exemplar (TST)
  - Seen the establishment of a GP Provider Board to represent primary care more effectively in the health system
- 3.5** However, the stocktake also concluded that the STP has:
- Not taken forward development and implementation of other new models of care quickly enough
  - Struggled to undertake wider transformational change

- Not delivered the scale of change arising from the South Somerset Vanguard that was anticipated
- Achieved limited public engagement

The system also now has a deteriorating financial position that has to be stabilised this financial year.

**3.6** The STP has implemented core actions to address the findings of the stocktake. These are:

- A system design board will oversee the completion of the joint commissioning health and care strategy, including the forward financial plan, prior to the end of December 2017
- A turnaround action team will be formed within the system to deliver key in year actions to continue to mitigate risks
- System-wide workstreams have been established to take forward key priority areas

#### **4. Consultations undertaken**

**4.1.** A range of engagement and information events were held prior to and following the launch of the STP.

**4.2.** The STP has established a 'People's Panel' comprised of representatives from a range of patient and public representation groups, including Healthwatch Somerset, Carers Voice, Patient Participation Groups and Somerset Users Engagement Group. The Panel met in September to agree its role and areas of focus. It will meet again in January 2018 to support the development of the joint commissioning strategy.

**4.3.** The STP has also identified a significant number of patient and public representatives to support individual workstreams and the STP held two workshops in September to provide guidance and support around co-production.

**4.4.** The joint commissioning strategy and any significant service changes arising from it will be subject to a formal consultation with people, families and communities across Somerset.

#### **5. Implications**

**5.1.** The STP identifies a potential cumulative deficit within the region of £600million in 2020/21 if we do nothing differently.

**5.2.** Any future financial implications will be brought back for consideration. It is however anticipated that the implementation of the STP will result in considerable financial efficiencies to the Somerset health and care budgets

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## Adult Social Care Performance Update

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Cabinet Member: David Huxtable

### 1. Summary

- 1.1. This is the second quarterly performance update report produced for Scrutiny Committee.
- 1.2. The purpose of the report is to provide an update on Somerset's performance in Adult Social in comparison to national and comparator benchmarks. As with the previous report in June, this report focuses on the measures included in the Adult Social Care Outcomes Framework (ASCOF) and Delayed Transfers of Care (DToC).
- 1.3. This report also includes an update on the Promoting Independence Strategy currently being produced within Adult Social Care.

### 2. Issues for consideration / Recommendations

- 2.1 Appendix A provides a series of charts showing detailed comparative information for Somerset against a selection of measures along with a commentary which highlights the direction of travel.
- 2.2 Section 5 of this report provides a brief summary of the current position on Delayed Transfers of Care (DToC) and Appendix B provides a series of detailed charts showing how Somerset's performance on DToC compares both nationally and across the South West region.

### 3. Background - ASCOF

- 3.1. ASCOF is now in its fourth year and measures both national and local (Council level) performance against the ambition to help the most vulnerable people in our society lead better and more comfortable lives.
- 3.2. ASCOF is split into four domains as follows:
  - Ensuring quality of life for people with care and support needs,
  - Delaying and reducing the need for care and support,
  - Ensuring that people have a positive experience of care and support,
  - Safeguarding adults whose circumstances make them vulnerable and protecting them from avoidable harm.

There are a series of outcome measures within each of these domains that pull information from a variety of sources including; local data returns (Safeguarding Adults Collection [SAC], Short and Long Term Care [SALT] and the annual Adult Social Care Survey.

- 3.3. The Adult Social Care Survey is an annual survey sent to a random sample of service users. It is designed to help the sector understand more about how services are affecting lives. User experience information is critical for understanding the impact of services and for enabling choice and informing service development.

#### 4. Analysis of results - ASCOF

- 4.1. The 2015/16 ASCOF report produced by the Department of Health shows that year on year there have been improvements across almost all measures. This includes a decrease in permanent admissions to residential and nursing homes and an increase in overall satisfaction of people who use services with their care and support and social-care related quality of life. Both of these are reflected in Somerset's performance.

The 2016/17 ASCOF report has not been produced yet and we are expecting to receive comparative ASCOF data imminently at which point we will produce a detailed analysis.

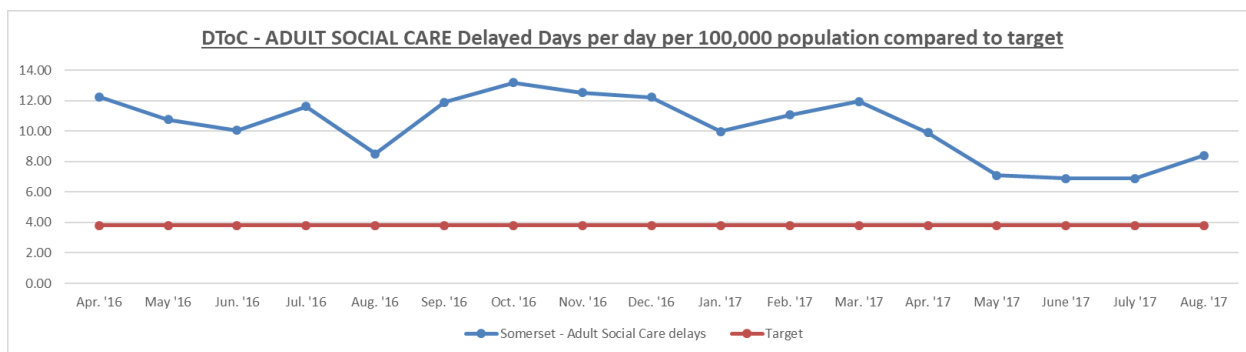
- 4.2. Somerset's performance against the two measures concerned with clients with learning disabilities (Tables C and D in Appendix A) is good. In both cases Somerset's performance at the end of 2015/16 was ahead of the national and comparator group average. In both cases 2016/17 data showed further improvements.
- 4.3. However, the 2015/16 ASCOF report also highlights areas for improvement. A key measure of personalisation is the proportion of eligible users who receive a personal budget. In this measure Somerset's performance is poor and well below the national average. Performance during 2016/17 increased slightly from 2015/16 and 2017/18 to date shows a further improvement but Table A in Appendix A shows that Somerset remains an outlier on this measure.
- 4.4. In terms of placements in residential and nursing homes, in 2015/16 Somerset placed more younger adults (aged 18-64) than both the national and comparator group average. The projected outturn for 2017/18 suggests performance will be in line with 2016/17. Somerset's performance was better than the national average for older people (aged 65+) where our placement numbers were amongst the lowest in the family group. However, the projected outturn for 2017/18 (based on placements made between April and September) shows a marked increase in placement numbers.

#### 5. Delayed Transfers of Care (DToC)

- 5.1. A delayed transfer of care occurs when a patient is medically fit for discharge from acute or non-acute care and is still occupying a bed. *Definition taken from LGA 'Delayed Transfers of Care Statistics for England 2016/17' report.*
- 5.2. The chart below shows Somerset's performance against the DToC target for delays attributable to Adult Social Care. The target is stated as a number of delayed days per calendar day per 100,000 population. For Somerset the target is 3.8 and this is meant to be achieved by November 2017. Somerset's performance at the end of August was 8.42.



5.3



Appendix B provides some further analysis and benchmarking data as well as a summary of 'what good looks like' in terms of hospital flow.

## 6. Promoting Independence Strategy

6.1. A new strategy has been drafted setting out the 6 key areas of work Adult Social Services are concentrating their efforts on in order to achieve improved outcomes for those people we support to better promote independence, manage demand and understand the impact of our interventions.

6.2 The strategy concentrates on the following objectives, each of which are underpinned by key performance metrics:

1. Early help and prevention
2. Customer Focus through the front door of the Council and from acute hospitals
3. Effective short-term interventions for people from the community
4. Designing the care system for people with long-term care and support needs
5. Developing a workforce that promotes independence and community-led solutions
6. Governance and management arrangements to sustain improvements.

6.3 In practice, this strategy is about:

- Maximising independence to support people to remain in their homes and communities, without formal social care support wherever possible
- A changed relationship with the public where we manage expectations and are realistic about what we can do and what we expect from individuals, families and communities
- Working differently with partners to support people to get the right level and type of support at the right time
- Asking staff to think and practice in new and different ways
- Ensuring we have the right enablers in place to achieve our ambitions.

6.4

The Strategy will be finalised shortly, at which point it will be communicated widely with relevant stakeholders, including elected members and via Scrutiny. Future performance updates and reports from Adult Services are anticipated to be structured in a way that aligns to the Strategy and captures progress against performance measures.

## 7. Action Plan

- 7.1 The table below formed part of the paper presented in March 2017 and summarises the key actions to be undertaken in order to improve performance in Adult Social Care. Updates are included for each action:

	<b>WHAT IS THE ACTION?</b>	<b>WHO IS RESPONSIBLE?</b>
1.	<p>Continue to push for performance improvement through PIMs process. Focus on data, what is working, what needs improving and rapid improvement cycle to ensure actions result in positive and enduring change.</p> <p>Update – June 2017: at the quarterly PIMS meeting at the beginning of June it was agreed that a new performance framework will be produced utilising the “Six steps to managing demand...” publication from the IPC.</p> <p>Update – November 2017: see section 6 above re Promoting Independence Strategy.</p>	Stephen Chandler
2.	<p>Continue to focus on ASCOF measures and benchmarking data at regular monthly ASC management meetings.</p> <p>Update – June 2017: performance has a regular monthly agenda slot at ASC management meetings.</p> <p>Update – November 2017: performance continues to be a regular monthly agenda item at ASC management meetings.</p>	Business Manager, Adult Social Care
3.	<p>Utilising the ASCOF benchmarking data, identify the high performing authorities for each measure and make contact with them to assimilate learning.</p> <p>Update – June 2017: see above, the focus of ASC management meetings over the last few months has been on understanding Somerset’s performance. We will now need to start to link with high performing authorities during 2017/18.</p> <p>Update – November 2017: we are awaiting the publication of the ASCOF report for 2016/17. This is normally published in early October but we are awaiting confirmation of the release date from the Department of Health.</p>	ASC Management Meeting
4.	<p>Complete the actions identified in the action plan for the recent ‘Data Quality’ audit completed by South West Audit Partnership.</p>	Business Manager, Adult Social Care

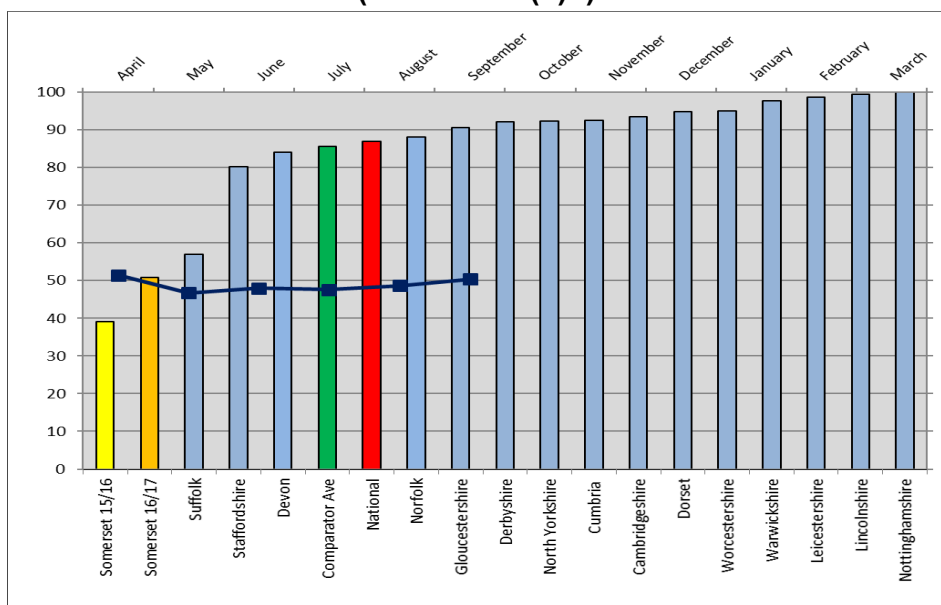
	<p>Update – June 2017: action plan is being worked through. However, system limitations mean that not all actions can be completed.</p> <p>Update – November 2017: an update was provided to Audit Committee in September explaining that system limitations meant not all actions were achievable but also explaining that a process for procuring a new Adult Social Care system was starting.</p>	
5.	<p>Continue to train and then support front line staff to input data at source in AIS and ensure checks in place to maintain that integrity of data.</p> <p>Update – June 2017: phase A of this work is almost complete with the majority of front line staff receiving training to input assessments and reviews. Phase B will see training to record appropriate outcomes on triage/duty.</p> <p>Update – November 2017: new triage arrangements are now live in all 4 areas with operational staff recording contact outcomes.</p>	Business Manager, Adult Social Care
6.	<p>Adult Social Care Systems Review to increase efficiency, effectiveness and quality of data.</p> <p>Update – June 2017: Systems Review continues and is also now linking with innovation work in Taunton. Performance modelling is now underway.</p> <p>Update – November 2017: the Systems Review has now developed a model with 7 key metrics. Work continues to test this model.</p>	TAP Programme – currently being piloted in Taunton and Sedgemoor & West Somerset (SAWS)
7.	<p>Following the completion of the 2016/17 Adult Social Care survey, produce an action plan to ensure the results are properly understood and that improvement actions are put in place.</p> <p>Update – June 2017: although results of the survey are available in draft we will wait until final results are confirmed before formulating this action plan.</p> <p>Update – November 2017: finalised results for the 2016/17 Adult Social Care Survey have only just been released and we are currently analysing, after which an action plan will be produced.</p>	Stephen Chandler

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## Scrutiny Report – Adult Social Care Performance: Appendix A

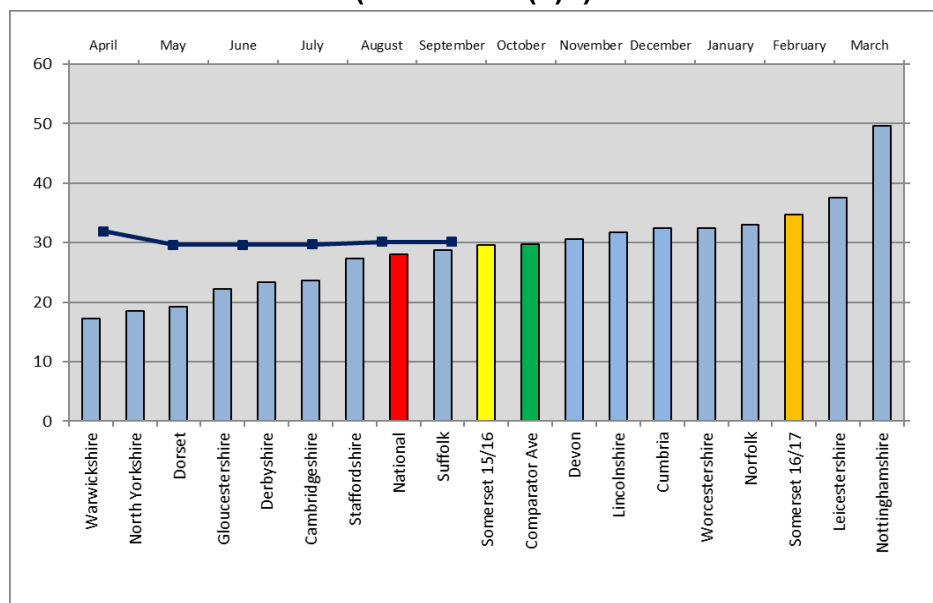
Tables A to F below show the 2015/16 (yellow bar) and 2016/17 (orange bar) outturn performance measures from ASCOF for Somerset and the 2015/16 outturn for Somerset’s family group (blue bars). The red bar shows the national average for 2015/16 and the green bar shows the average for our family group. The line shows Somerset’s performance to date in 2017/18 (using top axis).

### A. Proportion of people using social care who receive self-directed support (ASCOF 1C(1)a):



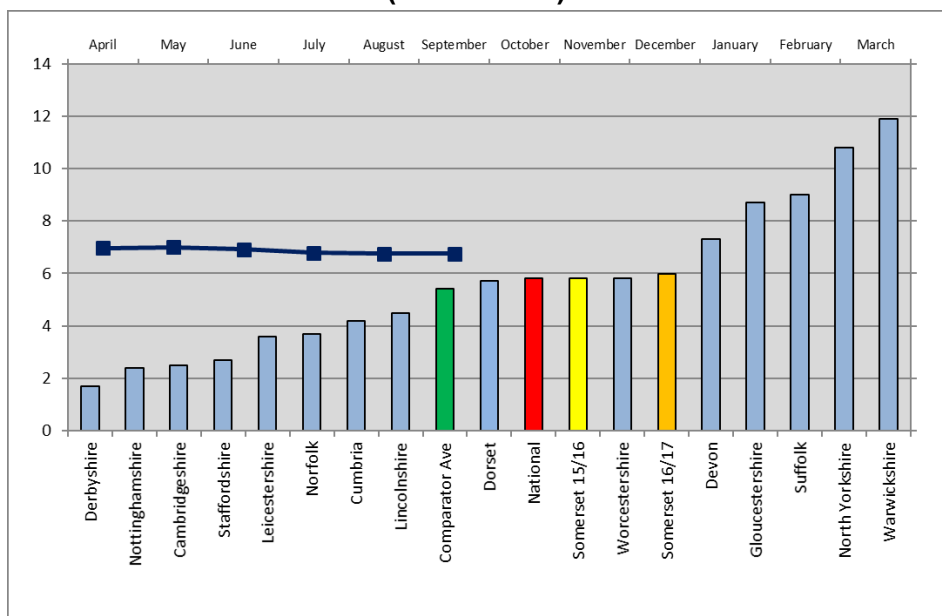
**Commentary:** Higher is better. Somerset’s performance against this measure is poor and is significantly below both the national and comparator group average.

### B. Proportion of people using social care who receive direct payments (ASCOF 1C(2)a):



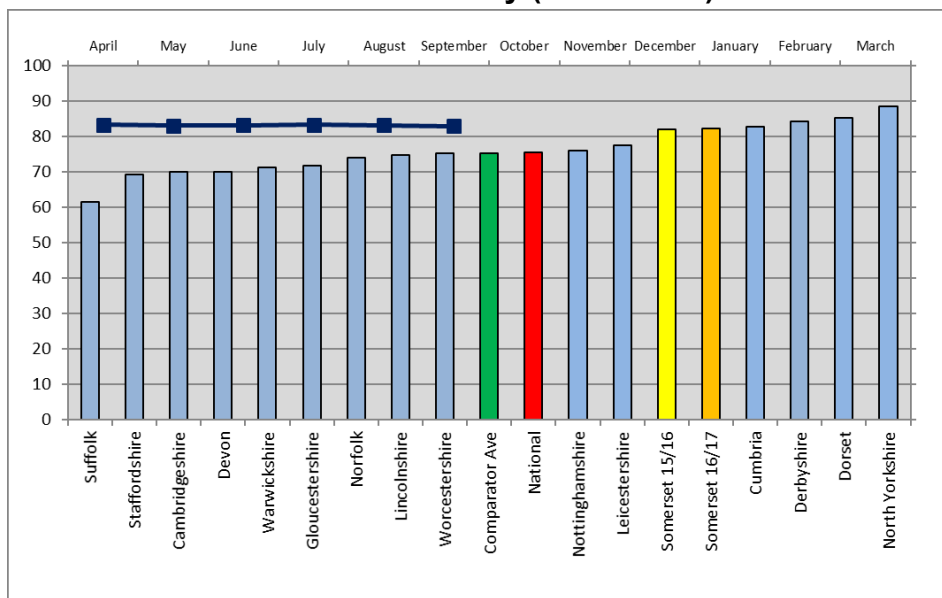
**Commentary:** Higher is better. Somerset's performance is good. It is above the national average and in line with the comparator group average. 2016/17 performance was slightly above performance in 2015/16.

**C. Proportion of adults with learning disabilities in paid employment (ASCOF 1E):**



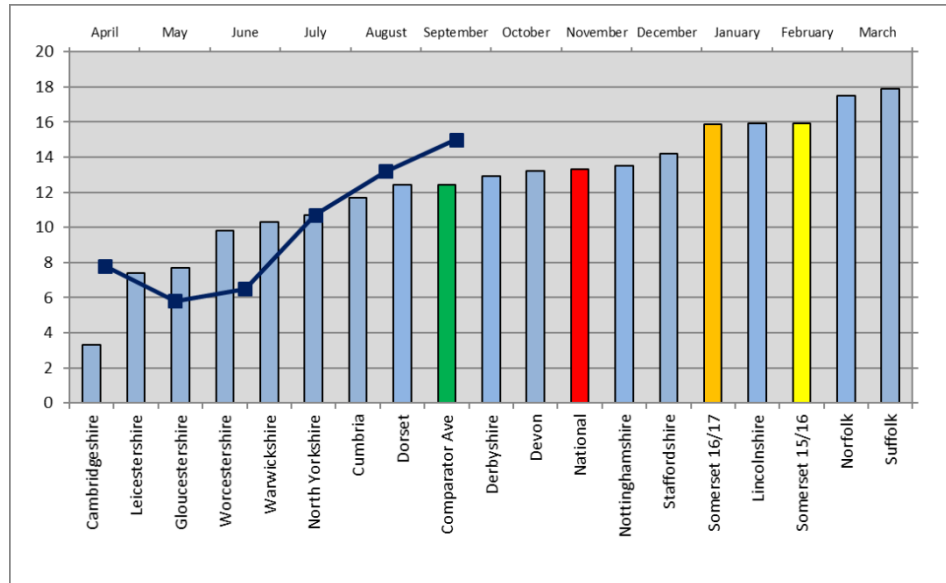
**Commentary:** Higher is better. Somerset's performance is slightly above both the national average and the average for the comparator group. 2017/18 performance shows further improvement.

**D. Proportion of adults with learning disabilities who live in their own home or with their family (ASCOF 1G):**



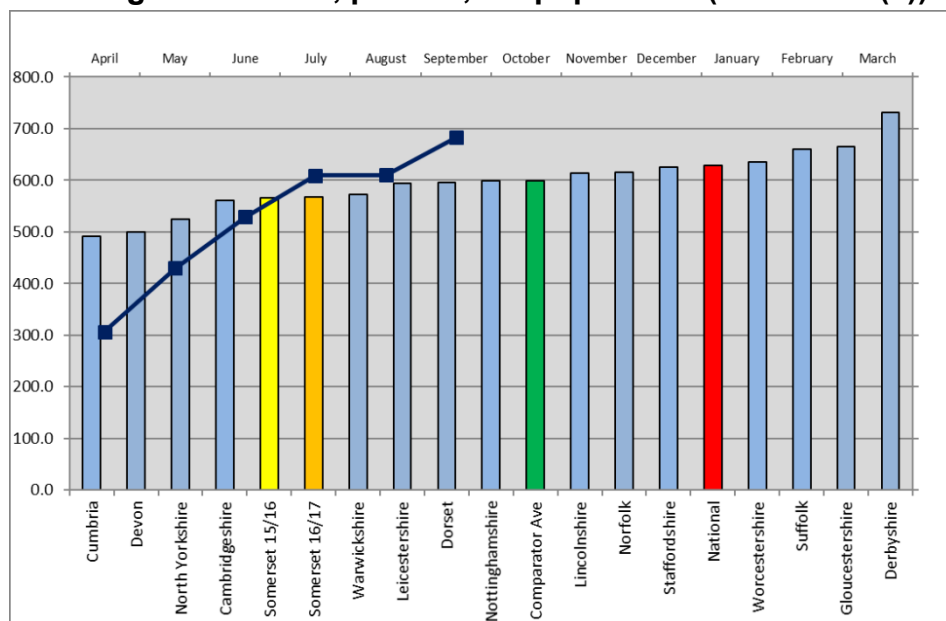
**Commentary:** Higher is better. Somerset's performance is good and is above both the national and comparator group averages.

**E. Permanent admissions of younger adults (aged 18 to 64) to residential and nursing care homes, per 100,000 population (ASCOF 2A(1)):**



**Commentary:** Lower is better. Somerset's performance in 2015/16 was poor. Placement numbers were above the national and comparator group averages and Somerset was one of the highest placing councils in the comparator group. Performance in 2016/17 was slightly better than 2015/16 performance.

**F. Permanent admissions of older people (aged 65+) to residential and nursing care homes, per 100,000 population (ASCOF 2A(2)):**



**Commentary:** Lower is better. Somerset's performance in 2015/16 was better than the national and comparator group averages. Performance in 2016/17 showed a slight deterioration compared to 2015/16. The forecast outturn for 2017/18 shows a further deterioration in performance.

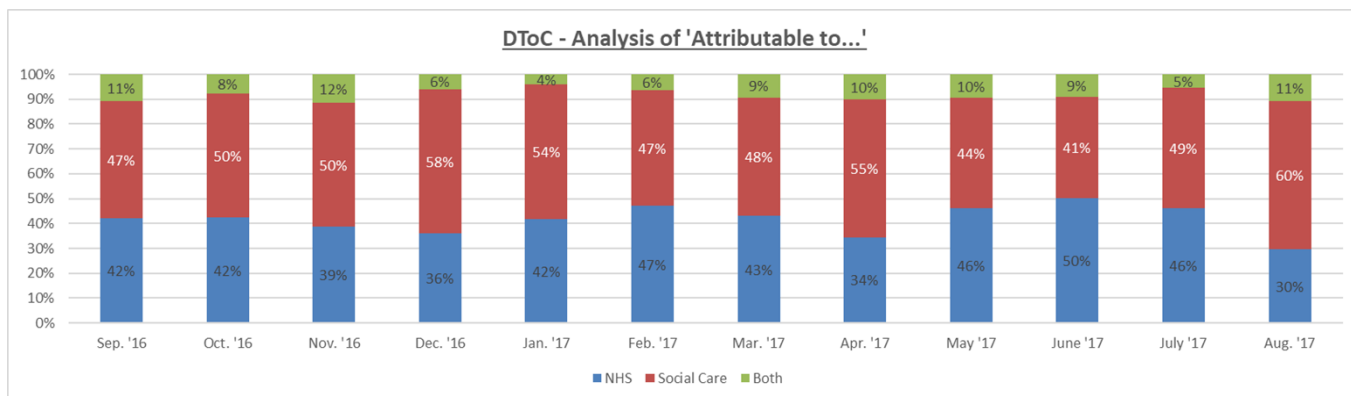
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## Scrutiny Report – Adult Social Care Performance: Appendix B

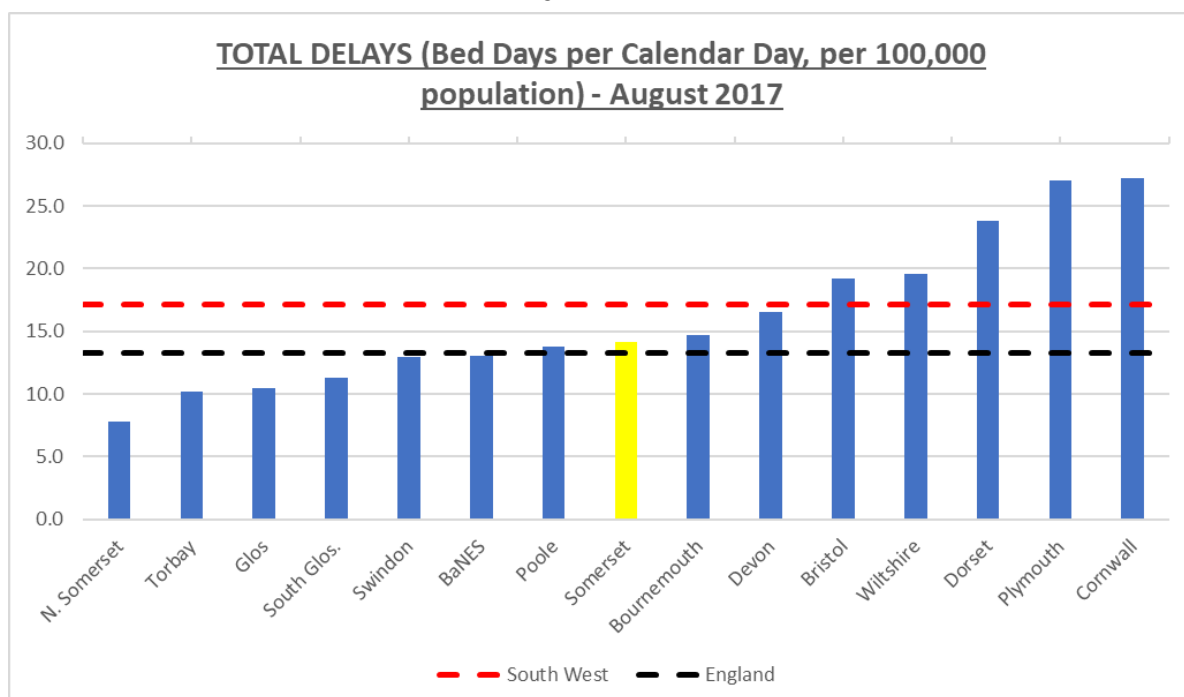
The charts below show how Somerset’s performance on DToC has changed over the past 12 months and also provides some comparison both nationally and regionally.

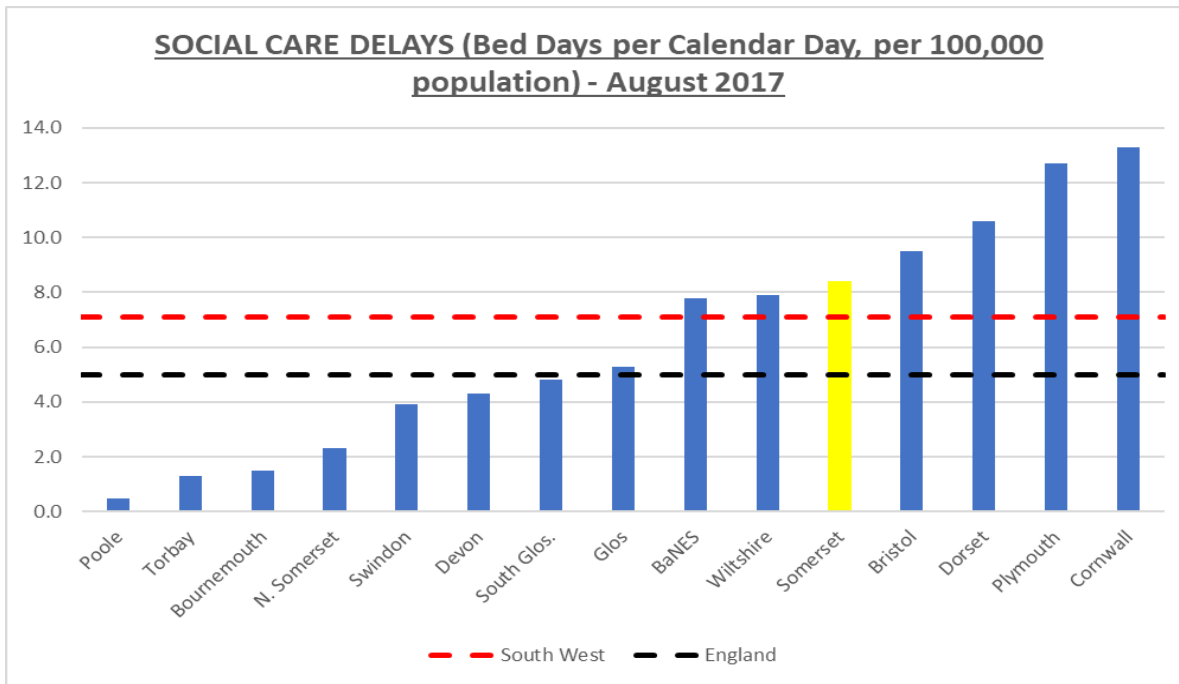
### A. Analysis of ‘Attributable to...’ – all delays are attributable to either; NHS, Social Care or Both. This chart shows how this breakdown has changed over the last 12 months:



**Commentary:** The statistical release from the Department of Health that accompanied the publication of the August data shows that on average 37.3% of delays were attributable to Adult Social Care. Somerset’s August performance makes us an outlier.

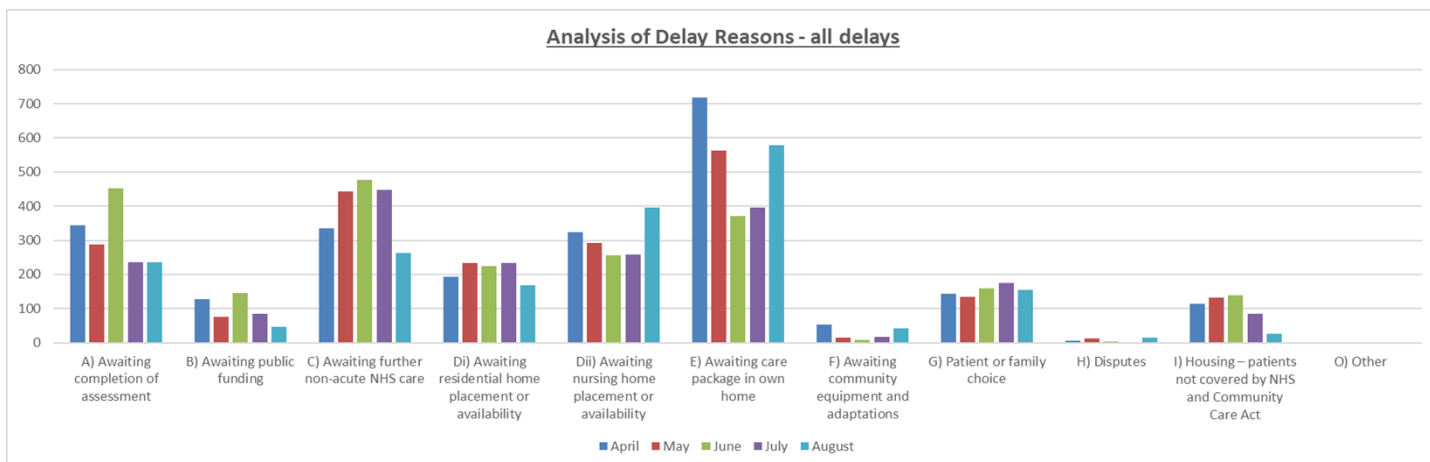
### B. South West Region comparison of Delayed Bed Days (average number of delayed days per calendar day) per 100,000 population for August 2017:





**Commentary:** For all delays (NHS, Social Care and Both) Somerset's August performance puts us 8<sup>th</sup> out of 15 South West LAs and 107<sup>th</sup> Nationally. For Social Care attributable delays Somerset are ranked 11<sup>th</sup> in the South West and 130<sup>th</sup> Nationally.

### C. Analysis of Delay Reasons – April to August 2017:



**Commentary:** Across these 5 months an average of 25% of delays were due to 'Awaiting Care Package in Own Home'. The statistical release from the Department of Health in August states that nationally this is the number one reason for Social Care delays.

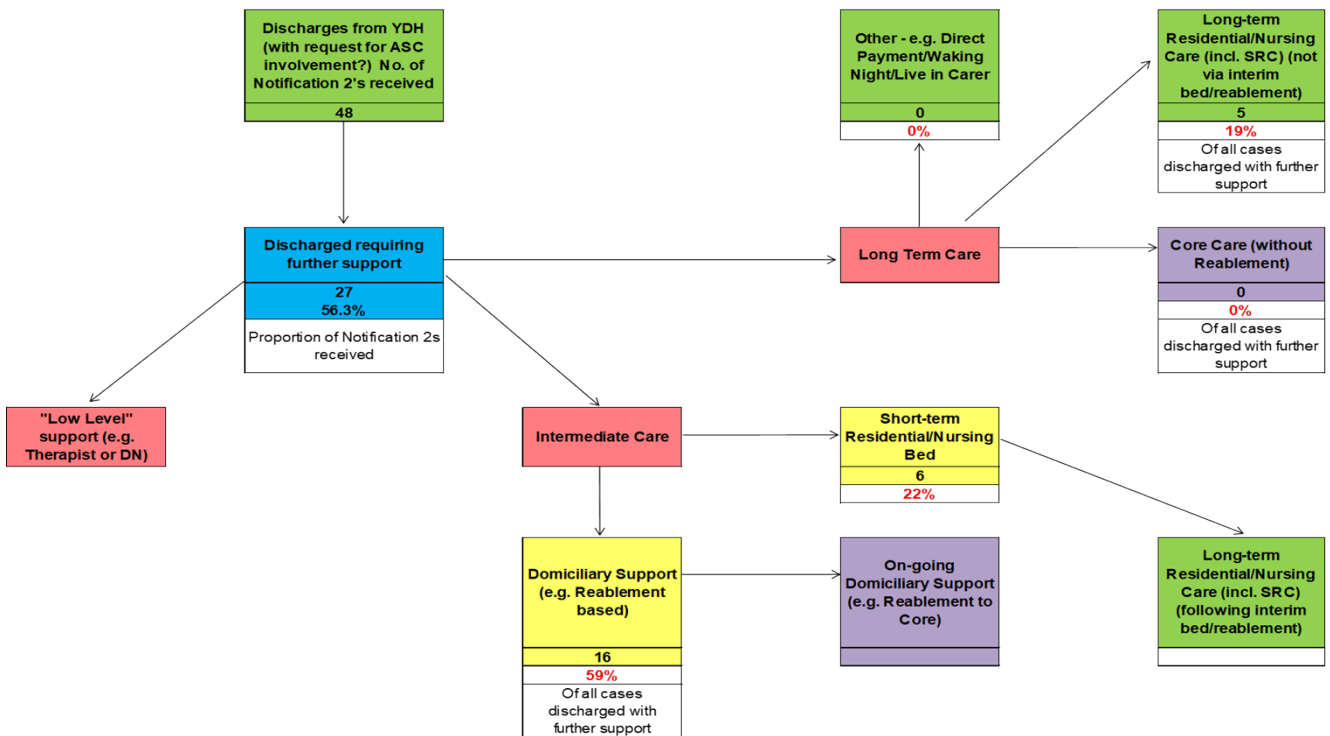
### D. What does good look like?

We now have a clear definition of what good looks like in terms of hospital flow and are monitoring each of these measures on a monthly basis:

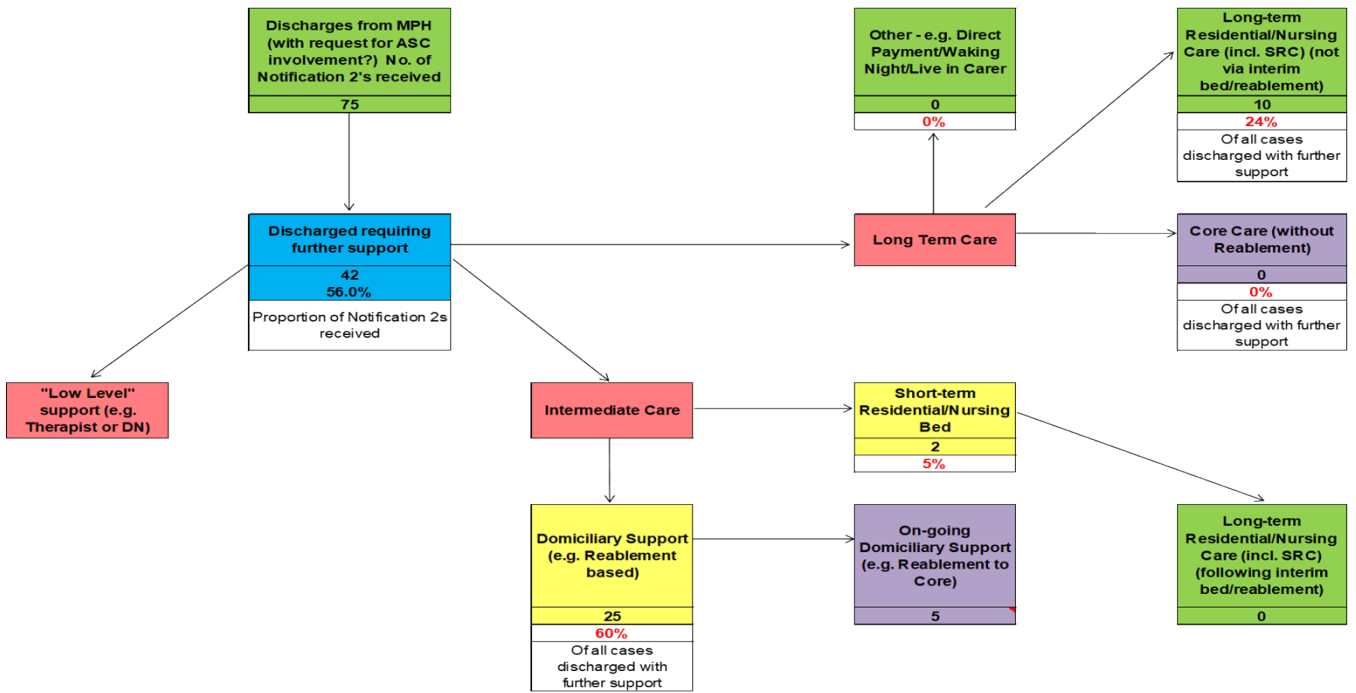
- 300 out of every 1,000 (approx.. 30%) of older people (65+) admitted to hospital are discharged requiring further support,
- Of these 300 admissions, 250 of them should be discharged into Reablement services (either bed based [25] or domiciliary [225]),
- Approx. 86 people discharged into reablement support (either bed based or domiciliary) require on-going (core) domiciliary support. This equates to 8.6% of total hospital discharges and approx. 34% of discharges into reablement,
- Approx. 8 people discharged into reablement support (either bed based or domiciliary) require long-term residential/nursing placements. Less than 1% of total hospital discharges and approx. 3% of discharges into reablement.
- Zero discharges direct to long-term residential/nursing placements,
- Zero discharges direct to core domiciliary care.

An example of how we are monitoring patient flow is shown in the diagrams below – these are for Musgrove Park Hospital and Yeovil District Hospital for September 2017.

Snapshot - Yeovil District Hospital - September 2017:



Snapshot - Musgrove Park Hospital - September 2017:



## Scrutiny for Adults and Health Work Programme – November 2017

Agenda item	Meeting Date	Details and Lead Officer
<b>Community Safety Themed meeting</b>	<b>06 December 2017</b>	
Corporate Performance Monitoring Report – Q2 2017/18		Emma Plummer
Update on Domestic Abuse Services		Lucy Macready
NHS 111 and OOH service		Alison Henly
Suicide Prevention		Louise Finis
	<b>12 January 2017</b> (Joint committee with Children’s Scrutiny)	
Children and Young People’s Mental Health issues		
	<b>24 January 2017</b>	
Patient Safety & Quality Report – Q2 2017		Sandra Corry (CCG)
	<b>7 March 2017</b>	

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

**To be added:**

- CQC Inspection findings (as applicable)
- Community Safety Conference
- Shared Maternity & Paediatric Services (as applicable)
- Mental Health Promotion and new Prevention Concordat
- Update on the Health & Wellbeing Strategy
- Update on the County Plan
- Drugs and Alcohol services in Somerset update
- South West Ambulance Service

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## 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 Julia Jones in the Community Governance Team by telephoning (01823) 359027 or 357628.

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

To make representations about proposed decisions:

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

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



FP Refs	Decision Date/Maker	Details of the proposed decision	Documents and background papers to be available to decision maker	Does the decision contain any exempt information requiring it to be considered in private?	Contact Officer for any representations to be made ahead of the proposed decision
<b>FP/17/07/05</b> First published: 13 July 2017	Not before 1st Nov 2017 Cabinet Member for Highways and Transport	Issue: Award of specialist traffic signals contract. Decision: To approve the procurement of specialist Traffic Signals design services via a Framework contract.	Notification for Traffic Signals Specialist services Framework contract Confidential tender appendix	Part exempt	Bev Norman, Service Manager - Traffic Management, Traffic & Transport Development, John Kitchen, Traffic Control Engineer, Traffic Control, Traffic & Transport Development Tel: 01823358089, Tel: 01823358140
<b>FP/17/09/14</b> First published: 26 September 2017	2 Nov 2017 Cabinet Member for Children and Families	Issue: Expansion of Norton Fitzwarren Primary School Decision: Approval to fund expansion of Norton Fitzwarren Church School (an Academy) to meet Local Authority Statutory Duty to provide sufficient school places	Cabinet Member Key Decisions Oct 2017		Elizabeth Smith, Service Manager – Schools Commissioning Tel: 01823 356260
<b>FP/17/08/01</b> First published: 14 August 2017	3 Nov 2017 Cabinet Member for Children and Families	Issue: AdoptSW, Regional Adoption Agency (RAA) virtual Adoption Panel Decision: Operating an AdoptSW adoption panel is a first step to regionalisation ahead of the move to full regionalisation on 1st April 2018.	Adopt SW Decision Report		Suzanne Lyus, Operations Manager, Resources - Fostering Adoption Placements Tel: 01823357146
<b>Fp/17/03/11</b> First published: 29 March 2017	Not before 6th Nov 2017 Cabinet Member for Resources and Economic Development	Issue: Asset Rationalisation : A refreshed approach Decision: Sets out our principles for a refreshed approach to assets and disposals with a more proactive approach working with services in order to deliver the council's priorities			Claire Lovett, Head of Property Tel: 07977412583

FP Refs	Decision Date/Maker	Details of the proposed decision	Documents and background papers to be available to decision maker	Does the decision contain any exempt information requiring it to be considered in private?	Contact Officer for any representations to be made ahead of the proposed decision
<b>FP/17/09/08</b> First published: 15 September 2017	Not before 6th Nov 2017 Director of Commissioning for Economic and Community Infrastructure, Finance & Performance Director	Issue: SCC to proceed with the delivery of the iAero (Yeovil) Centre project at risk, pending final approval of the entire £6.84 million external funding package (ERDF and Growth Deal) Decision: SCC proceeding with the delivery of the iAero (Yeovil) Centre project at risk, pending final approval of the entire external funding package			Lynda Madge, Commissioning Manager – Economy & Planning Tel: 01823 356766
<b>FP/17/08/16</b> First published: 1 September 2017	Not before 6th Nov 2017 Cabinet Member for Resources and Economic Development	Issue: Library Service Redesign - Strategy Decision: Agree the recommendation of commissioners (following a strategic review of delivery model options) to continue to manage the Library Service predominantly in- house and not to pursue an alternative / externalised delivery model for the whole service for the next three years. 2. Agree a revised outcomes framework for the Library Service for the period to 2020/21. 3. Agree a 3 year strategy for the library service to put the service on a sustainable, affordable financial footing whilst maximising the delivery of outcomes, having regard to potential impacts assessed. 4. Endorse the proposed process and timetable for developing and consulting on specific proposals to implement the overarching service re-design strategy.	Appraisal of alternative service delivery model options Library service redesign Cabinet Report - December 2015	Part exempt	Oliver Woodhams, Strategic Manager, Community and Traded Services Tel: 07977400667

FP Refs	Decision Date/Maker	Details of the proposed decision	Documents and background papers to be available to decision maker	Does the decision contain any exempt information requiring it to be considered in private?	Contact Officer for any representations to be made ahead of the proposed decision
<b>FP/17/06/07</b> First published: 26 June 2017	Not before 6th Nov 2017 Director of Commissioning for Economic and Community Infrastructure, Commercial & Business Services Director	Issue: Authorise the purchase of Land at Cathedral Park, Wells for the development of Wells Technology Enterprise Centre. Decision: Authority to: • Purchase of land at Cathedral Park, Wells for the development of the Wells Technology Enterprise Centre	Any relevant decision paper which have acted as precursors to this decision paper.		Nathaniel Lucas, Senior Economic Development Officer Tel: 01823359210
<b>FP/17/07/10</b> First published: 24 July 2017	Not before 6th Nov 2017 Director of Commissioning for Economic and Community Infrastructure, Finance & Performance Director	Issue: Wells Technology Enterprise Centre (WTEC) – Approval to start a procurement process, to accept ERDF/LEP funding and sign the grant funding agreements Decision: Approval to accept the ERDF/LEP funding and sign the grant funding agreements for the WTEC development. Approval to start the procurement process to find a suitable supplier for the development of the WTEC.		Part exempt	Nathaniel Lucas, Senior Economic Development Officer Tel: 01823359210
<b>FP/17/02/01</b> First published: 14 February 2017	Not before 6th Nov 2017 Commercial & Business Services Director	Issue: Award of Contract for the provision of a 3 Classroom Block at Court Fields School, Wellington Decision: To approve the awarding of the contract to the successful contractor	Confidential Financial Report Capital Programme Paper	Part exempt	Carol Bond, Project Manager, Property Programme Team Tel: 01823 355962

FP Refs	Decision Date/Maker	Details of the proposed decision	Documents and background papers to be available to decision maker	Does the decision contain any exempt information requiring it to be considered in private?	Contact Officer for any representations to be made ahead of the proposed decision
<b>FP/17/08/01</b> First published: 9 August 2017	Not before 6th Nov 2017 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		Richard Williams, Commercial & Business Services Director Tel: 01823 359007
<b>FP/17/09/03</b> First published: 11 September 2017	Not before 6th Nov 2017 Director of Commissioning for Economic and Community Infrastructure, Finance & Performance Director	Issue: iAero (Yeovil) Aerospace Centre (2,500 sq m) Acceptance of Growth Deal Funding Decision: The acceptance of the offer of Heart of the South West LEP Growth Deal funding, commence the procurement process for a management operator the the iAero (South) Centre, and commence procurement process for the construction of the iAero (South ) Centre			Lynda Madge, Commissioning Manager – Economy & Planning Tel: 01823 356766

FP Refs	Decision Date/Maker	Details of the proposed decision	Documents and background papers to be available to decision maker	Does the decision contain any exempt information requiring it to be considered in private?	Contact Officer for any representations to be made ahead of the proposed decision
<b>FP/17/07/03</b> First published: 10 July 2017	Not before 13th Nov 2017 Cabinet Member for Highways and Transport	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: <ul style="list-style-type: none"> <li>• the acquisition of land required for the construction of the M5 Junction 25 highways scheme</li> <li>• the continued development of the scheme.</li> </ul>	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	Part exempt	Sunita Mills, Service Commissioning Manager Tel: 01823 359763
<b>FP/17/04/08</b> First published: 24 April 2017	Not before 13th Nov 2017 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
<b>FP/17/09/06</b> First published: 13 September 2017	Not before 13th Nov 2017 Cabinet Member for Children and Families	Issue: The transfer of Educational services within North Somerset to SCC's Support Services for Education Decision: The transfer of Educational services within North Somerset and associated staff to Support Services for Education from April 2018.			Ian Rowswell

FP Refs	Decision Date/Maker	Details of the proposed decision	Documents and background papers to be available to decision maker	Does the decision contain any exempt information requiring it to be considered in private?	Contact Officer for any representations to be made ahead of the proposed decision
<b>FP17/09/07</b> First published: 13 September 2017	Not before 13th Nov 2017 Cabinet Member for Children and Families, Commercial & Business Services Director	Issue: Creation of two new Academies in Somerset Decision: The Secretary of State for Education has directed via an Academy Order, the conversion to Academy Status for the following two schools - King Alfred School and Pawlett Primary School. This is a technical decision to facilitate the transfer of land and non fixed assets			Elizabeth Smith, Service Manager – Schools Commissioning Tel: 01823 356260
<b>FP/17/09/18</b> First published: 10 October 2017	Not before 13th Nov 2017 Cabinet Member for Highways and Transport	Issue: West Somerset Railway - Funding of Phase two of the level crossing upgrade at Seaward Way, Minehead Decision: That the Cabinet Member for Highways and Transport authorises the expenditure of £850,000 for Phase Two of the West Somerset Railway (WSR) level crossing upgrade at Seaward Way, Minehead			Neil Guild, Highways Asset Improvement Officer
<b>FP17/7/06</b> First published: 19 July 2017	15 Nov 2017 Cabinet	Issue: Medium Term Financial Plan 2018/19 - proposed revenue savings Decision: To consider the proposed revenue themed savings and proposed approach			Kevin Nacey Tel: 01823 359014

FP Refs	Decision Date/Maker	Details of the proposed decision	Documents and background papers to be available to decision maker	Does the decision contain any exempt information requiring it to be considered in private?	Contact Officer for any representations to be made ahead of the proposed decision
<b>Fp/17/09/15</b> First published: 2 October 2017	15 Nov 2017 Cabinet	Issue: Annual report of the Director of Public Health Decision: To receive the annual report and comment on any issues raised			Trudi Grant, Public Health Director Tel: 01823 359015
<b>FP/17/09/17</b> First published: 10 October 2017	15 Nov 2017 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
<b>FP/17/10/01</b> First published: 12 October 2017	15 Nov 2017 Cabinet	Issue: Children's Services Improvement Programme - Workforce update Decision: to consider an update from the HR & OD Director			Chris Squire, HR & OD Director Tel: 01823 310055
<b>FP/17/09/13</b> First published: 26 September 2017	15 Nov 2017 Cabinet	Issue: Decision to conclude the award of a contract for the provision of highway improvements at Colley Lane Southern Access Road Decision: Agree to let a contract for highway bridge construction and associated works at Colley Lane Southern Access Road			Sunita Mills, Service Commissioning Manager Tel: 01823 359763

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



FP Refs	Decision Date/Maker	Details of the proposed decision	Documents and background papers to be available to decision maker	Does the decision contain any exempt information requiring it to be considered in private?	Contact Officer for any representations to be made ahead of the proposed decision
<b>FP/17/08/11</b> First published: 16 August 2017	15 Nov 2017 Cabinet	Issue: 2017/18 Treasury Management mid-year report Decision: to consider and recommend to November's Full Council the mid-year report			Alan Sanford, Principal Investment Officer Tel: 01823 359585
<b>Fp17/09/11</b> First published: 25 September 2017	15 Nov 2017 Cabinet	Issue: Heart of the South West - Productivity consultation response Decision: To consider the proposed Productivity Plan consultation response for submission			Paul Hickson, Strategic Manager - Economy and Planning Tel: 07977 400838
<b>FP/17/09/10</b> First published: 25 September 2017	15 Nov 2017 Cabinet	Issue: Heart of the South West - Proposed Joint Committee Decision: To consider a report setting out the proposed Joint Committee arrangements			Julian Gale, Strategic Manager - Governance & Risk and Monitoring Officer Tel: 01823 359047
<b>FP/17/09/12</b> First published: 26 September 2017	15 Nov 2017 Cabinet	Issue: Somerset Waste Partnership Draft Business Plan 2018-2023 Decision: To consider the draft Business Plan and provide any comments back to the Somerset Waste Board on behalf of SCC			Mickey Green, Strategic Manager - Commissioning Development Tel: 01823356897

FP Refs	Decision Date/Maker	Details of the proposed decision	Documents and background papers to be available to decision maker	Does the decision contain any exempt information requiring it to be considered in private?	Contact Officer for any representations to be made ahead of the proposed decision
<b>FP/17/10/02</b> First published: 19 October 2017	Not before 20th Nov 2017 Commercial & Business Services Director	Issue: County Hall A Block - Priority 1 repairs and maintenance Decision: Approval of Priority 1 design and repair works to A Block boiler and decant costs to clear A Block in readiness to carry out boiler works	Key Decision paper: Early works and decant phase equalities impact assessment Critical works cost summary Capital Investment Proposal for A Block Priority 1 works submitted 11/8/17		
<b>FP/17/09/16</b> First published: 10 October 2017	Not before 20th Nov 2017 Commercial & Business Services Director, Cabinet Member for Children and Families	Issue: Creation of a new Academy in Somerset Decision: West Buckland Community Primary School - This is a technical decision to facilitate the transfer of land and non fixed			Elizabeth Smith, Service Manager – Schools Commissioning Tel: 01823 356260
<b>FP/17/09/02</b> First published: 11 September 2017	Not before 27th Nov 2017 Director of Commissioning for Economic and Community Infrastructure	Issue: Somerset Energy Innovation Centre - Building 2 (2,000 sq m) Decision: The acceptance of the offer of ERDF FUNDING (£869,090), subject to legal acceptability of the final funding agreement for the Somerset Energy Innovation Centre, Phase 2			Lynda Madge, Commissioning Manager – Economy & Planning Tel: 01823 356766

FP Refs	Decision Date/Maker	Details of the proposed decision	Documents and background papers to be available to decision maker	Does the decision contain any exempt information requiring it to be considered in private?	Contact Officer for any representations to be made ahead of the proposed decision
<b>FP/17/09/04</b> First published: 11 September 2017	Not before 27th Nov 2017 Finance & Performance Director, Director of Commissioning for Economic and Community Infrastructure	Issue: iAero (Yeovil) Aerospace Centre (2,500 sq m) Acceptance of ERDF Funding Decision: The acceptance of the offer of ERDF funding (£2.8 million), for the iAero (Yeovi) Aerospace Centre			Lynda Madge, Commissioning Manager – Economy & Planning Tel: 01823 356766
<b>FP/17/10/03</b> First published: 19 October 2017	Not before 27th Nov 2017 Cabinet Member for Children and Families	Issue: Proposed ASD Base at Holway Park Primary School, Taunton Decision: To approve the appointment of a contractor			Carol Bond, Project Manager, Property Programme Team Tel: 01823 355962
<b>FP/17/09/01</b> First published: 11 September 2017	Not before 4th Dec 2017 Cabinet Member for Children and Families	Issue: Prescribed Alteration to Selworthy School - Implementation Decision: To implement the proposal to expand Selworthy School on to a second site in Taunton			Phil Curd, Service Manager: Specialist Provision and School Transport Tel: 01823 355165
<b>FP/17/08/12</b> First published: 17 August 2017	17 Jan 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

FP Refs	Decision Date/Maker	Details of the proposed decision	Documents and background papers to be available to decision maker	Does the decision contain any exempt information requiring it to be considered in private?	Contact Officer for any representations to be made ahead of the proposed decision
<b>FP/17/09/05</b> First published: 26 September 2017	17 Jan 2018 Cabinet	Issue: South West Peninsula Framework Contract for Independent Fostering Decision: Cabinet will be asked to agree Officer recommendations on award of the contract			Louise Palmer, Strategic Commissioner
<b>FP/17/08/09</b> First published: 16 August 2017	7 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
<b>FP/17/08/08</b> First published: 16 August 2017	7 Feb 2018 Cabinet	Issue: Quarter 3 2017/18 Revenue and Capital budget monitoring report Decision: to consider the quarter 3 update for the 2017/18 revenue and capital budgets			Elizabeth Watkin, Service Manager - Chief Accountant Tel: 01823359573
<b>FP/17/08/08</b> First published: 16 August 2017	7 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 Refs	Decision Date/Maker	Details of the proposed decision	Documents and background papers to be available to decision maker	Does the decision contain any exempt information requiring it to be considered in private?	Contact Officer for any representations to be made ahead of the proposed decision
<b>FP17/08/14</b> First published: 29 August 2017	7 Feb 2018 Cabinet	Issue: Retendering for insurance cover for all external policies and for South West academies. Decision: To approve the appointment of the successful tenderer following an OJEU procurement process for insurance cover. To approve the tender for an all-encompassing insurance policy for academies in the South West (to be administered by SCC but full external cover).	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
<b>FP/17/08/13</b> First published: 25 August 2017	7 Feb 2018 Cabinet	Issue: Family support services for Somerset - Final report on recommendations and proposals Decision: to consider the consultation results and full business case			Philippa Granthier, Assistant Director - Commissioning and Performance, Children's Services Commissioning Tel: 01823 359054

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