

Scrutiny for Policies, Adults and Health Committee
Wednesday 9 May 2018
10.00 am Luttrell Room - County Hall, Taunton



SUPPLEMENT TO THE AGENDA

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

We are now able to enclose the following information which was unavailable when the agenda was published:

Item 5	Learning Disabilities Service Task & Finish Group Report (Pages 3 - 18) To consider this report
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Published on 02 May 2018

Community Governance, County Hall, Taunton

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Report from the Learning Disabilities Contract Task & Finish Group

Lead Officer: Stephen Chandler, Director of Adult Social Services

Author: Cllr Mandy Chilcott, County Councillor for Minehead and Jamie Jackson, Scrutiny Manager

Contact Details: 01823 359040

1. Summary

- 1.1. This report summarises the findings of the Scrutiny Committee for Policies, Adults and Health Task and Finish Group on their further scrutiny of the delivery of SCC's contract for Learning Disability (LD) services in Somerset.
- 1.2. The Group have made a number of recommendations for the Committee to consider, which can be found at Section 2.

2. Issues for Consideration / Recommendation

- 2.1. The Scrutiny Committee for Policies, Adults and Health is asked to agree the following recommendations from the Task and Finish Group
- 2.2.
 - a. Somerset County Council (SCC) should make every effort to achieve its' overriding aim of ensuring the contracts with Dimensions Group and Discovery succeed throughout the duration of the contract.
 - b. SCC through its locality Social Work teams should ensure that the annual review of Individual Needs Assessment (INA) of every Discovery customer is completed and up to date by 30th September 2018. This is in line with Care Act requirements. SCC locality staff should work closely with the individuals, their families and staff in completing the review of needs.
 - c. SCC with Discovery will ensure there is in place an ambitious Person-centred Care Plan (PCP) for every LD customer in Somerset that includes: a personal objective for the customer; a realistic plan for that individual to be stimulated and challenged and where possible, minimises the barriers to achieving all they are capable of. The PCP will build upon the Needs Assessment and be in place no later than 31st December 2018.
 - d. The Adults and Health Scrutiny Committee supports the proposed changes for simplifying and streamlining contractual governance between SCC and Discovery. The revised structure will help clarify roles and responsibilities and ensure that customers, carers families and staff voices are clearly heard.
 - e. The Adults and Health Scrutiny Committee should receive a full briefing on the results from the four surveys initiated by Discovery at their September meeting. The Staffing survey update should include a specific focus on the Retention Strategy and its' impact.
 - f. The Adults and Health Committee should review the progress of all these recommendations, in addition to receiving updates on the Contractual Key Performance Indicators and Dashboard, at its' meetings in September 2018 and March 2019.

3. Background and work undertaken

3.1. On 8th November 2017, the Adults and Health Scrutiny Committee ('the Committee') agreed to form a Task and Finish (T&F) Group to conduct further scrutiny of the delivery of SCC's contract for Learning Disability (LD) services in Somerset. LD services are delivered through Discovery, a Social Enterprise Vehicle created by Dimensions. Discovery started delivering LD services to Somerset people in April 2017.

3.2. The terms of reference for the T&F Group were agreed at the Committee's meeting in December 2017 (attached as Appendix A) and these were:

"The T&F Group is to investigate specific concerns of the Committee, assess its findings and make recommendations to the Committee in order to improve the Committee's scrutiny of LD services.

In Scope. The concerns the T&F Group is to investigate and assess are the adequacy of:

- 1) Discovery's governance arrangements for its contractual delivery of LD services;
- 2) Arrangements for Discovery's management chain to continuously hear the 'voice of the customer' (including LD service users, their carers and families) and the voice of Discovery staff;
- 3) Discovery's staffing (turnover, loss, recruitment, and retention) and staff training and experience, and Discovery's HR planning to ensure that staffing will not compromise the standard of service;
- 4) Measures of Discovery's contract performance, including Key Performance Indicators, that provide good evidence for the Committee to scrutinise Discovery's delivery of LD services.

Out of Scope. The T&F Group is not to investigate or comment on the terms of the contract, including staff terms and conditions.

3.3. Somerset County Council approved the externalisation of the LDPS services in February 2014 and following a comprehensive procurement exercise awarded the contract to Dimensions UK in July 2016 to establish the Social Enterprise Vehicle 'Discovery'. The contract awarded was for 6 years in total recognising the scale and complexity of the transformation expected. The business case sets out clearly the reasons and rationale for the changes that were felt to be necessary. This was in summary to ensure there would be sustainable, high quality services for people with a learning disability for the future.

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.

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

3.4. Learning Disability is defined as brain damage at, or close to, the time of birth. Typically this produces disability in terms of physical, cognitive and emotional health.

The needs of LD customers can be physical, cognitive or emotional. Most LD customers have a combination of these needs and many are among the most vulnerable individuals in Somerset.

There are four main types of LD service:

- Domiciliary care
- Supported Living
- Residential Care
- Day Services, usually provided from day centres.

3.5. General Observations

In general, the Group were very impressed by the Discovery staff's knowledge of their customers and the compassion and skill of their care and support was both humbling and reassuring. It was evident that managers had a good understanding of their customers and the staff who all support the customers well.

It was also very clear that customers felt reassured when they were engaging with staff with whom they were familiar. The importance of staff and the continuity of the customer receiving support by known staff was almost universally commented upon across all the locations we visited. This consistency and knowledge of the customers' needs was highly valued by the customers, carers and families.

The foundation for all LD support and care for an individual customer is the Individual Needs Assessment (INA). This is the legal responsibility of SCC to produce. The INA aims to obtain a full picture of the customer in order to decide what they need to live their day to day life and what further goals they have. Once established, SCC assesses which needs are eligible for support from the public purse. Each customer should have their INA reviewed by the Council at least annually. The Task and Finish Group identified that this is not happening consistently for all customers and although many were in receipt of regular provider reviews, which can supplement an INA, they are not a replacement. This finding is reflected in recommendation b.

The planning of LD care and support should be personalised to the need and aspirations of the individual LD customer. Each individual's needs for care and support are different and they can be met in a variety of ways. Care and support planning should take place with the SCC INA assessor, the customer, their carer (usually family and Discovery staff) and any other significant individual. The result of this is the Care Plan for the individual LD customer. It is then the task of carers and Discovery to implement and deliver the Care Plan. This finding is reflected in recommendation c.

3.6. Governance.

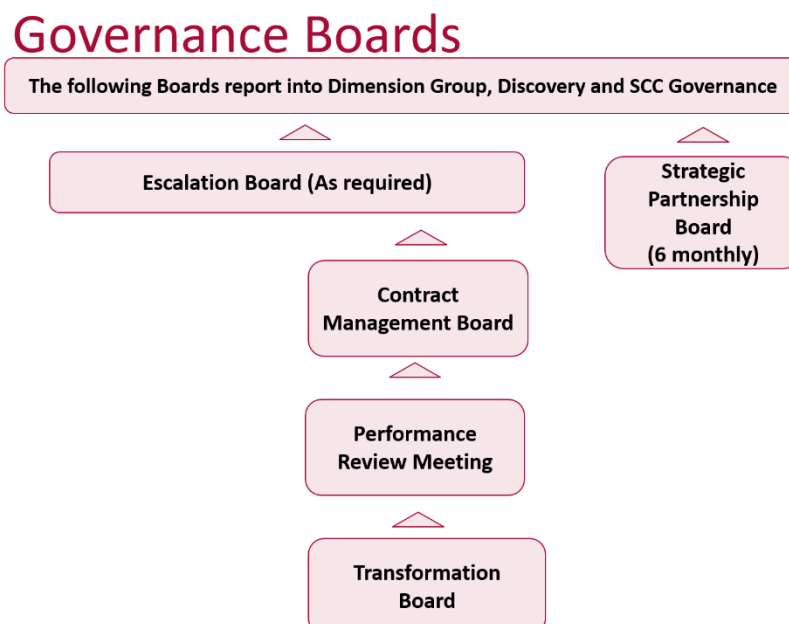
The papers at the October Scrutiny meeting outlined that there was in place, as part of the contractual arrangements, an Escalation Board, Performance Management Board, Contract Management Board, Transformation Board, Monitoring Board, and a strategic partnership board.

The working group is pleased to understand that the governance structure has since been simplified by the combination of two of the boards and that meetings are now run concurrently to minimise impact on time and resources. This is reflected in recommendation d.

Day to day oversight continues to be monitored by "business as usual" meetings between Discovery, Somerset County Council and others on a regular basis or as required. These relate to areas like finance, housing, employment, day opportunities etc and are attended well by all parties. A list of contractual meetings that have taken place since October 2017 is included as Appendix B.

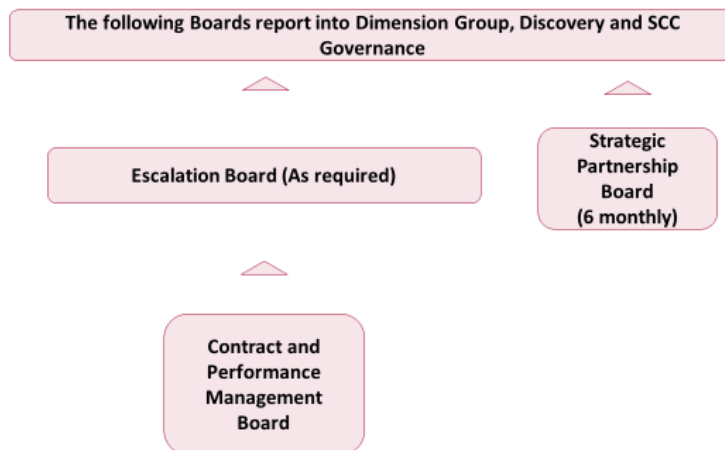
Please find below diagrams detailing the previous and new governance structures. Below that is a table detailing which reports are considered at each meeting within the new structure:-

Previous Governance Structure:



Revised Governance Structure:

Governance Boards



Reporting Performance

Report	Content	Discussed at Board
Performance Monitoring Report and Supplier Scorecard	Details of performance against KPIs	Contract and Performance Board
Management Information	Any MI required under Schedule 2.1 or Schedule 2.3	Contract and Performance Board
Financial Reports	Contract Amendment Report, Quarterly and Annual Contract Reports and Final Reconciliation	Contract and Performance Board Finance oversight
Transformation Reports	Monthly progress reports on the status of the Transformation Projects	Transformation Board
Services Improvement	Annual report to the Contract Management Board on potential efficiencies and service improvements	Contract and Performance Board
Open Book Data	Supplier must maintain Open Book Data for audit by the Authority under clause 15 audit rights	As requested

3.7. Communications

As in all large organisations there is always room for improvement with regards communication and the Group saw elements of this as part of their visits.

As part of the agenda item in November, the Director of Adult Social Services made it very clear that the service was going to need to transform going forward in order to provide an improved service within available resources.

It is clear that there is a varied understanding of what transformation means both in content and timescales across the service and much of the focus is believed to be on Day Centres only. Managing a transformation message, especially in a people facing service was always going to be challenging and from our discussions with staff it is clear that not all communications have hit the mark, even allowing for the fact that some staff are concerned about widespread

change. These comments directly link to points 2 and 3 of the Group's scope (see para 3.2).

As part of their fact finding the Group attended part of a day long Discovery team managers meeting, which included over 40 area directors, Team Managers and Assistant Team Managers. They are the key level of management that Discovery will need to champion the long term vision and be an essential part of its delivery. The communication style in the meeting was largely 'top down' and did not allow for Discovery's management chain to hear the voice of Discovery staff and risked missing the opportunity to update this management tranche on key issues. These comments directly link to bullet points 2 and 3 of the Group's scope.

The Group suggests that increased face to face visits from the Discovery Senior Leadership team would help to improve communication channels in both directions.

At the November Committee meeting Discovery undertook to "fast track a survey with customer, family and friends to establish their views on the first six months of the contract. Following the meeting, Discovery initiated 4 surveys which have all now closed and these included:

1. Colleague survey (managed by an independent organisation – Agenda Consulting)
2. Family survey
3. People we support survey
4. Health Survey based on support for the people we support

The last 3 surveys were managed internally. Agenda Consulting managed the colleague survey to provide anonymity.

Discovery extended surveys 1, 2 and 3 as the return rates were low. In order for the data to have validity Agenda Consulting looked for a 25% minimum return. Having promoted and encouraged colleagues to complete the survey Dimensions received a 27% return. For customers and families a lower return was received.

The level of response is surprisingly low, as we are aware the surveys were promoted and encouraged by both Dimensions and Unison.

The Group are disappointed that the survey results were not available to assist us in the understanding of the issues, however they must be used as a benchmark for all future surveys and the Committee will receive an update at the September Committee meeting.

This therefore links to Recommendation e.

3.8. Staffing

Following our numerous visits it would be accurate for us to reflect that the 'Staff are key in the service' and as already reflected earlier in the report the level of care and compassion demonstrated on our visits to numerous locations was outstanding. They are the key to maintaining a stable, safe and caring service.

The start of the contract led to a number of staff leaving Discovery's employment

and this is to be expected with such a transformational change; however it has resulted in a considerable amount of experience being lost and a challenge to those staff that remain.

The rate of staff leaving has subsequently reduced greatly, however there is an acknowledgement across the board that establishing and developing relationships with customers takes time. Our observations were that across all the locations the Group visited there was considerable difference in the stability of staffing levels. As a group we were concerned that some areas of staff shortages could start to impact on the offer to customers and perhaps result in sessions or options reduced in order to fit with staff availability.

The use of agency staff also adds to the pressure as for some complex cases it takes a long time to understand the customer and how they communicate, and in turn, to understand their needs. A reliance on too many agency staff in one area also means an additional cost and can mean that some areas are rota planning on a day by day basis. These comments directly link to bullet points 3 and 4 of the Group's scope.

The area of staffing must remain a key focus of the Committee as part of its' quarterly performance updates.

3.9. Performance Management

Much of the discussion at the Committee meeting on 8th November 2017, revolved around the lack of reporting information available and that several of the KPI's (Key Performance Indicators) had been suspended.

As part of the Group's work we have established that there are 50 Key Performance Indicators – 12 Key and 38 Performance indicators.

Initially the task and finish Group considered that all 50 should be reported on regularly, however following further analysis and discussion we now believe that it would be more appropriate in the longer term for the Committee to receive quarterly reporting updates based on outcomes and the effect they may have on our customers to assist with scrutinising the contractual performance – i.e. reporting on any red or amber KPI's and highlights from the previous reporting period.

During a meeting between the Group and SCC officers a scorecard for the Discovery Learning Disability Service was presented. This contained much information that the Group felt would assist the scrutiny committee to review Discovery's contractual performance, highlight areas of challenge and note improvements. Areas included workforce totals, starters and leavers, hours delivered and percentage of agency staff. The Committee would also welcome regular contextual narrative regarding the recruitment and retention strategies. The Group noted that whilst this would help to provide the committee with some assurance, if reported regularly it would give the Committee some baseline information to help them compare ongoing performance against the contract.

An example of what the scorecard could contain and look like is attached as Appendix C.

The request to provide scrutiny with a dashboard and reporting of Key

Performance Indicators along with reporting on any red or amber KPI's and highlights from the previous reporting period is reflected within Recommendation f.

3.10. Conclusions

The staff and carers are key to the service and the service is the staff. They are dedicated, caring, professional and provide essential support to many of the most vulnerable and complex that live in Somerset.

There is uncertainty with staff, carers and customers around what transformation means, what the future model of support is and what shape it will take. This needs to be more clearly defined to those impacted as quickly as possible, especially to customers and carers to provide reassurance.

We are a year into a 6-year contract. There are of course areas of improvement, some of which are longstanding and date back to when the service was delivered in-house by SCC.

The current progress of the contract is where SCC expected it to be and scrutinising that progress will be a key role of the Adults and Health Scrutiny over the next 5 years.

4. Consultations undertaken

- 4.1. The Group received briefings from SCC Management and staff, Discovery management and the trade union, UNISON. The group was shown best practice outside Somerset in order to illustrate the aspiration for Somerset LD services. The Group also attended meetings of Discovery team managers, day centre transformation groups and LD boards.

Below is a list of all the Somerset based facilities that the Group visited as part of their research. On each visit there were at least 2 of the Group present.

Facility Visited	Service Type
The Beeches, Frome	Supported Living
Colliers Court, Frome	Day Centre
Fiveways, Yeovil	Day Centre
St James, Yeovil	Day Centre
Beckery, Glastonbury	Day Centre
Eldermere, Shepton Mallet	Long Term Residential Care
Leycroft, Taunton	Domiciliary Care
Ashbury, Taunton	Residential Care
Grassendale, Taunton	Supported Living
Six Acres	Day Centre
The Brambles	Residential Care
F4 Service, West Huntspill	Day Centre
Greenway Cottages, Taunton	Supported Living

5. Implications

5.1. There are no specific implications as a result of this report.

6. Background papers

6.1. Update on the Learning Disability Service Contract – Item 5 presented at 8th November 2017 Scrutiny for Policies, Adults and Health Scrutiny Committee.

6.2. Minutes of 8th November 2017 Scrutiny for Policies, Adults and Health Scrutiny Committee.

6.3. Minutes of 6th December 2017 Scrutiny for Policies, Adults and Health Scrutiny Committee.

6.4. All background papers are available via the following link:
<http://democracy.somerset.gov.uk/ieListMeetings.aspx?CIId=186&Year=0>

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

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Appendix A

TERMS OF REFERENCE FOR THE LEARNING DISABILITY SERVICES TASK AND FINISH GROUP

Background

On 8th November 2017, the Adults and Health Scrutiny Committee ('the Committee') agreed to form a Task and Finish (T&F) Group to conduct further scrutiny of the delivery of SCC's contract for Learning Disability (LD) services in Somerset. LD services are delivered through Discovery, a Social Enterprise Vehicle created by Dimensions. Discovery started delivering LD services to Somerset people in April 2017.

Authority

The Committee delegates its authority, within these Terms of Reference, to the T&F Group for this task. The T&F Group's authority cannot exceed that of the Committee, to which the T&F Group is to report.

Task and Purpose

The T&F Group is to investigate specific concerns of the Committee, assess its findings and make recommendations to the Committee in order to improve the Committee's scrutiny of LD services.

Scope

In Scope. The concerns the T&F Group is to investigate and assess are the adequacy of:

- Discovery's governance arrangements for its contractual delivery of LD services;
- arrangements for Discovery's management chain to continuously hear the 'voice of the customer' (including LD service users, their carers and families) and the voice of Discovery staff;
- Discovery's staffing (turnover, loss, recruitment, and retention) and staff training and experience, and Discovery's HR planning to ensure that staffing will not compromise the standard of service;
- measures of Discovery's contract performance, including Key Performance Indicators, that provide good evidence for the Committee to scrutinise Discovery's delivery of LD services.

Out of Scope. The T&F Group is not to investigate or comment on the terms of the contract, including staff terms and conditions.

If in Doubt. Any doubt about the scope of the task is to be referred to the Chair of the T&F Group and, if necessary, to the Chair of the Committee.

Time

The T&F Group is to present its report, with recommendations, to the Committee Meeting scheduled for 7th March 2018, or the nearest date if re-arranged.

Composition

The T&F Group is to be: Councillor Rod Williams (Chair); Councillor Mandy Chilcott; and Councillor Bill Revans. They are to be supported by the Democratic Services team. A quorum will be 2 T&F Members.

Modus Operandi

The Chair of the T&F Group is to liaise between the T&F Group and the Committee, organise the work of the T&F Group and arrange support by the Democratic Services team in order to deliver the task. Councillors Chilcott and Revans are to support the Chair of the T&F Group. The T&F Group is to interview selected stakeholders, visit locations, assess its findings and make recommendations in a single report. The report is to be presented by the Chair of the T&F Group to the Chair of the Committee.

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Appendix B

Meetings held since October 2017

Contract and Performance Boards (Joint Implementation Transition Board / LD Performance Review / Contract Management Board)

17th October 2017
23rd November 2017
19th December 2017
16th January 2018
19th February 2018
27th March 2018
17th April 2018

For information the following meetings of the Joint Implementation Transition Board, LD Performance Review meeting and the Contract Management Board were held prior to their merger as the Contract and Performance Boards in October 2017:

Joint Implementation Transition Board

11th April 2017
10th May 2017
19th June 2017
25th July 2017
26th September 2017

LD Performance Review meeting

23rd May 2017
19th June 2017
19th July 2017
17th August 2017
26th September 2017

Contract Management Board

25th May 2017
23rd June 2017
24th July 2017
23rd August 2017
26th September 2017

Bi Monthly Sleep-ins Review

8th November 2017
3rd January 2018
5th March 2018

Quarterly Employment Support meeting

31st January 2018
25th April 2018

Quarterly finance report meeting

26th September 2017
20th February 2018
15th May 2018

Discovery Contract and Performance Member briefing

18th December 2017
15th January 2018
19th February 2018
26th March 2018
16th April 2018

Day Services Governance

22nd November 2017
19th December 2018
28th March 2018

Operational Oversight

18th October 2017
21st November 2017
18th December 2017
15th January 2018
4th April 2018

Crisis Service Oversight

13th November 2017
11th December 2017

CCG/SCC/Discovery oversight

11th December 2017

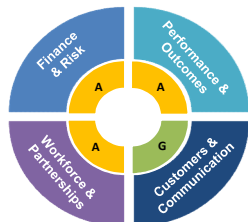
Property and Buildings governance

19th February 2018

Discovery LD Contract Balanced Scorecard March 2018

Supplier Contact: Luke Joy-Smith Donna Smith	Contract Value: £205,911,399	Contract Expiration: March 2023 Length of contract: 6 years	SCC Contract Owner: Dale Newland	SCC Contract Commissioner: Steve Veevers CCG Lead Commissioner: Erika Zoesthorpen	Contract Reference: DN90274
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Areas of concern
Discovery remains in line with the supplier solution based on our contractual submission. A meeting was held between Discovery and Somerset County Council (SCC) to address the transformation activities and milestones affecting transferred colleagues. A statement has circulated to stakeholders on the Day Service Transformation project and has helped families understand the differences between the responsibilities of SCC and Discovery in Individual Assessments.



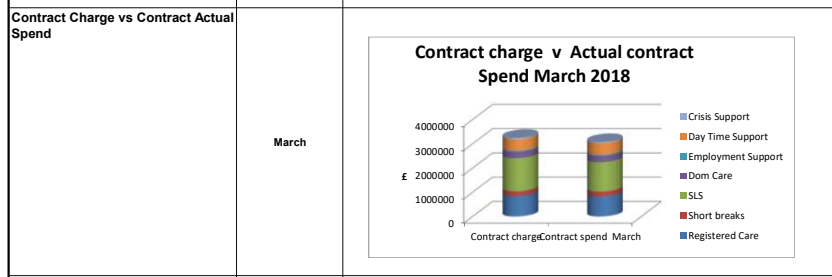
Areas of success
1. Training compliance continues to increase among competing operational challenges.
2. Commencement of a second round of Quality Reviews being carried out.
3. Surveys for Customers and Families have been distributed.
4. Health survey has been issued for the people we support and we currently have a high return, which will inform our support and ultimately improve health matters for Customers.
5. De-registration work remains on course among other competing pressures and Business as Usual matters.

Finance & Risk | **Performance & Outcomes**

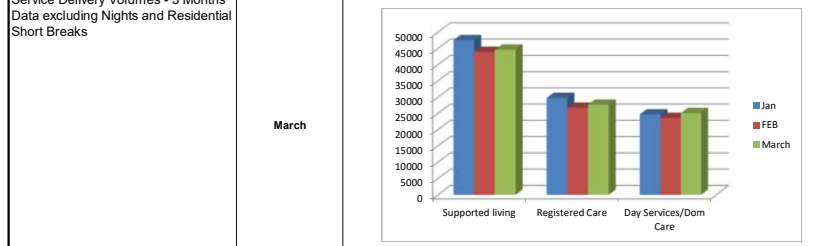
Measure	Period	Risk	Previous RAG	Current RAG	DOT	Comments
Contract Risk & Issues Profile (Top 3 risks/issues for delivery of the contract)	March	1. Training compliance continues to rise among competing operational challenges.				

Strategic Risk	Owner	Current Risk Rating (product)	Previous Rating (2017)	Previous Rating (2016)	Previous Rating (2015)	Previous Rating (2014)	Previous Rating (2013)	Previous Rating (2012)
Quality	Down Graham	4	4	4	4	4	4	4
Business Viability	Lisa Owen	2	3	3	3	3	3	3
Business Systems	Lisa Owen	2	4	4	4	4	4	4
Regulation	Luke Joy-Smith	2	4	4	4	4	4	4
Workforce	Chris Best	4	4	4	4	4	4	4
Reputation and Stakeholder	Paul Pitts	3	3	3	3	3	3	3
Business Continuity	Paul Pitts	3	3	3	3	3	3	3
Governance	Luke Joy-Smith	1	4	4	4	4	4	4

Measure	Period	Result	Previous RAG	RAG	DOT	Comments
KPI Reporting by exception	March	% of individual hours not delivered - Target Score 90% - 100% - Supported Living		KPI Service point		92.1% of individual hrs delivered in period



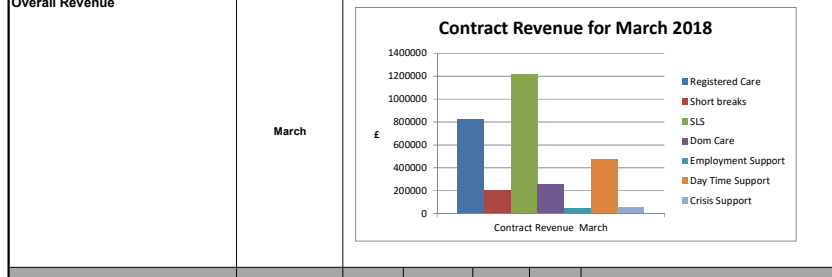
Measure	Period	Result	Previous RAG	RAG	DOT	Comments
Reporting by Exception: Progress against Transformation milestones and/or key dates for any projects/plans/deliverables	March			G		Meeting held 23rd March to discuss impact on contractual milestones



Measure	Period	Result	Previous RAG	RAG	DOT	Comments																																			
Discovery Audit outcomes by 5 key areas	March					<table border="1"> <thead> <tr> <th>Services Audited=2</th> <th>Safe</th> <th>Effective</th> <th>Caring</th> <th>Responsive</th> <th>Well led</th> <th>Average Compliance Score</th> </tr> </thead> <tbody> <tr> <td>Exceeding Expectations</td> <td>0</td> <td>0</td> <td>0</td> <td>0</td> <td>0</td> <td>0</td> </tr> <tr> <td>Meeting Expectations</td> <td>0</td> <td>0</td> <td>1</td> <td>1</td> <td>1</td> <td>0</td> </tr> <tr> <td>Partly Meeting Expectations</td> <td>0</td> <td>1</td> <td>1</td> <td>0</td> <td>1</td> <td></td> </tr> <tr> <td>Not Meeting Expectations</td> <td>2</td> <td>1</td> <td>0</td> <td>1</td> <td>1</td> <td>72%</td> </tr> </tbody> </table>	Services Audited=2	Safe	Effective	Caring	Responsive	Well led	Average Compliance Score	Exceeding Expectations	0	0	0	0	0	0	Meeting Expectations	0	0	1	1	1	0	Partly Meeting Expectations	0	1	1	0	1		Not Meeting Expectations	2	1	0	1	1	72%
Services Audited=2	Safe	Effective	Caring	Responsive	Well led	Average Compliance Score																																			
Exceeding Expectations	0	0	0	0	0	0																																			
Meeting Expectations	0	0	1	1	1	0																																			
Partly Meeting Expectations	0	1	1	0	1																																				
Not Meeting Expectations	2	1	0	1	1	72%																																			

Measure	Period	Result	Previous RAG	RAG	DOT	Comments
True Up Activity - service charges and sleep ins/sleep in top-up	N/A					Discovery remains on track with all overall contractual obligations

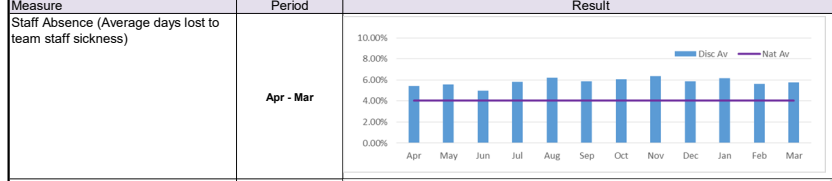
Measure	Period	Result	Previous RAG	RAG	DOT	Comments
Compliance and/or Non-Compliance with any Contracted Obligations	March					Discovery remains on track with all overall contractual obligations



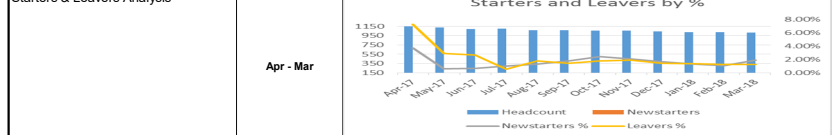
Measure	Period	Result	Previous RAG	RAG	DOT	Comments
Performance against the suppliers obligation to pay its Sub-contractors within 30 days of an undisputed invoice	March					At the end of March 2018 there were no approved purchase invoices aged 30 days plus outstanding for payment by Discovery

Measure	Period	Result	Previous RAG	RAG	DOT	Comments
Reporting of sustainability and energy efficiency indicators	March					Discovery is committed to ensuring all systems and processes consider the sustainability and energy efficiencies within their decision making.
Social Value Outcomes	March					In line with supplier solution social value outcomes will from 18/19 social value outcomes will be enhanced following first year trading.
Summary of Employment Support quarterly report highlighting areas of concern	March					Report submitted. Areas of concerns surround accuracy of numbers of customers. Meeting has been held between Discovery and SCC and the baseline is yet to be agreed.
Number of CQC inspection and outcomes and mitigation	March					1 CQC inspection rated Good

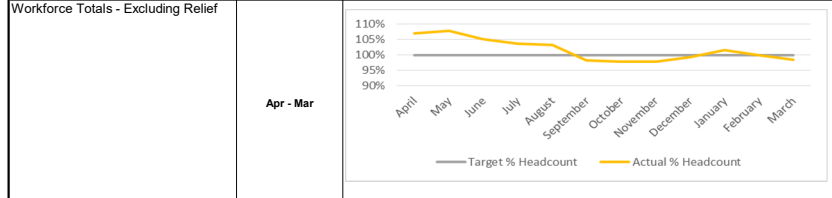
Workforce & Partnerships



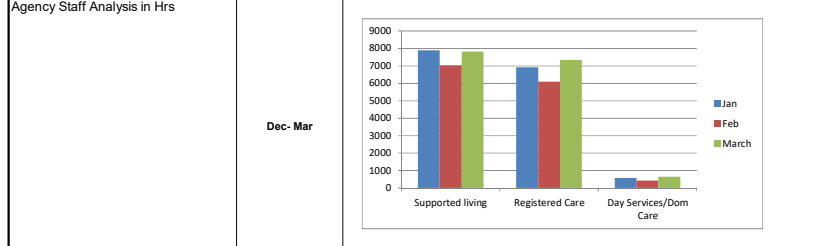
Measure	Period	Result	Previous RAG	RAG	DOT	Comments
Reporting of Supplier Satisfaction Results or any proposed Satisfaction Surveys to be launched for any of the services delivered under the contract. (including complaints)	March					Colleague survey closed, results awaited. Customer, Family and Health survey are underway, extended (as planned) for short period to encourage greater return.



Measure	Period	Result	Previous RAG	RAG	DOT	Comments
Compliance with Contract Governance	March					Current contractual compliance is on track although meeting schedules have been changed in agreement between SCC and Discovery.



Measure	Period	Result	Previous RAG	RAG	DOT	Comments
Statement of relationship with the suppliers key stakeholders	March					Customers - Customer relationship seems positive from front-line delivery to senior management. Colleagues - Negatively effected by STEP program Families/Advocates - Growing concerned around transformation activity. SCC - Relationship stays strong between Discovery and SCC.



Measure	Period	Result	Previous RAG	RAG	DOT	Comments
Safeguarding/Never Events - number of incidents and mitigation	March			a		As reported in previous months a number of 'near miss' Never Events continue to be identified through our quality reviews. These failings were identified through the Quality Review process we introduced since the contract transfer. It is becoming clear that although we do not wish to have any Never Events, the Never Event process we have introduced since transfer does provide valuable learning which is shared across Discovery to improve the overall practice and support arrangements.

Measure	Period	Result	Previous RAG	RAG	DOT	Comments
Business Continuity and/or Disaster Recovery Plans are in place and have been provided to SCC	March					In place

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