

# Scrutiny for Policies, Adults and Health Committee

Wednesday 6 November 2019

10.00 am Taunton Library Meeting Room,  
Paul Street, Taunton, TA1 3XZ



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

Cllr H Prior-Sankey (Chair), Cllr M Healey (Vice-Chair), Cllr P Clayton, Cllr M Caswell, Cllr A Govier, Cllr B Revans, Cllr A Bown and Cllr G Verdon

All Somerset County Council Members are invited to attend meetings of the Cabinet and Scrutiny Committees.

Issued By Scott Wooldridge, Strategic Manager - Governance and Risk - 29 October 2019

For further information about the meeting, please contact the Committee's Administrator, Jennie Murphy on 01823 357628, [JZMurphy@somerset.gov.uk](mailto:JZMurphy@somerset.gov.uk). Guidance about procedures at the meeting follows the printed agenda.

This meeting will be open to the public and press, subject to the passing of any resolution under Section 100A (4) of the Local Government Act 1972.

This agenda and the attached reports and background papers are available on request prior to the meeting in large print, Braille, audio tape & disc and can be translated into different languages. They can also be accessed via the council's website on [www.somerset.gov.uk/agendasandpapers](http://www.somerset.gov.uk/agendasandpapers)



**RNID typetalk**

**Are you considering how your conversation today and the actions you propose to take contribute towards making Somerset Carbon Neutral by 2030?**

# AGENDA

Item Scrutiny for Policies, Adults and Health Committee - 10.00 am Wednesday 6 November 2019

**\*\* 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 02 October 2019 (Pages 7 - 24)**

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 Proposal to write a letter of support regarding public consultation - acute mental health inpatient beds (Pages 25 - 26)**

The Scrutiny for Policies, Adults & Health Committee are to consider a proposal to write a letter of support regarding public consultation on the future provision for acute mental health inpatient beds for adults of working age.

**6 Mental Health Social Care Scrutiny Update (Pages 27 - 30)**

To receive the report.

**7 Value for Money: Tracker and Social Care Experts Review 2018/19 (Pages 31 - 90)**

To receive the report.

**8 Scrutiny Review Report**

Report to follow.

**9 Scrutiny for Policies, Adults and Health Committee Work Programme (Pages 91 - 106)**

To receive an update from the Governance Manager, Scrutiny and discuss any

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items for the work programme. To assist the discussion, attached are:

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

10 **Any other urgent items of business**

The Chairman may raise any items of urgent business.

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## 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 Tel: 01823 359500 or 01823 357628 or Email: [jjones@somerset.gov.uk](mailto:jjones@somerset.gov.uk) or [democraticservices@somerset.gov.uk](mailto:democraticservices@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 5pm, 3 clear working days before the meeting (31 October 2019). All Public Questions must directly relate to an item on the Committee's agenda and must be submitted in writing by the deadline.**

**If you require any assistance submitting your question, please contact the Democratic Services Team on 01823 357628**

At the Chair'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 Chair. You may not take a direct part in the debate. The Chair will decide when public participation is to finish.

If there are many people present at the meeting for one particular item, the Chair 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 Committee meeting rooms have infra-red audio transmission systems.

**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 Chair 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 Taunton Library Meeting Room, Paul Street, Taunton, TA1 3XZ, on Wednesday 2 October 2019 at 10.00 am

**Present:** Cllr H Prior-Sankey (Chair), Cllr M Healey (Vice-Chair), Cllr P Clayton, Cllr M Caswell, Cllr A Govier, Cllr B Revans and Cllr A Bown

**Other Members present:** Cllr D Huxtable, Cllr G Frascini, Cllr J Lock, Cllr M Chilcott, Cllr C Lawrence and Cllr T Munt.

**Apologies for absence:** Cllr G Verdon

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

There were no new declarations of interest.

214 **Minutes from the previous meeting held on 11 September 2019** - Agenda Item 3

The Chair took this opportunity to thank the following for their positive contributions to the Scrutiny Committee and to wish them well in their new challenges: -

Richard Compton, Steve Veevers and Lindsey Tawse.

The minutes were agreed.

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

There were public questions from three people. These were answered during the meeting. Details of the questions and response are attached as an annex to these minutes.

216 **Somerset Safeguarding Adults Board** - Agenda Item 5

The Committee considered a report from the Somerset Safeguarding Adults Board. The Somerset Safeguarding Adults Board (SSAB) operates as an independently-chaired, multi-agency body under The Care Act 2014. It became statutory from April 2015. The Board's role is to have an oversight of safeguarding arrangements within the County, not to deliver services or become involved in the day to day operations of individual organisations, including those of Somerset County Council. The Board is required by The Care Act 2014 to produce and publish an Annual Report. The report must set out what has been done to help and protect adults at risk of abuse and neglect in Somerset during that timeframe. It provides an opportunity to both reflect on

achievements over the past year and to formally identify priorities for the year ahead. It also offers a chance to demonstrate the Board's fulfilment of its role and ongoing commitment to safeguard vulnerable adults in the county. The SSAB undertook its annual multi-agency organisational self-audit process during the autumn of 2018. Overall the results of the audit identified that confidence had improved in 13 areas and deteriorated in 9 of the 132 measures that could be directly compared to the previous year. Areas of development identified through the audit and peer challenge processes centred on:

- Ensuring the voice of people who experience safeguarding is heard and listened to within processes,
- Confidence in the embedding and following-up of recommendations from Safeguarding Adult Reviews,
- The frequency and quality of supervisory processes,
- The application and understanding of the Mental Capacity Act across the whole adult workforce.

The Committee noted that the key achievements were recorded under four headings:

- The SSAB actively supported the 'Stop Adult Abuse Week' with other Boards in the Avon and Somerset Constabulary area, a rogue traders initiative by Trading Standards and ran a social media campaign over the Christmas period. Overall the Board has increased engagement via social media and though increased traffic on the website.
- The Board continued to develop its Mental Capacity Act multi-agency subgroup to enhance local understanding and application of the Mental Capacity Act. The subgroup has considered the implications of the Mental Capacity (Amendment) Act.
- Developed a shared Think Family Strategy for Somerset with other relevant agencies. To strengthen links between Safeguarding Boards to tackle transitions and reduce sexual exploitation.
- Developed a new on-line Safeguarding Guidance. This guidance is available on the SSAB website for all to access and has been promoted by the Board.

In addition to the activity outlined above following the publication of the Mendip House Safeguarding Adults Review:

- The SSAB Independent Chair, the Chair of the South West Regional Chairs Group and the SSAB Business Manager met with officials from the Department of Health and Social Care and the Local Government Association
- The SSAB Independent Chair and Business Manager met with four of the six families of people placed at Mendip House following concerns that the commissioners who placed their loved ones in Somerset had not been in contact prior to the Review being published.
- The Association of Directors of Adult Social Services and the Local Government Association published an advisory note in November 2018



regarding the "Arrangements and recommended ways of working for local authorities that are responsible for commissioning services (placing authorities) for adults with social care needs who are in out of area care and support services" that the SSAB contributed to.

- The SSAB Independent Chair wrote to the Department of Health and Social Care and Local Government Association to progress the implementation of the recommendations in March 2019.

The Committee discussed the report and were interested in how messages about Safeguarding were shared in the wider community. It was recognised that the term 'Safeguarding' was not the most media friendly. The Committee were informed that Somerset was in the top two counties for social media messaging. The Board also work with Trading Standards to get messages out in the community.

The Committee were interested to hear what monitoring was carried out on the training for staff and if the regular training promised was carried out. They were assured it was.

The Committee asked about the action taken to address the County Lines criminal activity. They were informed that as this cuts across both Adults and Children's Safeguarding it has not been covered in the report for SSAB but nevertheless there is a co-ordinated approach and details will be included in the next report.

The Committee asked about Deprivation of Liberty (DOL) as this has been highlighted as an area of concern. There is due to be further guidance as this is not a local problem but a national one. Later this year there will be a specific scrutiny audit of DOL.

The Committee were interested to know why there appeared to be a greater problem of risk events in Care Homes. They were assured that was because those with the greatest risk of trips, falls and behavioural issues related to dementia were resident in Care Homes and that is from where you expect the majority of concerns to be raised.

### **The Somerset Scrutiny for Policies Adults and Health:**

- **Reviewed and considered the Somerset Safeguarding Adults Board's 2018/19 as set out in the Annual Report and noted the progress to date.**
- **Agreed to Promote adult safeguarding across the County Council and in the services that are commissioned.**

### **217 Adult Social Care Performance Update - Agenda Item 6**

The Committee had requested a follow-up report following the presentation in June this year. The request was for a general update in addition to a specific update on the results of the Carers Survey.

The key achievements are recorded as:

- **Managing Demand** – a continued focus on managing demand, improving outcomes and investing in strengths-based conversations with those seeking assistance via Somerset Direct. This has achieved the target of 60% resolution at first point of contact since July 2018. This means that, for example, in July 4,009 out of 5,904 contacts to Somerset Direct were resolved at the front door and without requiring a Care Act assessment. The number of overdue assessments for Locality Teams has reduced to 74 at August 2019. This represents a reduction of approximately 85% compared to the same point last year. The number of overdue reviews has reduced by more than 50% and stood at 1,601 at the end of August 2019. 1,400 (87%) of people with an overdue review have received a review within the last 2 years. The majority of the overdue reviews relate to one locality that have had significant recruitment and retention issues. There is a robust plan in place to rectify this.
- **Care provider quality** - The quality of local regulated care provision in Somerset has seen steady and continuous improvement over recent years, evidenced by the growing proportion of providers judged by the Care Quality Commission (CQC) to be 'Good' or 'Outstanding'. In November 2016, 83% of providers were 'Good' or better. This figure rose to 87% in November 2017, and latest statistics for July 2019 reveal that Somerset had approximately 90% of providers achieving a 'Good' or better rating, with no inadequate provision.
- **Permanent Placements into Residential and Nursing Care** – an important part of Somerset's Promoting Independence Strategy is to reduce the reliance on permanent placements into Residential and Nursing care. Some of the reasons for this are as follows:
  - Placing people into permanent care often reduces their independence,
  - It limits peoples' choices and control. They have less control over who comes into their home and lack privacy,
  - It restricts a person's liberty,
  - Enables Somerset residents to live their best life,
  - It often does not provide best value for the Council or residents.
- **Carers Survey and performance measures**

Every two years Adult Social Care are required to send a statutory survey to a random selection of adult carers. At the end of October 2018, approximately 1,050 surveys were sent out. The survey comprised almost thirty questions covering the following areas:
- About the person you care for, about your needs and experiences of support, the impact of caring and your quality of life, information and

advice quality, arrangement of support and services in the last 12 months, about yourself and the service user

There was a total of 491 responses (167 from carers aged 18-64 and 324 from carers aged 65+). The responses to the various questions are then mapped to 5 Adult Social Care Outcomes Framework (ASCOF) measures which will can be benchmarked nationally and regionally when the figures are published by NHS Digital. The figures were set out in the report but overall the it was disappointing as on all measure the performance had deteriorated.

The Committee discussed the report and the following points were raised. The members heard of a case where a family wanted to continue to support their mother in their own home but were disappointed that there was no financial assistance to do this. Also, that many people who provide care are isolated, feel unsupported and suffer financial hardship while they provide much needed support for family members. The Committee heard that personalised support was being promoted as this would give allow targeted provision with the appropriate expenditure.

The Committee were concerned about the decline in the satisfaction survey results by Carers in Somerset. There was a 20% recorded drop in carers reporting that they have the social contact they would like. The Committee were informed that Carers are entitled to an assessment themselves although very few are undertaken. The Committee were informed that this was an area that the County Council wanted to improve performance and proposed to have a Carers Charter within the next 4 – 6 months.

The Committee challenge the Contact Centre target of 60% resolution. It was explained that this target, which had been achieved for the past 8 months meant the more than 60% of callers to the Contact Centre were able to resolve their query at his early stage. Only 40% of people were handed off. This represented a great service and as such has been awarded Contact Centre of the year. Such is the resilience of the team that following a flood this week the entire unit was relocated and offering the service to callers within two hours. The Committee were interested in recruitment and retention of staff. They were informed that like most places it was a challenge to attract people to work in the care sector however, Somerset was in fact bucking the trend and a degree of stability had returned and the greater autonomy and flexibility had started to deliver dividends. The Committee asked that a briefing note be share with members setting out the recruitment and retentions figures -if they were available - for care workers.

**The Somerset Scrutiny for Policies Adults and Health: -**

- **Noted and commented on the updates in relation to Adults and Health performance trends captured within the report and the actions being taken to continue to improve the service.**

## 218 **Discovery Report - Agenda Item 7**

The Committee had a report which provided scrutiny with an update on the performance of the Discovery contract. It included overall measures of the contract, and also provides wider information on the delivery of the contract. It includes specific updates on:

- Key Performance Indicators and general delivery of the contract.
- Transformational activity, including day services, employment support and reviews of people supported.
- Financial update of the contract, including the Discovery Community Fund.
- SWAP audit.
- Stakeholder update,

The Committee were reminded that this was a six year contract and has a real commitment to change and deliver better services. Somerset (SCC) commissioners remain satisfied that 'Discovery' are delivering a safe service that is meeting and in some areas are exceeding the required standards set out in the contract and striving to deliver a quality service. There are still areas that commissioners are working with the provider to improve the service. The summary view is that 'Discovery' have met the formidable challenges over the initial two years of the contract, with the associated challenges and are now implementing the positive changes that are expected as part of the transformation of the service, including changing the offer of day services to a more modern, community based offer, the offer of supported accommodation as an alternative to residential care across the county.

### **CQC inspections**

CQC continue to carry out planned and unannounced inspections of 'Discovery' locations in line with their regime. The last service to have had an inspection was Ashbury, which has received a "good" rating in every area and rated 'good' overall. This CQC report was particularly positive on the way that the service cares for people, supporting people to have choice and control over their lives, as well as meeting people's changing health needs.

The Saplings have had a 2<sup>nd</sup> inspection where they received a rating of "requires improvement". 'Discovery' have provided an action plan to address the remedial work required to not only address the areas that CQC found to be below good, but to supplement against their own internal audits of the service. Further inspection reports on the second round of inspections will be advised through later Scrutiny updates. The position of the CQC registrations at the writing of this report is that 13 of the registered locations are "good" and two are "requires improvement".

## **Employment Services**

The employment service has been growing. This is in response to the increase in the number of people wishing to access employment, including an increase of 35 identified people through the transformation work of day services and positive promotion of the opportunities at Hinckley Point C and other large employers. There are 155 people currently being supported by this team.

## **Recruitment and Retention**

As with all care providers in Somerset and nationally, Turnover and Retention remains a key challenge for Discovery. Unemployment in Somerset is very low, at around 1% and therefore recruitment activity and advertising needs to be principally focused on attracting those that are currently in work. This is competing with other care providers in the area for what is, a relatively fixed pool of employees. Levels of retention continue to be an area of concern. A significant amount of activity is underway in Discovery to bring about sustained improvement with focus in three priority areas:

- a. Recruiting the right people
- b. Inducting/ supporting staff well
- c. Listening and valuing staff

Although there are difficulties in recruitment and retention, Discovery continue to provide enough staff to meet the requirements of the contract, through the use of agency and bank staff to supplement the employed staff. This accounted for approximately 15% of the hours delivered in year 2. Over 99% of the contracted hours were delivered and this is well within the measures of the contract.

## **Transformation and Reviews update**

Discovery have been progressively changing services, with the successful completion of three residential homes de-registering. These services are now providing supported accommodation; meaning that the people supported within have a legal right of tenancy; experience greater choice and control over how their support is delivered and are able to access a wider range of benefits and income. The people in these services are being regularly consulted with and early indication is that people are happier and getting better lives.

## **Day Time support update**

The transformation of all the traditional, building based day services continues within 'Discovery'. SCC and 'Discovery' share an aim of people being supported to have meaningful, progressive and community-based activities or learning and following the last update, many other learning disabilities providers are also adopting a change to the way that support is provided and changing their models to reflect this.

Discovery have progressed a workforce development programme for all their daytime support staff to build their skills and confidence in delivering good support to people.

The Committee heard that there are still some transformation areas that have not been as successful, for example Seahorses in Minehead. The intention was

to build this up to a community hub venue, with a great deal more community connections. This has not worked well as hoped. Discovery and commissioners have since put additional guidance and resources into this service to effect the desired changes.

### **Financial Update**

The contract is performing as expected and is well within the financial modelling. There was a relatively small underspend in year 1 that was returned to the County Council and which has been repeated in year 2. Somerset County Council and Discovery are in the process of final reconciliation for year 2 and any return to funding to SCC.

Capital Resource Flexibility Payments (CRF) is money that the council identified before the award of the contract, to be used by Discovery to allow Transformation activities to occur. The money has been ringfenced and is paid in tranches linked to the contract, with mechanism for the joint agreement of the use of it built into the process. It is a relatively small percentage of the overall cost of the contract and is kept as a commercially sensitive under the contract.

As reported in the last scrutiny update, the year one surplus generated £630,000 for the Discovery Community Fund. The first bidding round of applications for the fund generated 28 applications ranging from small grants to promote musical inclusion to five figure sums to improve infrastructure and accessibility for people with a learning disability across whole population areas of Somerset.

### **South West Audit Partnership SWAP audit**

Throughout the period of January to May 2019, the South West Audit Partnership (SWAP) conducted an audit of the contractual monitoring of the Discovery Contract and to independently establish the level of confidence into and the robustness of the arrangements. The scope of audit was thorough and covered a number of key areas, including:

- Reviewed the processes in place for monitoring contract spend.
- Reviewing the key contract monitoring documentation.
- Documented the change control procedure and reviewed a sample of changes to ensure that variations were appropriately authorised, valued and recorded in line with the contract.
- Selected a sample of KPIs and PIs and for each one requested the source documentation to ensure that the agreed method of calculation set out in the contract has been followed.
- Checked that there is a risk register in place and that corporate risks had been documented.
- Requested and reviewed the contract documentation which sets out business continuity arrangements, dispute arrangements and the Exit Plan in place

- Requested minutes and agendas to evidence the liaison arrangements in place between SCC and Discovery;
- Checked that all agreed monitoring is clearly set out in the contract documentation.

Two general areas of improvement were identified as part of the audit, that being some documentation that had not been fully updated on the annual cycle of monitoring and that due to a restructure within the commercial and procurement team, there was a reliance on individual officers to complete the operational and financial monitoring of the contract. All the documentation that was identified in the audit has been completed and signed off, as well as a full internal audit of the remaining contractual documentation to ensure that no gaps remain.

The Committee discussed the report and the public questions that had been raised. The Committee were interested in the methods used to promote the service and to make people aware of the transformation opportunities offered. By making contact with Somerset Direct it is possible to access a whole range of services and that an advocacy service is also available for those not able to present their own case.

During the discussion it was confirmed that of the people previously helped by the Six Acres facilities one third had moved to other providers, One third were no longer supported and one third had moved their support to the facility at Albermarle Centre.

The Committee were interested in staff retention and turnover. They were informed that they were well within national expectations despite being in competition with other employers offering a similar rate of pay for a much less demanding role.

There were a number of questions in relation to the Capital Flexibilities and other detailed financial questions. As these were highly technical the answers would be given in the form of a Members Briefing note.

There was also some discussion regarding the recent Employment Tribunal decision and as the final answers in terms of who would be paying and from which budget it was agreed that the information would be made available to all members as soon as it was finalised.

The Committee were concerned that some of the homes were recorded as Requiring Improvement. They wanted reassurance that the appropriate action was being undertaken. There was some discussion about vacant homes as reported for Gold Lane Housing. Mencap, who run the properties, have a good track record have kept some properties empty because they are not of sufficient quality.

The Committee asked how many of the reviews of care plans undertaken by Somerset County Council were then actioned by Discovery within the agreed timescales. They were informed that all the reviews have been undertaken within timescales and the number actioned by Discovery was not shared.

The Committee agreed that this scrutiny had been most welcome, there were still some areas where further information was promised, and this would be shared. It was agreed that Discovery will be discussed again as the contract progressed.

**The Scrutiny for Policies Adults and Health Committee:**

- **Noted the current performance of the Discovery contract as set out in section 5.1. of the report.**
- **Noted the implementation of some outcome measures in the contract for year three and the performance of these.**
- **Noted the outcome of the recent South West Audit Partnership (SWAP) Audit into the Contract Management of the Discovery contract.**
- **Noted the financial position of the contract and the Discovery Community Fund set up from the social value element of the enterprise.**

219 **Scrutiny for Policies, Adults and Health Committee Work Programme - Agenda Item 8**

The Committee considered and noted the Council's Forward Plan of proposed key decisions in forthcoming months including Cabinet meetings up to date. The Committee agreed to

Add – Deprivation of Liberty (DoL) to a future meeting,

Add – Public Health Annual report to the December meeting,

Add -Carers proposals once the strategy is confirmed.

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

There were no other items of business.

**(The meeting ended at 12.50 pm)**

**CHAIR**



## **Annex 1 Public Questions and Answers - NIGEL BEHAN QUESTIONS & RESPONSES**

### **Q1, Q2 & Q3 relate to Agenda Item 7 **Discovery Report****

**Q1** In the "**Discovery at Two: a progress review**" (link just below) it is stated that:

<https://discovery-uk.org/wp-content/uploads/2019/08/progress-report-final-print.pdf>

"Too many colleagues have chosen to leave Discovery over the last two years and this is extremely regrettable; it has meant that the people we support have lost familiar people who they have known for years, causing upset and worry.

As with recruitment, retaining colleagues in social care is a national problem. In fact, over 30% of all care and support workers left their jobs last year, according to SkillsforCare. Discovery is part of the Dimensions Group. Dimensions experiences figures less than half that – still a big problem but clear evidence that the approach works. There's no comparable figure for Discovery last year, as we went through a major restructure amongst other fundamental changes."

Whilst in Section 3.7 of the **Scrutiny Discovery Report**: "Levels of retention continue to [be] an area of concern....."

And:

"Although there are difficulties in recruitment and retention, Discovery continue to provide enough staff to meet the requirements of the contract, through the use of agency and bank staff to supplement the employed staff. This accounted for approximately 15% of the hours delivered in year 2."

Does the Committee acknowledge that the transfer, restructuring (including reduction in salaries/redundancies) contributed to the problems identified in the retention of staff and the "causing [of] upset and worry..." for the people who are supported?

### **Response**

As has been set out in your question and in the scrutiny report, recruitment and retention in the social care sector is a national issue. It is not exclusive to Discovery or Somerset. Discovery & Dimensions are well below the national

average of turnover of staff so council does agree that there is a recruitment and retention issue beyond the usual care sector difficulties. Discovery are putting strategies in place to aid retention. Somerset County Council is working alongside the Somerset Registered Care Provider Association (RCPA) and individual providers to offer practical help in this area and promote the choice of the care sector as a brilliant career for people. Examples of our commitment are through the Somerset "Proud to Care" initiative <https://www.proudtocaresomerset.org.uk/> and allowing care providers to access Somerset County Council staff benefits programme "MyStaffShop" at no cost.

**Q2 In the Financial Update (Section 5) of the Scrutiny Discovery report it is noted that:**

"Capital Resource Flexibility Payments (CRF) is money that the council identified before the award of the contract, to be used by Discovery to allow Transformation activities to occur. The money has been ringfenced and is paid in tranches linked to the contract, with mechanism for the joint agreement of the use of it built into the process. It is a relatively small percentage of the overall cost of the contract and is kept as a commercially sensitive under the contract.

5.2 In line with the service specification commissioned by SCC, built in to the 'Discovery' cost model is the requirement to produce a surplus. This is consistent with the expected surplus of any not for profit or charitable organisation. This surplus amount is split equally, with half being spent within Somerset on social value activities. This is also meeting a key requirement of achieving 'Social Enterprise' status. The remainder of the surplus is kept by 'Discovery' to establish a reserve, as part of good governance of a charity."

the year 1 surplus generated £630,000 for the Discovery Community Fund (which according to the Dimensions Somerset SEV Limited trading as Discovery Directors Report Year ended 31 March 2018, was derived from a surplus of £1.258m (3.53%)). The other £0.629m going towards building the reserves. Discovery were forecasting a future surplus for the next year (2018/19).

The "Dimensions (UK) Limited Report and Financial Statements for the year ended 31 March 2019" (approved by the Board of Dimensions (UK) Ltd on 5 August 2019) and which incorporates Dimensions Somerset SEV Limited (trading as "Discovery") states in Note 2 (p42) Income and Expenditure account that the Group has designated £1.142m to be used to fund social projects within Somerset. Was this generated from an increased surplus (for the year ending 31 March 2019) to approximately £2.284 million and total Discovery (a subsidiary of Dimensions (UK) Ltd) reserves of about £1.8m?

**Response**

Discovery have not yet published their end of year accounts, although I can confirm that the circa £1.8m is the projected reserve amount for the end of year 2, meaning that an equivalent amount has been put into the social value fund.

### **Q3 In Section 7.3 of the Scrutiny Discovery Report**

**7.3** "Employment Tribunal. Following the transfer of the Learning Disabilities Provider Service to Discovery in April 2017, Unison brought an employment tribunal claim against Somerset County Council and Discovery which was to be heard in September. This was relating to the adequacy of the information provided to staff prior to the transfer.

Somerset County Council and Discovery believe they fulfilled their obligations in relation to the transfer. However, to avoid a protracted legal hearing with the potential for further action - as well as continued uncertainty for staff – Somerset County Council has reached a financial settlement with Unison (with a total value of £674,000) on behalf of its members and this has enabled the claim to be resolved in a way that is satisfactory for all parties."

Presumably SCC/Discovery budget(s) will be adjusted for the settlement figure (£0.674 million) – what are the financial/service impacts?

#### **Response**

The Section 151 Officer and the Interim Lead Commissioner for Adults and Health are currently working together to agree where this settlement will be funded from.

### **NICK BATHO Questions and Responses - Agenda Item 7 -Discovery report.**

#### Question 1.

My first question concerns the section on Day Time Support Section 4.2.

The paragraph on the Seahorse Centre in Minehead reads almost exactly the same as the paragraph about Seahorses in the last report, taken 6 months ago. The last report told us that additional guidance and resources would be put into this service. Could I ask:

What that additional guidance is?

#### **Response**

Officers from Somerset County Council have refreshed the guidance for our assessing and reviewing staff and have reviewed and updated the associated

assessment and review materials. This work has been reinforced by training and development activities, including seven specific training days between February and August 2019.

What the additional resources are?

**Response**

Discovery has invested in a number of resources and initiatives. "Better Practice Leads" are embedded within the services and these continue to improve steadily the provision across Discovery including day services. Additional investment in transformation resources have been agreed for two specific posts in day services transformation; a Day Services Consultant and a Day Service Transformation project lead. Discovery have also increased their management capacity to effect positive change through a recruitment of a Director of Transformation who takes up the post in October

As part of the commitment to continuous improvement across all providers of Learning Disability services and as part of a planned programme of visits, there was an unannounced visit to the Seahorse Centre conducted on 18<sup>th</sup> September. Initial feedback was provided to the manager and a full report will follow.

When they were put in?

**Response**

Please see above

what are the desired changes expected to be effected? and

**Response**

Adult Social Care are working with individuals, carers and Discovery to implement a Person Centred Planning approach to assessing the needs of adults with learning disabilities. The Discovery stakeholder group reviewed the updated assessment and review materials which will now be rolled out. This approach has been developed to ensure that assistive technologies are utilised and an emphasis on co-production to enable a creative model for delivery of support. Importantly, this new approach will mean that we will be able to measure the impact of the support that individuals receive on the quality of their lives and the extent to which the agreed outcomes for each individual have been met.

As set out in the report, Discovery are continuing to roll out Activate, which will also be able to capture where people have had outcomes set and then measure progress against these. This is not just a tool though, it is a way of providing support that really puts people and their person centred support at the heart of

training for staff and will dramatically change the way that people are supported.

What progress has been made towards achieving these changes?

### **Response**

Please see above

Turning to the work of the Stakeholder Group at Section 7.

The Stakeholder group has continued to meet with Senior Commissioner and Discovery executives, and we remain committed to continuing what we hope is a helpful and productive dialogue. Despite the comment at the end of para 7.0, from the start we have always seen our remit as a much wider than a focus solely on Discovery and you will see that all the initiatives currently under way, listed at para 7.1 are applicable to everyone with LD, not just those supported by Discovery, and in most cases they apply to everyone who is supported by Somerset Adult Social Care.

### **Response**

This is noted and agreed. The expertise, challenge and support from the stakeholder group is highly valued. It is acknowledged that the scope of the group is wider than services provided by Discovery, encompassing all provision of Learning Disability and for the work around the carers charter, covering all carers within Adult Social Care.

Finally, if I may quickly address Outcome Based Performance Assessment at para 7.2,

I wholeheartedly agree with the statement at the bottom of page 8. I quote "only by measuring progress towards the achievement of individual and generic outcomes can the effectiveness and therefore the value for money of a providers performance be measured".

An essential step towards that goal is the production by the provider of a Person Centred Care and Support plan which shows each individual's outcomes and the activities the provider plans to deliver in order to achieve the outcomes.

Measurement of progress towards meeting those outcomes is the core of Outcome Based Performance Assessment.

Production of Person Centred Plans for all Discovery customers by the end of

December last year was a recommendation in the Task and Finish Report which was accepted by scrutiny last year. To date we are unaware of progress in producing these plans. Scrutiny was promised an update in the last Discovery Performance Report in March but that was not forthcoming. Instead we were promised a report in future updates but there is still nothing in this report in front of us today.

## Question 2

Could I ask therefore,

How and by when Discovery and Commissioners plan to capture outcomes for each person supported such that progress towards achievement of their outcomes can be used as a basis for Outcome Based Performance Assessment?

### **Response**

Please see the answer to the question above, but in small pockets, this is already being captured as can be seen from the scrutiny report and performance figures within. As has been set out in the report, alongside the Stakeholder group, Discovery and Somerset County Council are seeking to change the mechanism within the contract from outputs, which was the requirement in the contract to outcomes that more accurately capture people's lived experience of using the service.

## **EILEEN MCCAULEY Question and Response - Agenda Item 7 -Discovery Report**

### Question 1

The Discovery performance report paints a positive picture of the assessment and review process undertaken by SCC and Discovery. This in no way reflects the experience of me and my sister, which has been negative and, I believe, falls short of SCC's statutory duty. Who is checking the quality of assessments and reviews, and that the process has been completed by having signed off care plans with personalised outcomes?

### **Response**

When an assessment and or review is completed, we share the completed documentation with the individual, family and or carer to ensure that the information captured is accurate. The Conversation Record and the Support Plan includes the individuals identified outcomes and recommendations of how these could be met by utilising community options, assistive technology and or funded support from Adult Social Care.

If as part of the review/assessment a new personal budget is being requested, then the completed documents will be presented by the allocated worker to a multi-disciplinary Peer Forum.

If at the review there is no change to the personal budget the review/assessment documentation finalised and agreed by the individual, family and or carer alongside the allocated worker from Adult Social Care, this is to ensure everyone is satisfied with the identified outcomes and support plan.

We have changed our Practice Quality Audits across Adult Social Care and have introduced a robust quality audit. The Operational teams across the service will sample audit recently completed reviews and assessments to ensure the quality is where we would want it to be and also that the process has been followed.

We have recently changed our review guidance for both our operational staff and also our public facing documents. We have included an expectations and preparation tool to be used. These documents have been shared with the LD Stakeholder Group for review and additional input.

It is disappointing that your experience has not reflected this Eileen and I know that our Locality Lead has been in contact with you to discuss your experience which we have learned from.

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**Item 5 - Proposal to write a letter of support regarding public consultation - acute mental health inpatient beds**

Following engagement with Fit For My Future Programme colleagues, including at its public meeting on 11<sup>th</sup> September and in a private meeting on 2<sup>nd</sup> October 2019, it is proposed that the Scrutiny for Policies, Adults and Health Committee agree to endorse the Chair to write a letter of support for public consultation. The recommended wording for the body of the letter is as follows:

*I am writing on behalf of the Somerset Scrutiny for Policies, Adults and Health Committee to thank you for reporting on your proposals for acute mental health inpatient beds for adults of working age at its public meeting held on 11<sup>th</sup> September 2019 and again at a private briefing on 2<sup>nd</sup> October 2019.*

*The Committee is content with the level of engagement received so far and satisfied that the proposals constitute major service reconfiguration and as such, should be subject to a formal consultation process with the public.*

*Please continue to engage with and inform the Committee as the consultation develops.*

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## Mental Health Social Care Scrutiny Update

Lead Officer: Mel Lock, Director Adult Social Care

Author: Dave Partlow, Strategic Manager Mental Health and Safeguarding

Contact Details: DPartlow@somerset.gov.uk

Cabinet Member: David Huxtable

Division and Local Member: N/A

### 1. Summary

1.1. The Adult Social Care (ASC) services that support people with Mental Health needs is continuing to develop in line with the Council Promoting Independence strategy. The services continues to focus on the transformation to ensure that services are well aligned with other ASC services and that opportunities are maximised to promote the independence and mental well-being of the people of Somerset.

1.2. All ASC services have a vision which is promoting independence at every opportunity. Within Mental Health, this visions is often translated into the Recovery Model. The recovery model is a person-centered approach to mental health care. At its core is two premises, one,

It is possible to recover from a mental health condition  
The most effective recovery is person centred.

1.3. In Somerset the strengths-based approach focuses on the strengths the individual, their family, social networks and communities. Also, central to our approach, is what matters to individuals and their families. We continue to empower people to take control of their lives and their care and support, work with people and their communities to identify and provide sustainable local solutions to help them stay as well as possible and as resilient and as independent as possible, for as long as possible.

### 2. Issues for consideration / Recommendations

2.1. There has been a clear focus of Mental Health teams on Promoting Independence and Recovery. However, transformational change is necessary to ensure that our Mental Health services can identify and work with people and families even earlier. More flexible and varied support, aims to prevent rather than respond. Mental Health services are now in a position where transformation can be escalated to develop the provision of Mental Health social care so that we can better meet needs of our current population, and better and respond to the changing needs and demographic with that great focus on prevention as well as providing services to those who need them, for example people with dementia.

### **3. Implications**

- 3.1.** A significant programme of change is in progress to transform mental health social care in Somerset. Key highlights of the transformation programme include the following developments.
- 3.2.** A vibrant and flexible social care market is vital in order to deliver the vision for adults with mental health needs and their families. There are at least 100 providers of mental health services in Somerset, and the ASC mental health team are holding a Promoting independence Workshop in November with partners and providers, to consider
- Community development
  - Market development
  - Practice development
- 3.3.** The workshop will enable ASC to work with the current service providers to discuss the Council vision to promote the independence of individuals with services that maximise this potential and enable individuals to live fulfilling lives supported by community services.
- 3.4.** Case studies will be used to support the market to appreciate current demand on ASC and to consider innovative practice that enables more people to be supported in and contribute to their communities and receive the care and support that they need as close to home as possible.
- 3.5.** The council commissioning services and mental health teams will be working with together to expand the Community Connect to support the more complex needs of people with mental ill health. Mental health social workers will be working with community partners to ensure the provision of support is rooted in local communities.
- 3.6.** Our hospital social workers currently provide social care in the nine in-patient wards across Somerset. The service will be developed to enable it to in reach people at the point of admission rather than reacting when the discharge is being planned. This will enable the team to work with individuals to support earlier discharge, reducing the disabling impact of detention.
- 3.7.** The Approved Mental Health Professional (AMPH) hub is being developed to engage with the community connect model. This may mean redirecting resources and reviewing working arrangements to enable the delivery of the least restrictive interventions to support people in mental health crisis.
- 3.8.** ASC mental health teams will be working to align the ‘front door’ to the service. This will involve mirroring the Somerset Direct referral model for MHSW and the Deprivation of Liberty Safeguards and Liberty Protection Safeguards, which will be subject to a future report to this committee.

#### **4. Recommendations**

- 4.1.** Progress against the transformation programme will be monitored through the Adults Transformation Board.
- 4.2.** Scrutiny are to consider and comment on the Mental health transformation plan.

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## **Value for Money: Tracker and Social Care Experts Review 2018/19**

Lead Officer: Sheila Collins, Interim Director of Finance  
Author: Sheila Collins, Interim Director of Finance  
Contact Details: [SDCollins@somerset.gov.uk](mailto:SDCollins@somerset.gov.uk) 01823 359028  
Cabinet Member: Cllr Mandy Chilcott, Cabinet Member for Resources  
Division and Local Member: All

### **1. Summary**

- 1.1.** The Audit Committee considered the Councils external auditors (Grant Thornton) value for money conclusion for 2018/19 at its meeting on 19 September 2019. In reaching the improved value for money conclusion for 2018/19, the external auditor had sought additional assurance from social care experts from Grant Thornton, over the embeddedness of the arrangements in respect of sustainable resource deployment for adult and children's social care services.
- 1.2.** The experts report was used by the auditor to inform their overall value for money conclusion and managements actions have been incorporated into the new VFM tracker presented to the Audit Committee on 19 September 2019.
- 1.3.** The experts report from Grant Thornton and the VFM tracker develop by the Council in response to the overall VFM conclusion are attached in **Appendix A and B** for consideration by the Committee.

### **2. Issues for consideration / Recommendations**

- 2.1.** The Committee is asked to consider the Grant Thornton experts report (**Appendix A**) alongside the VFM tracker (**Appendix B**) and determine how they might review progress during the year for the actions that are relevant to this Committee.

### **3. Background**

- 3.1.** The Audit Committee considered the Councils external auditors (Grant Thornton) value for money conclusion for 2018/19 at its meeting on 19 September 2019. In reaching the improved value for money conclusion for 2018/19, the external auditor had sought additional assurance from social care experts from Grant Thornton, over the embeddedness of the arrangements in respect of sustainable resource deployment for adult and children's social care

services.

- 3.2. The experts report was produced in collaboration with relevant senior leaders from the Council and is being used to inform the Medium Term Financial Planning 2020-23 as well as by the auditor to inform their overall value for money conclusion.
- 3.3. The experts report attached in Appendix A has a section on Adults Services and some useful benchmarking comparisons. The overall vfm experts opinion for Adults Services concludes that there is a very low risk to the delivery of the MTFP for Adults services.
- 3.4. The review identified a few areas for further action in strengthening the council's financial resilience for adults and children's social care and management actions have been incorporated into the VFM tracker that was presented to the Audit Committee on 19 September 2019. Progress will now be reported to each Audit Committee during 2019/20. A copy of the tracker is attached for consideration. There are two VFM actions being VFMY20011 and VFMY20012 that have specific actions relating to Adults Services which the Committee is asked to consider how they can best review progress against them during the year.

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

- 4.1. See Audit Committee papers from 19 September 2019.

#### **5. Implications**

- 5.1. See Audit Committee papers from 19 September 2019.

#### **6. Background papers**

- 6.1. External Audit up-date report to Audit Committee 19 September 2019  
VFM Tracker report to Audit Committee 19 September 2019.  
[Link to Audit Committee Papers - 19-09-19](#)

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



# **Somerset County Council Demand Led Services Funding**

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## **Report to the External Auditor**

29<sup>th</sup> August 2019

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# Purpose of the report

## Role in supporting the external auditor

In connection with Grant Thornton's (GT) statutory audit of Somerset County Council, the Demand Led Services Team within GT's Public Sector Advisory team were asked to conduct a focused review of the robustness and deliverability of the Medium Term Financial Plan (MTFP) in relation to Children's and Adult Social Care Services, highlighting any areas of concern and any possible remediations.

## Review Team

The review was undertaken by:

- Alex Khaldi – Partner, Demand Led Services, GT Public Sector Advisory
- Henry Claridge - Manager, Demand Led Services, GT Public Sector Advisory

The review was facilitated by:

- Peter Barber, GT Audit Partner
- Sheila Collins, SCC Interim Finance Director

## Summary of Process

The process has taken the place from w/c 29<sup>th</sup> July – w/c 26<sup>th</sup> August. The key stakeholders were:

- Sheila Collins – Interim Finance Director
- Jason Vaughan – Deputy Finance Director
- Stephen Chandler – Director of Adult Services (departing)
- Mel Lock – Director of Adult Services
- Julian Wooster – Director of Children's Services
- Claire Winter – Deputy Director Children's Services
- Adele McClean – Children's Finance
- James Sangster – Adults Finance

The process involved:

1. Initial document review of information provided by appointed auditor
2. Phone conversation with Directors of Children's, Adults and Financial Services to:
  - Outline the purpose of the review
  - Establish the key lines of enquiry
  - Request/ discuss additional documentation to review
3. Desktop review of documentation
4. Face to Face discussion with key stakeholders on questions arising from the desktop review/ key lines of enquiry
5. Write up and submission of report to GT Audit Partner

## Lines of enquiry

The lines of enquiry provided the focus for the desktop review of documents and subsequent points of discussion for the face to face meeting.

The key lines of enquiry were:

1. Are specific Children's and Adults transformation and savings plans realistic?
2. Have demand pressures been adequately forecast and provided for?
3. Have cost and market pressures been adequately forecast and provided for? (Cost pressures include the sufficiency and price of placements in both Adults and Children's external markets)
4. Are robust arrangements in place to exercise demand and financial control in Adults/Children's including arrangements for activity monitoring, risk management and financial delegation?

It should be noted for the purposes of this review, we have focused on 'social care' and therefore out of scope of the review are education budgets and the Dedicated Schools Grant.

# Review of the MTFP for Children's and Adults

## Structure

Following the desktop review and follow up discussions with key stakeholders we have developed a view to the appointed auditor of Somerset County Council as to whether the budget proposals through to 2021/22 within Children's and Adults Social Services are deliverable and to highlight any areas of concern.

Firstly, we have looked at historical financial performance and MTFP budget position (including allowances for pay award and use of Council's Contingency fund)

Then we have made a risk assessment conclusion against the following headings (to reflect our lines of enquiry)

- Delivery of savings
- Demand pressures
- Cost and market pressures
- Financial / demand control
- Other risks

For Children's services we have also set out a number of risk scenarios to test the ability of the Council to deal with potential cost and demand pressures.

Finally, we have applied an overall assessment for each service area under 'MTFP Funding'.

## Risk Profile

The risk profile is as follows:

Risk	Level
Red	High
Amber	Moderate
Yellow	Low
Green	Very Low

## Benchmarking

As part of our review, we carried out a benchmarking exercise of Children's and Adults services using our CFO Insights (CFOi) and Adult Social Care Insights (ASCI) analytics platforms (see Appendix 3 – CFOi Benchmarking Report and Appendix 4 – ASCI Report.)

The ability to benchmark is an important tool in providing an underpinning evidence base to analyse relative performance against peers and highlight particular areas of cost pressure within the services.

We have used evidence from this exercise to inform our lines of enquiry and discussions with key stakeholders.

# Children's Services

# Historical Financial Performance and MTFP

## Children's Services Financial Performance and MTFP

	14/15	15/16	16/17	17/18	18/19	MTFP Budget		
						19/20	20/21	21/22
Children's Budget (£)	64,703,000	72,370,000	76,532,000	73,846,000	66,314,000	81,682,900	84,010,800	84,322,000
Children's Actual (£)	67,350,000	77,068,000	80,469,000	83,565,000	88,635,000	% change for MTFP		
% Change in Actual		14%	4%	4%	6%	-8%	3%	0%

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### Historical Financial Performance

The table above shows an historical overspend against budget in Children's Services. However, it is acknowledged that previous budgets were unrealistic given the actual levels of spend. This has been addressed through the rebasing exercise during the last financial year (18/19).

Historical financial performance shows a steady year on year increase in spend on Children's Services, with a particularly sharp rise between 14/15 and 15/16. This can partly be explained due to an 'Inadequate' Ofsted rating in 2015, which is typically followed by increased investment/spend to improve the rating (which was achieved in 2017, with a 'Require Improvement to be Good' rating).

The 4% increase seen in 16/17 and 17/18 and 6% in 18/19 is reflective of the demand and cost pressures facing Children's Services and of budgetary increases we have seen through our work with other Councils.

### MTFP Budget

The rebasing exercise of 18/19 saw circa £23m added to Children's Services budget. However, given the continued financial pressures facing the Council, savings were also assigned to the service, leading to an 8% reduction in spend from 18/19 in order to deliver to budget in 19/20. The next financial year allows for some increase in spend before maintaining a similar level for 2021/22.

It should be noted that the MTFP Children's Services budget position for 19/20-2021/22 does not include any contingency sums. In addition to reserves, the Council also maintains a contingency budget in recognition of the volatility and risks contained within of some its budgets. The level of contingency built into the Medium Term Financial Plan is £7.2m for the 2019/20 budget, £4.6m in 2020/21 and £4.1m in 2021/22. Historically, Children's Services has drawn from this reserve and therefore it can be assumed that additional sums will be available over the course of the MTFP. (Please see **Slide 7** for further analysis)

# Pay Award and Use of Contingency Funding

## Pay Award

As per the SCC Audit Findings Report 2018-2019, it is acknowledged that MTFP includes all expected known cost pressures including realistic allowances for pay awards. In the MTFP this amount has been assigned to service areas from a central fund and is based on the % of the total budget that each service makes up.

## Corporate Contingency Fund

In addition to reserves, the Council also maintains a contingency sum in recognition of the volatility and risks contained within of some its budgets. The level of contingency built into the Medium Term Financial Plan is £7.2m for the 2019/20 budget, £4.6m in 2020/21 and £4.1m in 2021/22.

## Historical Use

Recent historical use has seen Children's Services allocated an average of £5.8m from the Contingency fund for the last four years, which equates to 80% of the total contingency sum for this period. Only a very minimal amount was allocated to Adults Services over this period.

## Future assumptions / Scenario's

Given the historical use of the contingency in Children's Services and for the purposes of our review, the table to the right reflects the budget position including the pay award (based on Children's Services making up an average of 30% of the total SCC Budget over the next 3 years) and an assumed 80% allocation of contingency for Children's Services (based on historical use).

## MTFP with Pay Award and Contingency

	Actual	MTFP Budget		
		18/19	19/20	20/21
Children's MTFP Budget (£)		81,682,900	84,010,800	84,322,000
Corporate Contingency (£)		5,780,720	3,649,680	3,310,004
Pay Award (£)		900,137	1,222,790	1,531,579
MTFP with Pay and Contingency (£)	88,635,000	88,363,757	88,883,270	89,163,583
% Change in Actual		0%	1%	0%

With pay award and contingency sums factored in, the MTFP budget for Children's Services requires a containment of the current level of spend (as opposed to the 8% reduction displayed in Slide 6).

This is more realistic for the service and therefore it will be important to consider the adjusted amount when forming a view on the deliverability of MTFP budget for Children's services.

# Children's Services – Risk assessment

## Delivery of Savings

### Risk Assessment

Low

- As part of the MTFP Children's services have a savings target of £4.592m for 19/20.
- The savings proposal was developed in partnership with PeopleToo, who, following a review in 2018, worked with the service to outline a 3 year programme of savings and efficiencies. PeopleToo currently chair the Children's Transformation Board.
- Whilst we believe the external challenge from PeopleToo serves a purpose (along with holding them to account for the delivery of their proposals), through our discussion greater clarity was needed over ownership of the savings, not just from a strategic level but through specific named officers owning the plans.
- Current financial reporting shows that the service has delivered £3.340m of the 2019/20 savings to date, and is on track to deliver the remaining £1.246m
- Some of the 'on track' items are in areas of demand volatility e.g. Placements budget and so are subject to external pressures which increase the risk of delivery.
- Strong reporting measures are in place to monitor progress, with a Transformation dashboard summarising the position and assessing risk against 'savings' and 'plans' and facilitating close working with senior leadership and finance colleagues.

## Demand Pressure

### Risk Assessment

Moderate

- A number of measures have been put in place in order to reduce the need for care and manage children in the system differently. There are good examples of progress at the front door where working with partners has helped redefine the Council's offer and ensured referrals only occur where there is an actual need and all other potential options exhausted. This has led to the referral rate starting to decline.
- Notwithstanding good recent work to manage demand there is an inherently high vulnerability to future demand pressures. It will be important for SCC to have identified their highest risk care cohorts and to have carried out forecasting work based on need, demography and unit cost. In turn the Council should be able to develop more robust 'target cost and demand' profiles/scenarios against which their transformation plans can be deployed.
- Discussion with key stakeholders suggested demand for Children's Services is under firmer control, and the strategy is focused on better management of the current demand and where possible improving the stability of placements. However, given the savings assigned to the service, and the need to contain current cost levels, this puts a significant amount of pressure on these controls, with any increase in spend impacting on the financial position and ability to deliver to budget.
- The pressure on the service can be seen in the 2019/20 Revenue Budget Monitoring – Month 3 Highlight Report which reports a predicted overspend of £1.046m on external placements. This is partly due to a carryover of pressures from the previous year due to additional residential placements however, it is reflective of the impact of unexpected demand on the budget.
- To address pressures on the service, a contingency sum exists that can be drawn upon. However, even with a contingency sum applied to the budget, as a minimum the service will be required to meet all current savings targets and to ensure spend is in line with the previous year.



# Children's Services – Risk assessment

## Cost and Market Pressures

### Risk Assessment

Moderate

- Benchmarking with statistical neighbour local authorities (see Appendix 3) suggest unit costs for Children's Services in Somerset are high. Benchmarking is currently undertaken as part of the South West Quarterly Benchmark Report. However, this is primarily focused on performance measures. There is additional benefit in being able to benchmark financial performance, and having a better understanding of unit costs and where high cost areas sit within the service.
- Historically, cost pressures have been driven by a shortage of more cost effective placements such as foster care, resulting in more expensive placements in residential care. It is also as a result of practice where once a child has entered the system, a very low number would move back into their family setting. This follows a broad assumption that any cost associated with a child would be maintained for the course of their childhood (as opposed to working to move the child back into the family setting and therefore removing the associated costs of care).
- Measures have been put in place to change practice, through more regular reviews with the family, and a particular focus on the 10-15 year old age group.
- Lack of placement stability has also had an impact on cost and market demands. Lack of stability requires new placements to be identified, often at short notice particularly where breakdowns have occurred. This is acknowledged as an area of improvement for the services, and they have seen an improvement since focusing on this area.
- Somerset CC is in a Peninsula Framework through which services are purchased. The framework caps pricing for independent fostering and residential provision. Discussion suggested that Somerset did not always benefit from this arrangement (often they are getting cheaper rates off-framework), and that there could be an opportunity to pursue individual relationships with providers in order to generate a Somerset specific market, based on local needs.
- The Somerset market is saturated by residential homes. There is also a significant amount of local supply being used by external councils.

## Financial/ Demand Controls

### Risk Assessment

Very Low

- As the budget outturn reflects, Children's Services has seen an increase in spend year on year since 2014/15.
- It is acknowledged that during this time, more could have been done to manage demand costs and this has led to specific actions to improve financial grip.
- Placements are now closely monitored and tracked on a weekly basis against the approved budget. Any potential overspend will be clear and can be reported, escalated and remedial action put in place where variance surpasses manageable levels.
- There was clear evidence of controls through the reporting structure of the transformation programme, where monthly highlight reports update on status of projects against milestones, costs, resources and benefits.
- Spend is very tightly controlled, with sign off only through the DCS or Assistant DCS
- The service is also required to submit Finance and Quality Performance Reports, where each service manager submits a report on behalf of their service, and then this is discussed in a forum, with wider service and financial colleagues offering challenge. This has led to service managers taking a greater degree of responsibility for their budget performance, and a greater understanding of their budgets.

# Children's Services – Risk assessment

## Other risks

### Risk Assessment

Low

#### Staffing

- Following the 'Inadequate' Ofsted rating in 2015, there was large investment in workforce to reduce caseloads
- This has led to an average caseload of 14 which can be considered reasonable when compared with other councils
- According to External Placements Budget 2019/20 document shared, staffing costs is the biggest area of expenditure for Children's Services.

#### New Opportunities

- As part of the discussion with stakeholders, we asked if additional opportunities beyond the current MTFP had been proposed or what contingency options could be introduced to address any budgetary pressures.
- The service was able to identify a number of opportunities such as introduction of the Mockingbird scheme, a prevention agenda focusing on child exploitation and domestic crime along with additional savings identified through the PeopleToo review. Given inherent demand and cost flexibility, it will be important for the service to increase their stock of contingency savings options.

# Financial Risk Scenarios - Children's Services

Given the scale of change deployed in Children's over the past year, it is difficult to apply budget growth assumptions with confidence. However it is plausible to suggest that the outturn reduction for 19/20 will not be fully achieved, and further that cost will grow at per annum thereafter. To illustrate the materiality of higher Children's Services cost growth than planned, we have set out a number of alternative scenarios based on a number of assumptions.

## Assumptions

- The '19/20 Revenue Budget Monitoring – Month 3 Highlight report' describes an external placement forecast overspend of £1,046,000. (This has improved from £2,600,000 at the beginning of the financial year.) However, given the relative lack of movement since Month 2 (there has actually been an adverse movement) for the purposes of the risk scenarios we have assumed this overspend remains at year end.
- Over the last 3 years, Children's Services spend has increased at an average of 5% per annum. For the purposes of the risk scenarios we have modelled the impact of a 1%, 3% and 5% increase against the MTFP budget.
- Given the historical use of the contingency fund in Children's Services, for the purposes of the scenarios, the budget position includes the pay award (based on Children's Services making up an average of 30% of the total SCC Budget over the next 3 years) and an assumed 80% allocation of contingency for Children's Services (based on historical use).

These scenarios look to test the ability of the Council to deal with costs and demand pressure based on historical performance, and non-delivery of current cost and demand reduction measures and to assess the total potential level of under/overspend against budget for the 3 year period 2019/20 to 2021/22.

We have modelled three scenarios

- Scenario 1 – External placements overspend and 3% budget increase
  - We believe this to be the 'most likely' scenario modelled. It assumes an improvement to the cost increase per annum during the MTFP based on measures introduced within the service but still reflects an annual budget pressure based on the volatility of cost and demand in Children's Services
  - The outcome of the Scenario 1 leads to an underspend of £3,179,096 across the 3 year period.
- Scenario 2 – External placement overspend and 5% budget increase
  - This scenario reflects the 'do nothing position'. It assumes that the measures introduced by the service have no impact, and instead cost pressure reflects historic trends.
  - The outcome of Scenario 2 gives the Council an overspend of £7,280,125 (with contingency and pay awards factored in) across the 3 year period.
- Scenario 3 – External placement overspend and 1% budget increase
  - This scenario assumes significant improvement as a result of measures introduced with limited need for draw on the contingency fund.
  - The outcome of Scenario 3 leads to an underspend of £13,367,779 across the 3 year period.

# Financial Risk - Scenario 1

	Actual	MTFP Budget			
	18/19	19/20	20/21	21/22	
Children's MTFP Budget (£)		81,682,900	84,010,800	84,322,000	
External Placement Overspend		1,000,000			
3% Budget increase		2,480,487	2,554,902	2,631,549	
					<b>Total Scenario Spend</b>
<b>Scenario Spend (£)</b>	<b>88,635,000</b>	<b>85,163,387</b>	<b>87,718,289</b>	<b>90,349,837</b>	<b>263,231,513</b>
Corporate Contingency (£)		5,780,720	3,649,680	3,310,004	
Pay Award (£)		900,137	1,222,790	1,531,579	<b>Total MTFP Budget</b>
<b>MTFP with Pay and Contingency (£)</b>	<b>88,635,000</b>	<b>88,363,757</b>	<b>88,883,270</b>	<b>89,163,583</b>	<b>266,410,609</b>
					<b>Total Variance</b>
Variance between Scenario Spend and MTFP Budget		-3,200,370	-1,164,981	<b>1,186,255</b>	<b>-3,179,096</b>

## Assumptions

- £1,000,000 overspend at the end of 19/20
- 3% increase on budget (including 19/20 overspend)

- The table above shows the impact of an assumed overspend in the external placement budget and a 3% increase in spend for the MTFP period
- Over the last 3 years, Children's Services spend has increased at an average of 5% per annum. Taking into account improvements as a result of change measures introduced, 3% can be considered a reasonable increase for the purposes of this modelling exercise.
- The table shows that for 19/20 and 20/21, the MTFP budget (including Pay award and contingency) is sufficient to manage the external placement overspend and 3% annual increase in spend. For 21/22 the budget is not sufficient. However, if you consider the total variance over the MTFP period (with 19/20 and 20/21 well under budget if Pay Award and Contingency is included) then there is sufficient contingency to address the final year position and manage the budget risk.
- For this scenario there is a low risk profile against delivery to budget.

# Financial Risk - Scenario 2

	Actual	MTFP Budget			
	18/19	19/20	20/21	21/22	
Children's MTFP Budget (£)		81,682,900	84,010,800	84,322,000	
External Placement Overspend		1,000,000			
5% Budget increase		4,134,145	4,340,852	4,557,895	
					<b>Total Scenario Spend</b>
<b>Scenario Spend (£)</b>	<b>88,635,000</b>	<b>86,817,045</b>	<b>91,157,897</b>	<b>95,715,792</b>	<b>273,690,734</b>
Corporate Contingency (£)		5,780,720	3,649,680	3,310,004	
Pay Award (£)		900,137	1,222,790	1,531,579	<b>Total MTFP Budget</b>
<b>MTFP with Pay and Contingency (£)</b>	<b>88,635,000</b>	<b>88,363,757</b>	<b>88,883,270</b>	<b>89,163,583</b>	<b>266,410,609</b>
					<b>Total Variance</b>
Variance between Scenario Spend and MTFP Budget		-1,546,712	2,274,628	6,552,209	<b>+7,280,125</b>

## Assumptions

- £1,000,000 overspend at the end of 19/20
- 5% increase on budget (including 19/20 overspend)

- The table above shows the impact of an assumed overspend in the external placement budget and a 5% increase in spend for the MTFP period
- Over the last 3 years, Children's Services spend has increased at an average of 5% per annum. This scenario assumes that the improvements, as a result of change measures introduced, have no impact on the budget and instead follow along historical lines.
- The table shows that for 19/20 the MTFP budget (including Pay award and contingency) is sufficient to manage the external placement overspend and 5% annual increase in spend. However for 20/21 and 21/22 the budget is not sufficient. Despite an underspent position for 19/20, this does not provide enough contingency for future years, with the service overspent by £7,280,125 over the period of the MTFP.
- For this scenario there is a high risk profile against delivery to budget.

# Financial Risk - Scenario 3

	Actual	MTFP Budget			
	18/19	19/20	20/21	21/22	
Children's MTFP Budget (£)		81,682,900	84,010,800	84,322,000	
External Placement Overspend		1,000,000			
1% Budget increase		826,829	835,097	843,448	
					<b>Total Scenario Spend</b>
<b>Scenario Spend (£)</b>	<b>88,635,000</b>	<b>83,509,729</b>	<b>84,344,826</b>	<b>85,188,275</b>	<b>253,042,830</b>
Corporate Contingency (£)		5,780,720	3,649,680	3,310,004	
Pay Award (£)		900,137	1,222,790	1,531,579	<b>Total MTFP Budget</b>
<b>MTFP with Pay and Contingency (£)</b>	<b>88,635,000</b>	<b>88,363,757</b>	<b>88,883,270</b>	<b>89,163,583</b>	<b>266,410,609</b>
					<b>Total Variance</b>
<b>Variance between Scenario Spend and MTFP Budget</b>		<b>-4,854,028</b>	<b>-4,538,443</b>	<b>-3,975,308</b>	<b>-13,367,779</b>

## Assumptions

- £1,000,000 overspend at the end of 19/20
- 1% increase on budget (including 19/20 overspend)

- The table above shows the impact of an assumed overspend in the external placement budget and a 1% increase in spend for the MTFP period
- Over the last 3 years, Children's Services spend has increased at an average of 5% per annum. This scenario assumes significant improvements as a result of change measures introduced.
- The table shows that the MTFP budget (including Pay award and contingency) is sufficient to manage the external placement overspend and a 1% annual increase in spend. There is sufficient contingency within each year to manage the budget risks.
- For this scenario there is a very low risk profile against delivery to budget.

# MTFP Funding Assessment

## Children's Services – MTFP Funding

### Risk Assessment

Moderate

Children's Services are in the early stages of the journey to address historical cost and demand pressures and have introduced a number of measure to control and manage current demand. The rebasing of the budget has set a more realistic budget target for the service, albeit with challenging savings targets to reduce spend from previous years. Cost and market forces add to this pressure.

Given the need to contain current spend, along with the delivery of MTFP savings targets, there is a significant amount of pressure on the service to manage demand. These pressures can have a big impact on the projected budget and the potential to be overspent. This is reflected in the 2019/20 Revenue Budget Monitoring – Month 3 Highlight Report which reports a predicted overspend of £1.046m on external placements.

Given this position at Month 3, we have modelled a number of scenarios to test the ability of the service to deal with cost and demand pressure as part of the MTFP. There is sufficient contingency for up to a 3% increase on the budget, taking into account pay award and use of the Council's contingency fund.

Additional work has begun to better forecast demand for Children Looked After and Children in Need but more could be done to understand what is driving demand and where the significant cost pressures arise. This will help to understand future pressure and enable the service to generate a strategy to address this and ensure (as far as possible) it does not impact on the future budget.

As a result, there is a moderate risk to the delivery of the MTFP for Children's services. However, given an assumption that Children's Services will be the main beneficiary of the Council's Contingency Fund and the evidence from the risk scenario exercise carried out, we believe there is capacity to manage this risk.

The service has evidently embarked on a very positive change journey, which has created stronger financial grip, and a clear strategy. There are early signs these efforts are resulting in financial improvement.

Based on our analysis we suggest three areas of further action:

1. Whilst there is positive benefit to an improvement Partner, Council officer ownership and accountability for savings and demand management will be vital and should be considered.
2. We suggest, in the context of the MTFP, that better understanding and analysis of highest risk pressures is needed. Work on volatile cohort financial risk would given better direction to both transformation and financial management activity.
3. More work on placement sufficiency is required to ensure the Council gets best value for money in the context of dramatic increases (nationally) in the cost of placements.

# Adult Services



# Historical Financial Performance and MTFP

## Adults Services Financial Performance and MTFP

	14/15	15/16	16/17	17/18	18/19	MTFP Budget		
						19/20	20/21	21/22
Adults Budget (£)	132,717,000	138,902,000	138,337,000	133,716,000	132,186,000	126,063,800	125,082,800	123,894,700
Adults Actual (£)	133,603,000	139,985,000	147,477,000	133,716,000	132,186,000	% change for MTFP		
% Change in Actual		5%	5%	-9%	-1%	-5%	-1%	-1%

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### Historical Financial Performance

The table above shows a steady increase in spend between 14/15-16/17 before a significant reduction in spend in 17/18 saw the service achieve it's budgeted position which it maintained in 18/19.

It should be noted that over this period (particularly in 17/18), Adult Social Services has drawn on earmarked reserves and made use of capital receipts to invest in transformation. However, as the budget shows, the benefits of the service transformation activities have now been realised, to the extent that earmarked reserves have been replenished as a result of a planned underspend in 18/19.

### MTFP Budget

The MTFP budget for Adult Services shows a continued reduction in spend of 5% in 19/20. However, as previously mentioned, the service was actually underspent in 18/19 by circa £6m but with transfers to earmarked reserves and use of capital receipts the outturn is still reported as £132m (as shown in the table above). Therefore, based on the underspent amount for 18/19, the budget for 19/20 looks to maintain the 'as is' level' of spend.

The MTFP budget is consistent with the historical financial performance and is reflective of the transformation activity of the previous years and the continued grasp of cost and demand.

# Pay Award and Use of Contingency Funding

## Pay Award

As per the SCC Audit Findings Report 2018-2019, it is acknowledged that MTFP includes all expected known cost pressures including realistic allowances for pay awards. This amount has been assigned to service areas from a central fund and is based on the % of the total budget that each service makes up.

## Corporate Contingency Fund

In addition to reserves, the council also maintains a contingency sum in recognition of the volatility and risks contained within of some its budgets. The level of contingency built into the Medium Term Financial Plan is £7.2m for the 2019/20 budget, £4.6m in 2020/21 and £4.1m in 2021/22.

## Historical Use

Recent historical use has seen Adults Services allocated a very minimal amount from the Contingency fund for the last four years.

## Future assumptions / Scenario's

For the purposes of our review (and to mirror our assessment of Children's services), the table to the right reflects the budget position including the pay award (based on Adult Services making up an average of 45% of the total SCC Budget over the next 3 years) and an assumed 20% allocation of contingency fund (assuming Children's Services are allocated 80% this is the remaining amount).

## MTFP with Pay Award and Contingency

	Actual	MTFP Budget		
		18/19	19/20	20/21
Adults MTFP Budget (£)		126,063,800	125,082,800	123,894,700
Corporate Contingency (£)		1,445,180	912,420	827,501
Pay Award (£)		1,389,209	1,820,599	2,250,356
MTFP with Pay and Contingency (£)	132,186,000	128,898,189	127,815,819	126,972,557
% Change in Actual		-2%	-1%	-1%

As Slide 17 describes, the MTFP budget for Adult Services looks to maintain the 'as is' level' of spend (noting the underspend in 18/19.) With pay award and contingency sums factored in as well, Adult Services are in a very strong position to deliver to the MTFP budget, with very low risk against the impacts of potential cost and demand pressures.

# Adult Services– Risk assessment

## Delivery of Savings

### Risk Assessment

Very Low

- As part of the MTFP, Adult Services have a saving target of £5.507m for 19/20
- Current financial reporting shows that the service has delivered £2.680m of savings to date, and is on track to deliver the remaining £2.827m
- There is strong ownership of the savings, with a relevant senior responsible officer assigned to each proposal.
- The service has created an environment of positive challenge, where finance and service officers work together to ensure savings are realistic, deliverable and on track.
- As the budget shows, the service is realising the benefits of significant work over the last 3 years, with current savings proposals in-line with the improvements the service has already experienced.

## Cost and Market Pressure

### Risk Assessment

Low

- Adult Services have worked hard to define a 'fair cost of care' in order to shape their market fees.
- In 2018 they commissioned Valuing Care to undertake a 'value for money' assessment of their homecare, residential and nursing costs which led to a better understanding of the usual costs required to deliver a service.
- The service has a good working relationship with its providers, and the Homefirst projects is evidence of positive partnership working between the two in order to enhance the service.
- Despite good financial performance, our benchmarking exercise showed unit costs for people with LD were high when compared to nearest statistical neighbours. This is in some part due to higher numbers of people with LD, compared with overall population.
- The cost and demand of this cohort could present a threat to the MTFP budget. However, through discussion, it was clear through the Discovery Contract that measures were already in place to work differently with this cohort. In addition, the 19/20 MTFP review savings were not overly reliant upon reductions for this cohort.

## Demand Pressure

### Risk Assessment

Very Low

- Adults services have a clearly articulated strategy towards managing demand based on promoting independence and seeking to maximise individual, family and community resources.
- This has seen the service move away from a paternalistic view of support and as a result has seen a significant number of referrals resolved without the need for council funding.
- The strategy assigns clear performance measures against key drivers of demand, and these are regularly reported and monitored.
- Forecasts for demand have been considered, especially given projected increase in older adult population. Work has started with providers to build capacity, blending homecare support with respite where needed.
- There was an acknowledgement that improvements could still be made in terms of forecasting especially for the LD and MH cohorts.

## Finance/demand controls

### Risk Assessment

Very Low

- Along with the strategy to promote independence, according to the DASS, Adult Services have reframed operations to "live within their means"
- Using a panel process, there has been challenge to the way practitioners viewed money, and a focus on the most cost effective way of providing services.
- It is clear from the evidence and discussion that robust financial controls are in place. Weekly finance meetings take place with senior leadership and finance officers. This is summarised in a monthly Finance Report.
- There is a separate MTFP meeting to keep account of progress against savings proposals.
- In addition, the service undertakes Performance Improvement Meetings which includes a financial element. On a quarterly basis these are chaired by an external facilitator to provide additional challenge.

# Adults Services– Risk assessment

## Other risks

### Risk Assessment

Very Low

#### Staffing

- There has been a strong emphasis on reducing agency spend. Service managers, through closer management of budgets can clearly see how agency costs impact on their budget and therefore can better assess when there is an actual need for this resource.
- There has been a drive more widely to promote a positive career pathway for social work and an increase in local training programmes.

#### Relationship with Health

- Adult Services has a positive relationship with the local CCG based on a partnership approach.
- DASS is aware of the need to make sure the CCG is making proper contributions to joint-funded provision.
- The need to demonstrate value is driven by the CCG approach to investment and funding. For example, the Homefirst model was fully funded by the Council for the first year. However, through showing the value and impact of the model to the CCG, the Council was able to request a contribution for Year 2 onwards.

#### New Opportunities

- Over the course of the MTFP the focus is very much on a continuation of the benefits realised from the current way of working.
- Through discussion it is believed that there is some contingency built into current service projections if pressures were to exceed budgets.

# MTFP Funding Assessment

## Adults Services – MTFP Funding

### Risk Assessment

Very Low

Adults Services have come through a significant transformation programme which has brought actual and budget spend in line, and led to an underspend in 2017/18. The strategy has installed a service practice which ensures a focus on independence and as a result, keeps people away from high-cost placements whilst at the same time improving outcomes for the individual.

The current savings targets are on-track and reflect the expected continued impact in the way services are delivered. Where some cost and demand pressures exist with the LD cohort, measures are in place to contain this spend with limited additional pressure through the MTFP savings. This is further evidenced by the projected balanced budget position as per the 2019/20 Revenue Budget Monitoring – Month 3 Highlight Report.

Given the success of the last 3 years, and the current measures in place, there is a very low risk to the delivery of the MTFP for Adults Services. There is an opportunity to increase resilience through better demand forecasting for high cost cohorts. In addition, the success of the past 3 years of transformation has taken out much of the more obvious efficiencies in the system. The challenge for the service now is maintaining the positive benefits achieved and dealing with any unexpected or future pressures.

We suggest two main areas for action in further strengthening the financial resilience of the service:

1. Whilst there is a strong financial grip, demand for Adults is still rising nationally and the service could improve their modelling of future activity. Younger Adults with complex needs as well as a growing over 75's population could be areas for more strategic analysis/thinking.
2. There is an opportunity for the service, having stabilised their finances, to think further ahead in terms of service innovation and improvement of outcomes for SCC residents.

# Summary of MTFP Assessment

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# Final remarks

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Our review has shown that both Children's and Adult Service, in partnership with the corporate finance team have strong financial measures in place with robust mechanisms to manage and monitor spend against the budget.

For Adults services we have confidence they can deliver to the MTFP. The budget is consistent with the historical financial performance and is reflective of the transformation activity of the previous years and their continued grasp of cost and demand.

We believe there is greater risk against Children's services, given the historical financial performance and reduction in spend required to deliver to budget in 19/20. As a result of this risk, we tested the budget against potential scenarios that may impact on spend. Given contingency is sufficient to manage an external placement overspend and 3% increase in annual costs, we believe, there is sufficient capacity within the budget to manage this risk and deliver to the MTFP.

# Appendix 1 – Documents Reviewed



# List of documents reviewed

Name of Document	Subject
Sent by Children's Services, SCC	
CTP governance July 2019	Overview of Transformation
CLA Placements CTP Highlight Report June 2019	Example of transformation reporting
CTP Fostering Highlight Report June MR version v1	Example of transformation reporting
SLT External Placements 12.03.19	Overview of External Placements
CTP Dashboard June 2019 (draft)	Overview of Transformation Programme
CLA with Fostering split June 201	Example of Cost/Demand monitoring
WeeksfromIssue 01.08.2019	Example of Cost/Demand monitoring
CSC Type CC3 matters by Area	Example of Cost/Demand monitoring
Placements Weekly Spend Analysis 22.07.19 - 28.07.19 v2	Example of Cost/Demand monitoring
Additional CSC statistics	Example of Cost/Demand monitoring
CSC Matters opened by Case type 07-19	Example of Cost/Demand monitoring
SW Q4 Benchmarking anonymised	South West Benchmarking Q4
Workforce Forecast Data (Jan 2019)	Forecast information
Sufficiency Action Plan April 2019	Sufficiency update
MTFP Savings 2019-20	Breakdown of 19/20 MTFP
Sent by Adults Services, SCC	
Adult Social Care - Grant Thornton Review Index - 1.8.19	Index of document sent
Appendix 1 - Promoting Independence Strategy 2018	Strategy document behind transformation
Appendix 2 - Market Position Statement	Approach to the market
Appendix 3a - Fair Cost of Care - Home Care Report -Somerset - 20.3.2018	Understanding of care costs
Appendix 3b - Fair Cost of Care - Residential Nursing Report -Somerset - 28.3.2018	Understanding of care costs
Appendix 4a - PIMS Community Connect & Demand Management - July 2019	Example of Performance Improvement Meeting
Appendix 4b - PIMS Community Localities Flow - July 2019	Example of Performance Improvement Meeting
Appendix 4c - PIMS Health Interface Service - July 2019	Example of Performance Improvement Meeting
Appendix 4d - PIMS Finance Update - July 19	Example of Performance Improvement Meeting
Appendix 5a - CIPFA Social Care Risk Tool Somerset 2018 Edition Feb 2019	CIPFA Risk assessment
Appendix 5b - CIPFA ADASS Risk Tool	CIPFA Risk assessment

# List of documents reviewed

Name of Document	Subject
Sent by Sheila Collins, Finance Director, SCC	
VFM Overview Statement for GT - FINAL	Value for Money Update
14 08 19 Cabinet Month 3 Monitoring Report WIP	Example of Budget Monitoring
Children's Finance Flow July 2019 v2	Children's Finance Controls/Reporting
Copy of ASC MH Report - January 2019	Example of Budget Monitoring
Copy of LD Report - January	Example of Budget Monitoring
Going Concern Statement - July 2019	Part of VFM process
Qtr1 Leaving Care	Children's Finance Controls/Reporting
Sent by Peter Barber, Audit Partner, GT	
SCC State of Play	Overview of Demand Led Services
MTFP Model 2019-20 to 2023-24	Detail on MTFP
20190722 SCC Audit Findings Report 2018-19 final	Context for DLS review
Appendix B	Latest MTFP saving position
20190319_Local_Area_Older_People_Somerset	CQC Benchmarking for ASC
Item 4_SD_PIMS report June 2019	Example of Performance Improvement Meeting
SCC Council Papers/Reports	
Cabinet September 2018	Summary of savings and proposals
Cabinet February 2019	Summary of savings and proposals
Cabinet July 2019	Budget Monitoring
Children's Scrutiny Committee January 2019	Children's MTFP and PeopleToo Recommendations

# Appendix 2 – Key Stakeholders and Engagements

# Key Stakeholders and Engagements

## Key Stakeholders

Name	Role
Sheila Collins	Finance Director
Jason Vaughan	Deputy Finance Director
Stephen Chandler	(Outgoing) Director of Adult Services
Mel Lock	Director of Adult Services
Julian Wooster	Director of Children's Services
Claire Winter	Deputy Director of Children's Services
Adele McClean	Children's Finance
James Sanster	Adults Finance

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## Record of engagement

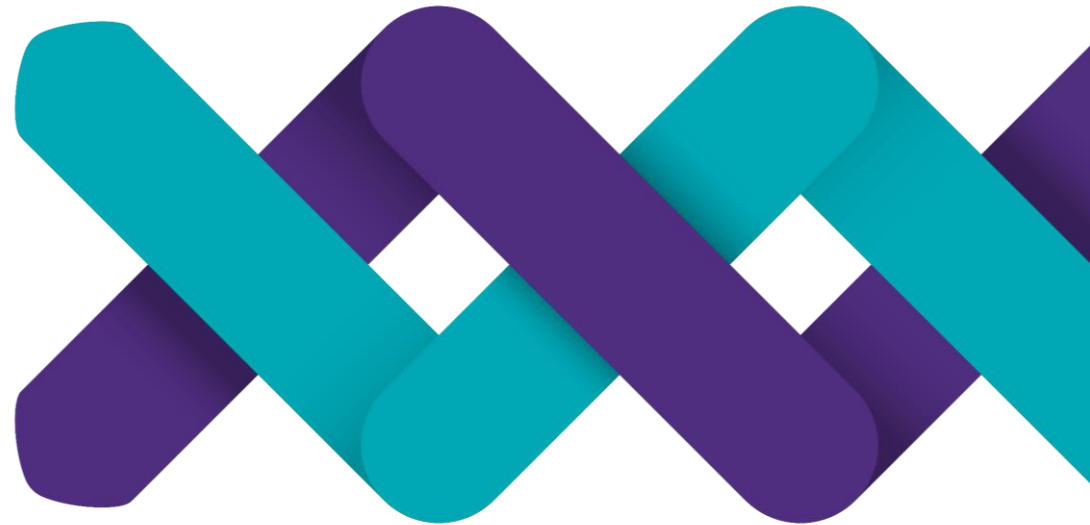
Date	Meeting Type	Subject	Attendance
30/07/2019	Call	Review Planning	Alex Khaldi, Henry Claridge, Sheila Collins, Jason Vaughan
01/08/2019	Call	Introduction and Review Outline (Children's)	Alex Khaldi, Henry Claridge, Sheila Collins, Claire Winter, Adele McClean
01/08/2019	Call	Introduction and Review Outline (Adults)	Alex Khaldi, Sheila Collins, Stephen Chandler, Mel Lock
06/08/2019	Face to Face	Discussion on lines of enquiry (Children's)	Alex Khaldi, Henry Claridge, Sheila Collins, Jason Vaughan, Claire Winter, Adele McClean
06/08/2019	Face to Face	Discussion on lines of enquiry (Adults)	Alex Khaldi, Henry Claridge, Sheila Collins, Jason Vaughan, Stephen Chandler, Mel Lock, James Sangster
06/08/2019	Face to Face	Discussion on lines of enquiry (Finance)	Alex Khaldi, Henry Claridge, Sheila Collins, Jason Vaughan
13/08/2019	Call	Update on review (Children's)	Alex Khaldi, Julian Wooster

# Appendix 3 – CFOi Benchmarking Report

# Adults and Children Social Care Benchmarking Report

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**Somerset**  
August 2019



# Children's social care

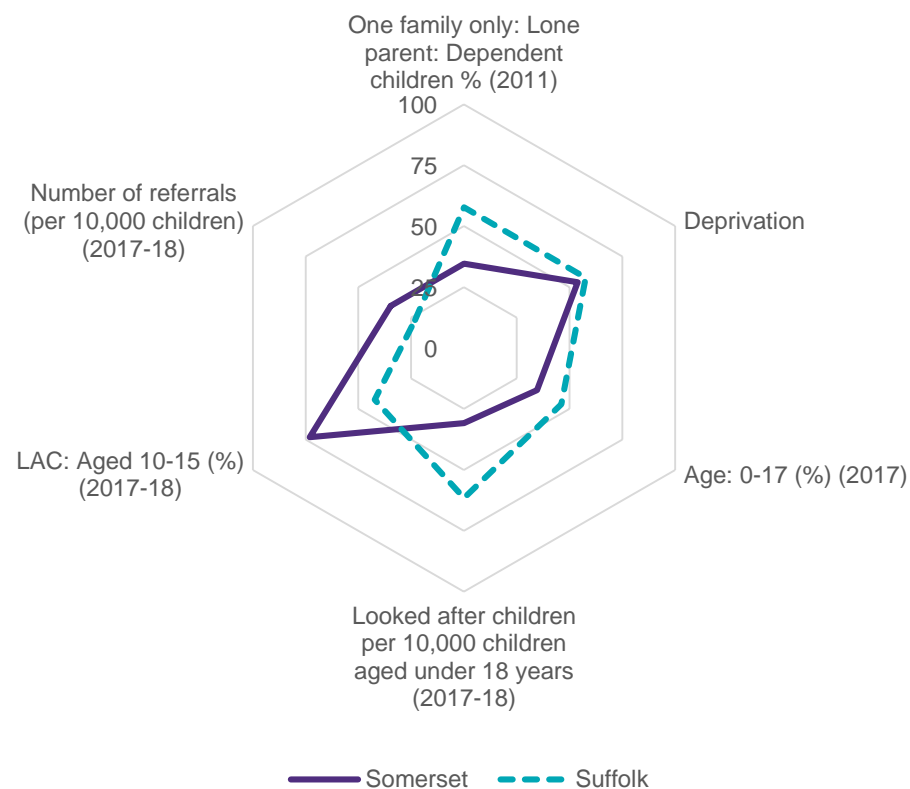
# Children's social care – Nearest Neighbours

The socioeconomic profile, to the right, shows Somerset in the context of all counties. The 50 line represents the group median, consequently points closer to the outside of the profile are 'very high' in comparison to the group and those closer to the centre are 'very low'. The spider chart shows that Somerset has a high proportion of looked after children aged 10-15 in comparison to the group and average levels of deprivation. Somerset's population has low levels of looked after children per 10,000 children under 18 years old, referrals per 10,000 children and lone parent dependent children.

Using the measures set out in the spider chart we have identified the ten most statistically similar counties to Somerset, with Suffolk being most similar overall. These are shown in the table below. The nearest neighbour group identified has been used as a more focused benchmark group for this report in order to appropriately benchmark Somerset against similar areas.

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Near Neighbours
Somerset
Suffolk
Gloucestershire
Devon
Oxfordshire
Staffordshire
North Yorkshire
Hampshire
West Sussex
Leicestershire
Nottinghamshire





# Children's social care

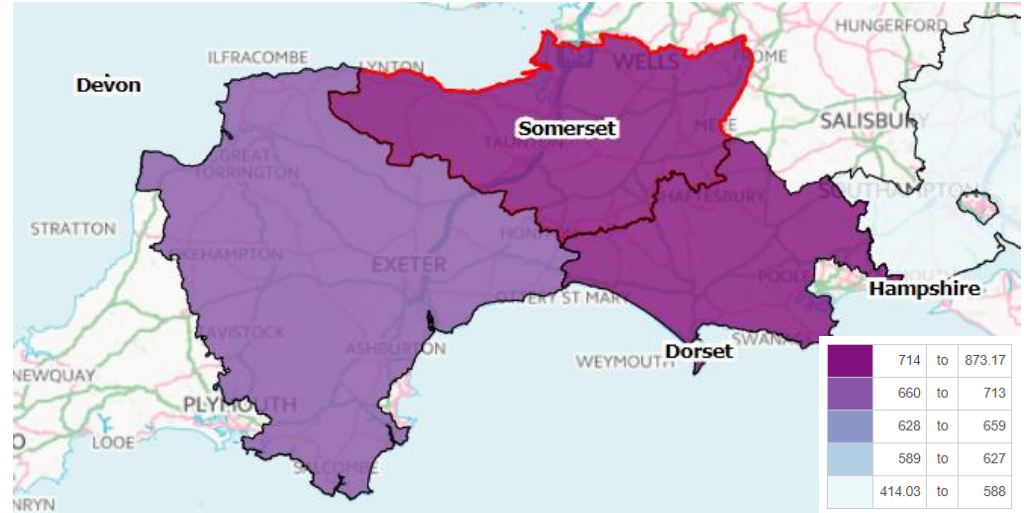
## Net expenditure in context

The map to the right illustrates that Somerset's net expenditure per head on children's social care services was £739.77 in 2017/18, which is very high in the context of all counties. Compared to the nearest neighbour group (bar chart), in 2017/18 Somerset had the highest net expenditure per head on children's social care services. The two councils with the most similar level of spend were Nottinghamshire and Devon, at £735.64 and £712.66 respectively.

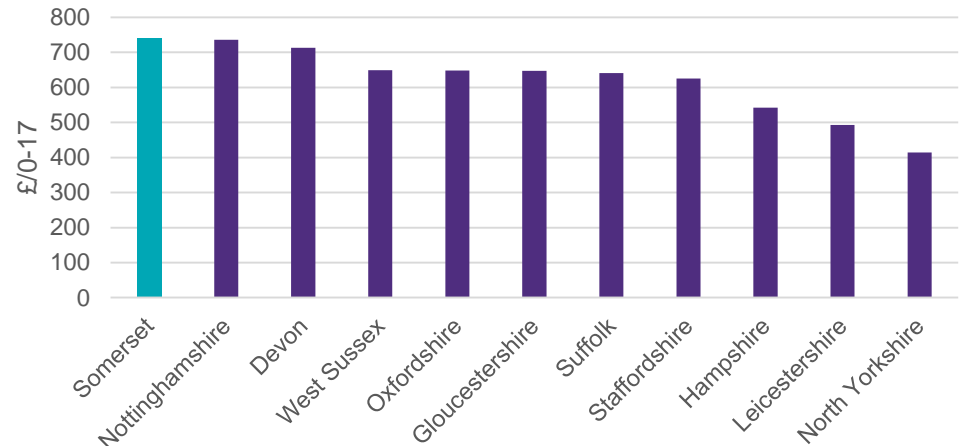
Based on revenue outturn returns submitted to the Ministry of Housing, Communities and Local Government by Somerset it can be seen that between 2011 and 2017 there was an increase in net expenditure for children's social care services of 43%, equating to £35,071,000 (see below).

Children's social care has been consistently over budget since 2012, most recently net expenditure was 12.8% over budget.

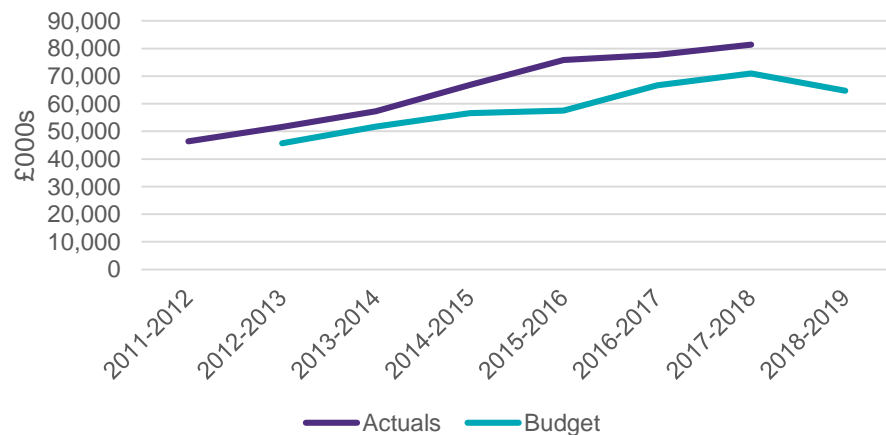
## Children's social care net expenditure per head (£/0-17) 2017/18 - Unitary context



## Children's social care net expenditure per head (£/0-17) 2017/18 - Nearest neighbour context



## Budget vs Actuals: Children's Social Care (2011– 2017)

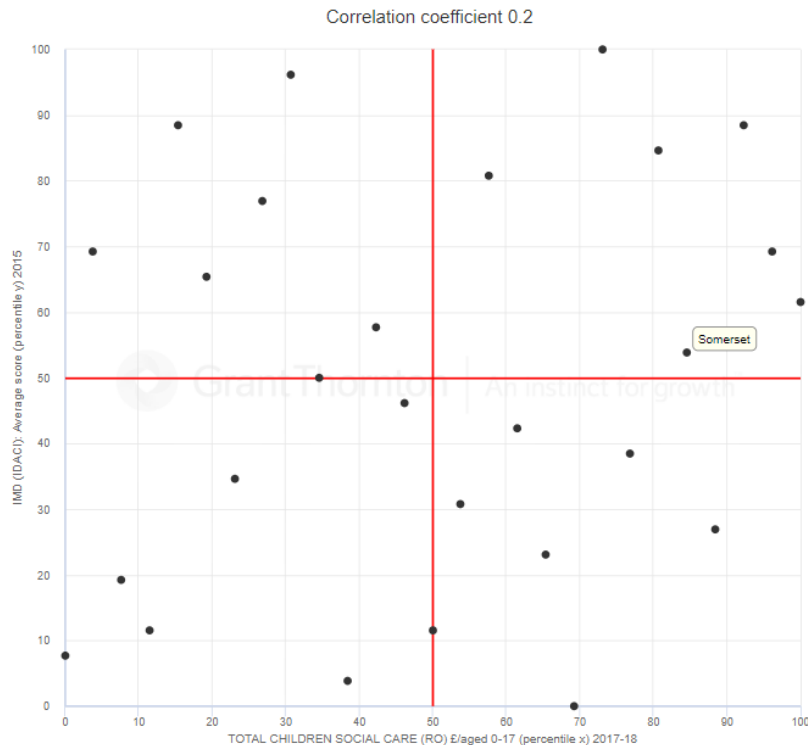


# Children's social care

The scatter chart below correlates net expenditure per child on children's social care services against child poverty for all counties (based on the Index of Multiple Deprivation – Income Deprivation Affecting Children Index).

This shows a weak positive correlation between the two variables which indicates that there may not be linkages between child poverty levels and the associated spend on child social care. Somerset sits in the top right of the chart, indicating relatively high levels of spend per child and high child poverty.

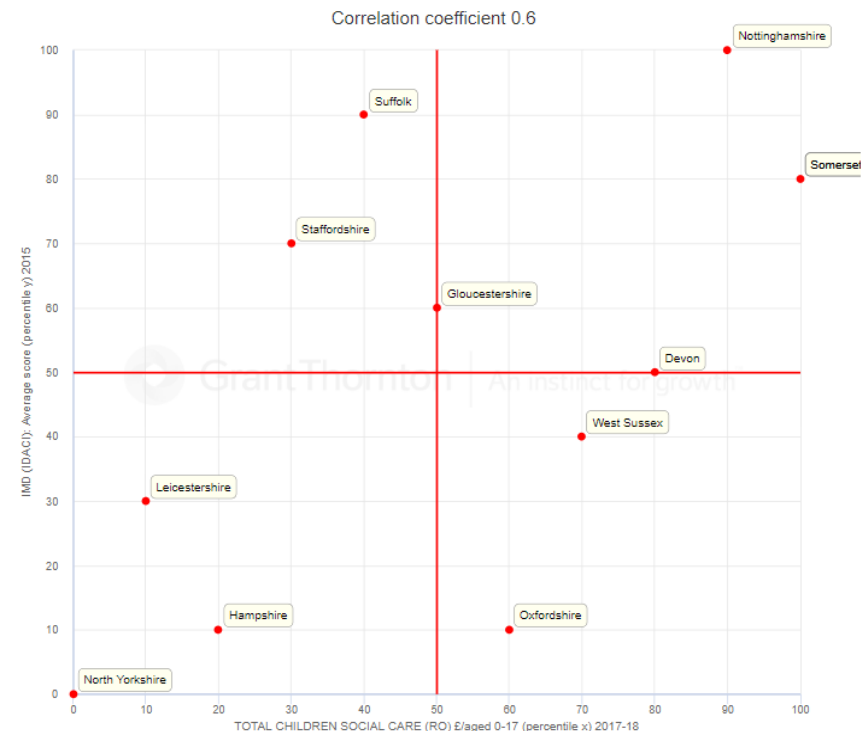
**Total children social care (RO) (£/0-17) vs. Child poverty – Counties context**



The scatter chart below correlates net expenditure per child on children social care against child poverty for Somerset and its near neighbour group.

This shows that there is a positive relationship between the two variables, which is stronger than the counties context correlation, as indicated by the higher correlation coefficient (0.6). Somerset has the highest spend per child on children's social care services relative to the near neighbour, and very high levels of child poverty.

**Total children social care (RO) (£/0-17) vs. Child poverty – Nearest neighbours**

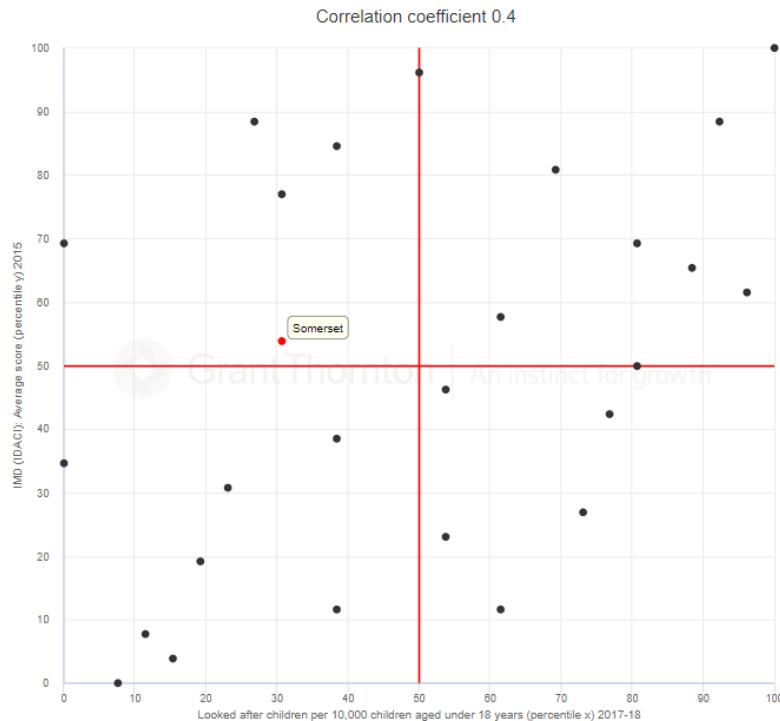


# Children's social care

The scatter chart below correlates the number of looked after children per 10,000 children against child poverty for all counties (based on the Index of Multiple Deprivation – Income Deprivation Affecting Children Index).

This shows a moderate positive correlation between the two variables which indicates that there are linkages between child poverty levels and levels of looked after children. Somerset sits in the top left of the chart, indicating low levels of looked after children and average child poverty.

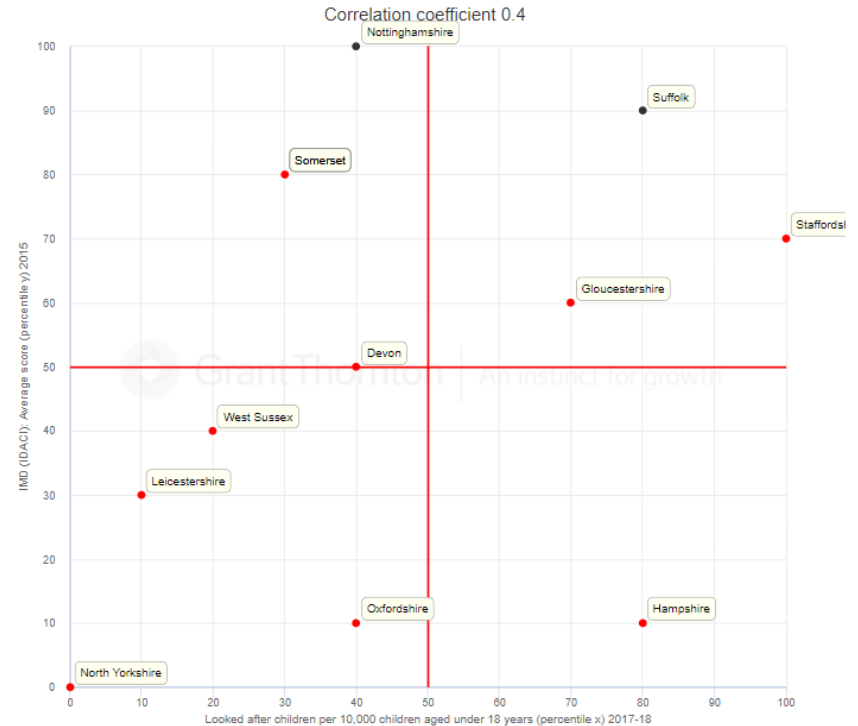
**Looked after children per 10,000 children vs. Child poverty – Counties Context**



The scatter chart below correlates looked after children per 10,000 children against child poverty for Somerset and its near neighbours group.

This shows that there is still a moderate positive relationship between the two variables, as indicated by the correlation coefficient (0.4). Compared to the near neighbour group, Somerset has low levels of looked after children and very high child poverty.

**Looked after children per 10,000 children vs. Child poverty – Nearest neighbours**



# Children's social care

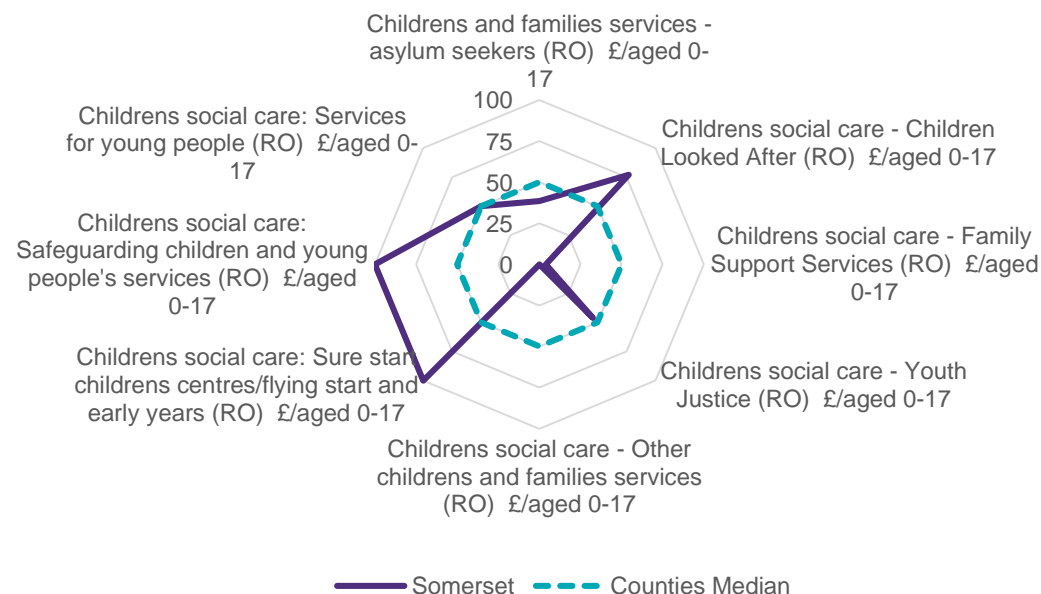
The spider chart to the right shows that in 2017/18 Somerset incurred very high net expenditure per child on safeguarding children and young people's services at £218.72, compared to the counties median. Additionally, spend on sure start children's centres / flying start and early years services was very high in the context of all counties, at £80.01.

However, the pie chart shows that although the unit cost spend on sure start children's centres / flying start and early years services is very high relative to other counties, as a proportion of total spend on children services it accounts for just 10.8% of spend. Whilst spend on looked after children accounts for 47.9% of total spend on children services.

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Children services - individual lines	£000's	£/head
Childrens and families services - asylum seekers (RO)	467	4.00
Childrens social care - Children Looked After (RO)	38,971	354.01
Childrens social care - Family Support Services (RO)	5,203	47.26
Childrens social care - Youth Justice (RO)	1,169	10.62
Childrens social care - Other childrens and families services (RO)	0	0
Children's social care: Sure start children's centres/flying start and early years (RO)	8,808	80.01
Children's social care: Safeguarding children and young peoples services (RO)	24,078	218.72
Children's social care: Services for young people (RO)	2741	24.9

**Children's social care: Unit cost breakdown (RO) £/aged 0-17 (2017/18) – Counties median**



**Children's social care: proportional share of total children's services spend by individual line (RO) (2017/18)**



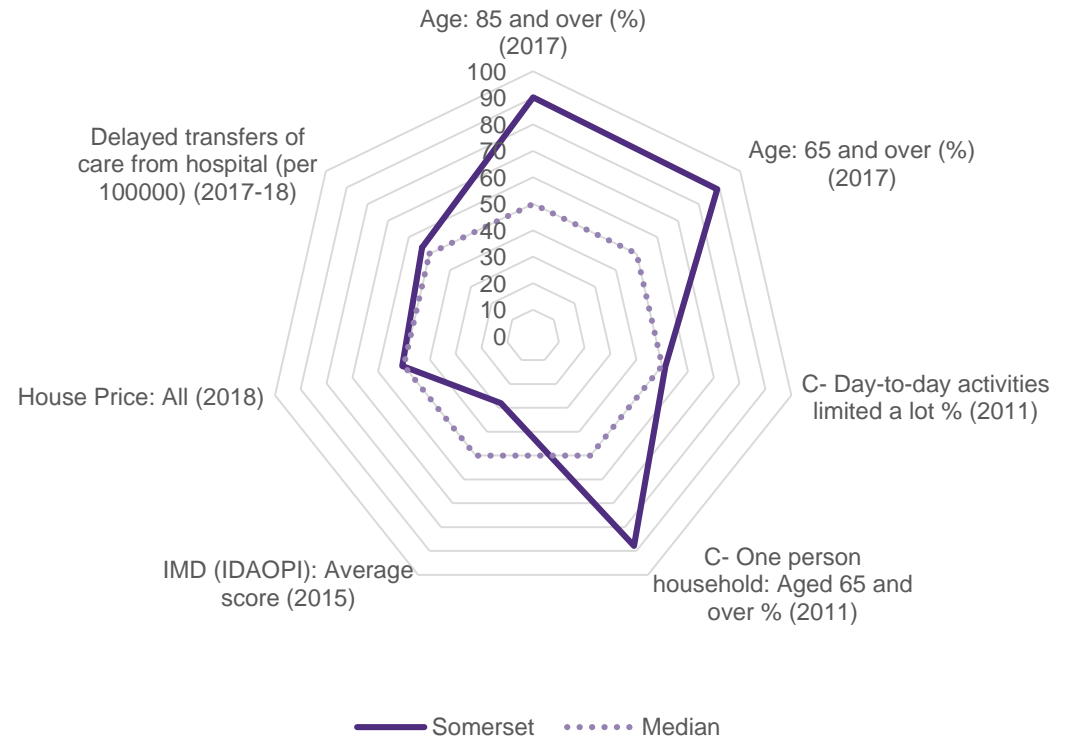
# Adult social care

# Adult social care – Nearest Neighbours

The socioeconomic profile, to the right, shows Somerset in the context of all counties. The 50 line represents the group median. Points closer to the outside of the profile are 'very high' in comparison to the group and those closer to the centre are 'very low'. The spider chart shows that Somerset has a very high proportion of people aged 65 and over in comparison to the group which indicates an ageing population. Somerset's population also has low levels of deprivation. Using the measures set out in the spider chart we have identified the ten most statistically similar counties and unitary authorities to Somerset. These are shown in the table below. The nearest neighbour group identified has been used as a more focused benchmark group for this report in order to appropriately benchmark Somerset against similar areas.

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Nearest Neighbours
Hertfordshire
Norfolk
North Yorkshire
North Somerset
Suffolk
Devon
Shropshire
Poole
Cheshire East
East Riding of Yorkshire



# Adult social care

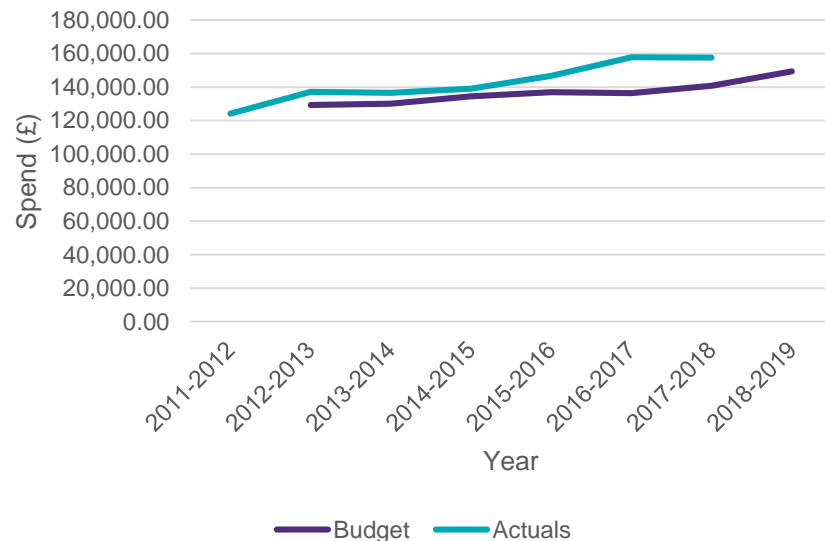
## Net expenditure in context

The map to the right illustrates that Somerset's net expenditure per head on adult social care services was £353.83 in 2017/18, which is average in the context of all counties unitary authorities.

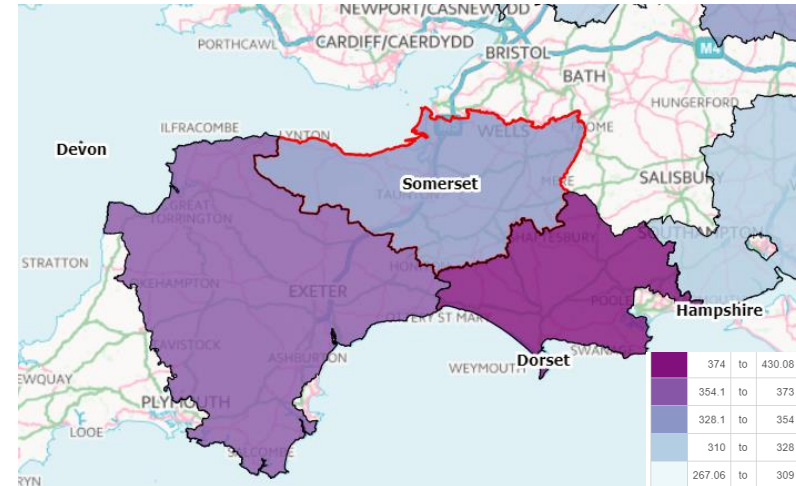
The bar chart displays unit spend on adult social care, Compared to the nearest neighbour group. The chart shows that during 2017/18, Somerset spent £353.83 per person aged 18-64. The two councils with the most similar level of spend were Devon and Poole, at £357.07 and £351.45 respectively.

Based on revenue outturn returns submitted to the Ministry of Housing, Communities and Local Government by Somerset it can be seen that between 2011/12 and 2017/18 there was an increase in net expenditure for adult social care services of 26.8% (see below). Adult social care net expenditure has been consistently above budget since 2012/13.

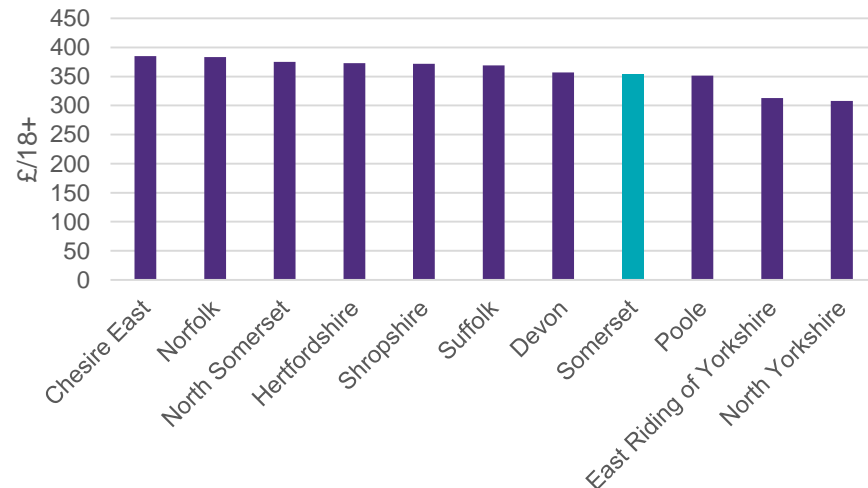
## Budget vs Actuals: Adult Social Care (2011/12 – 2018/19)



## Adult social care net expenditure per head (£/18+) 2017/18- Unitary context



## Adult social care net expenditure per head (£/18+) 2017/18 - Nearest neighbour context

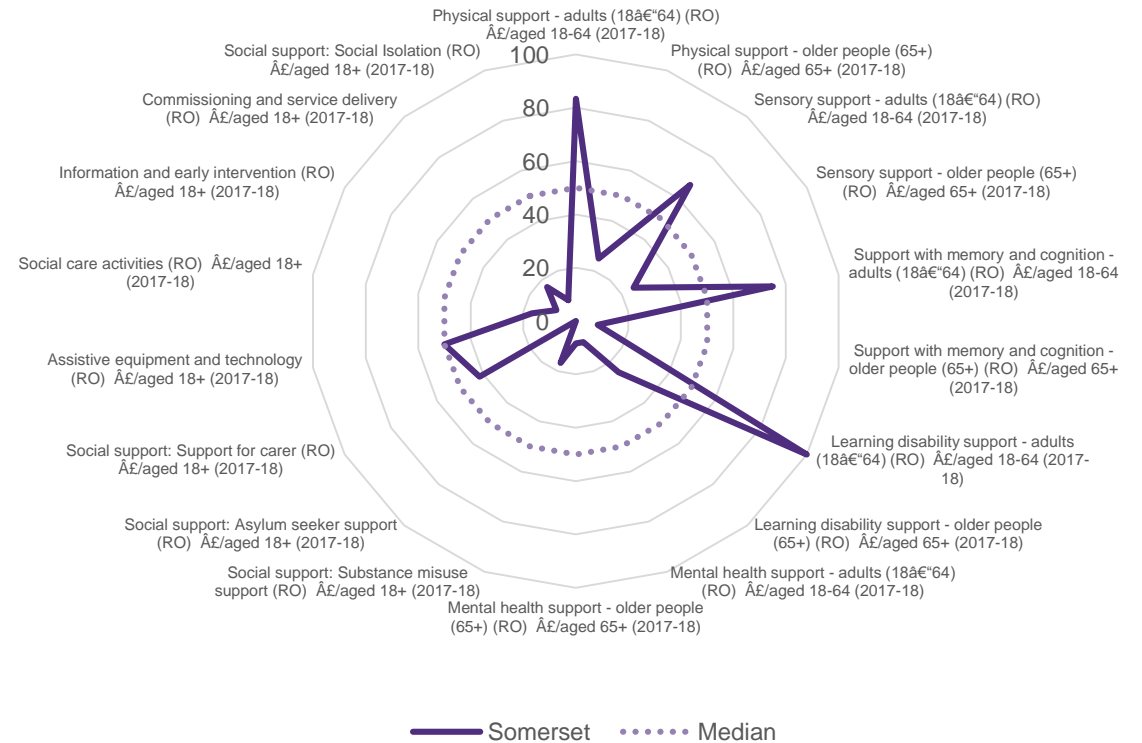


# Adult social care

The spider chart below provides a detailed breakdown of adult social care net expenditure per head relative to all counties. Points to the outer edge of the chart show higher relative spend per head. This illustrates that spend on learning disability support for adults is very high relative to all counties, at £181.28 per person aged 18 and over. Somerset also has high net expenditure on physical support for adults at £57 per person aged 18-64. These high spend areas are indicated in the table below.

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Indicator	£000s	Unit	£/unit
Physical support - adults	17,725	18-64	57
Physical support - older people	50,164	65+	374
Sensory support - adults	289	18-64	0.93
Sensory support - older people	393	65+	2.93
Support with memory and cognition - adults	722	18-64	2.32
Support with memory and cognition - older people	1,409	65+	10.50
Learning disability support - adults	56,374	18-64	181.28
Learning disability support - older people	5,130	65+	38.25
Mental health support - adults	2,822	18-64	9.07
Mental health support - older people	2,929	65+	21.84
Social support: Substance misuse support	0	18+	0
Social support: Asylum seeker support	0	18+	0
Social support: Support for carer	259	18+	0.58
Assistive equipment and technology	1,019	18+	2.29
Social care activities	13,690	18+	30.76
Information and early intervention	0	18+	0
Commissioning and service delivery	4,567	18+	10.26
Social support: Social Isolation	0	18+	0





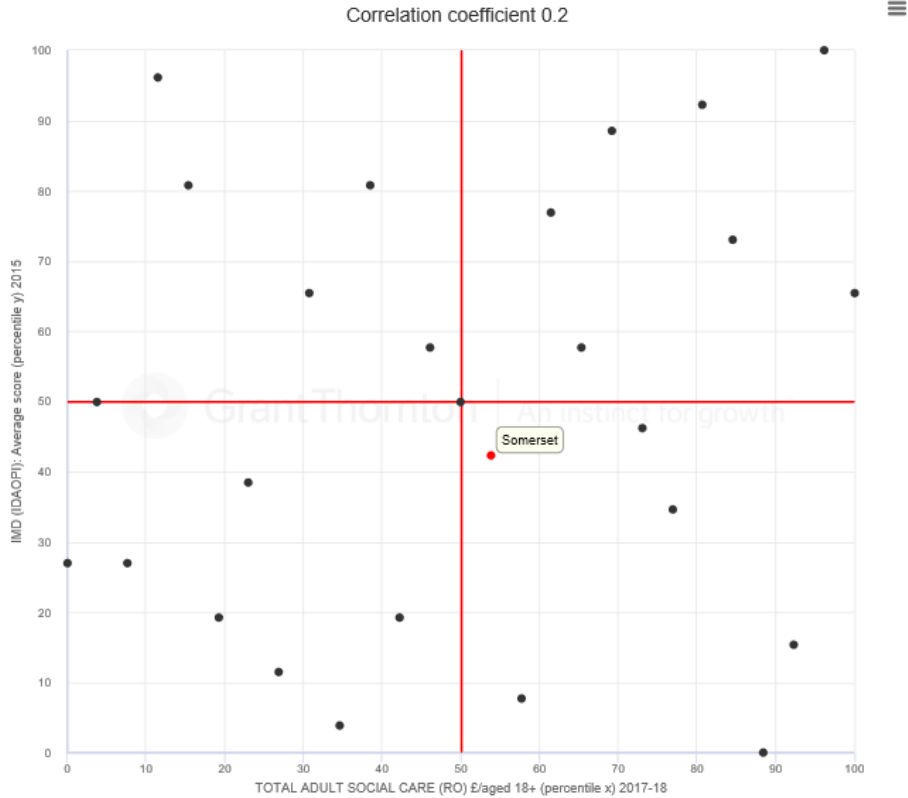
# Adult social care

The scatter chart below correlates net expenditure per child on adult social care services against adult poverty for all counties (based on the Index of Multiple Deprivation – Income Deprivation Affecting Children Index).

This shows a weak positive correlation of 0.2 between the two variables which indicates that there are slight linkages between poverty levels and the associated spend on adult social care. Somerset sit in the bottom right quarter of the chart, indicating higher spend on adult social care and lower levels of deprivation.

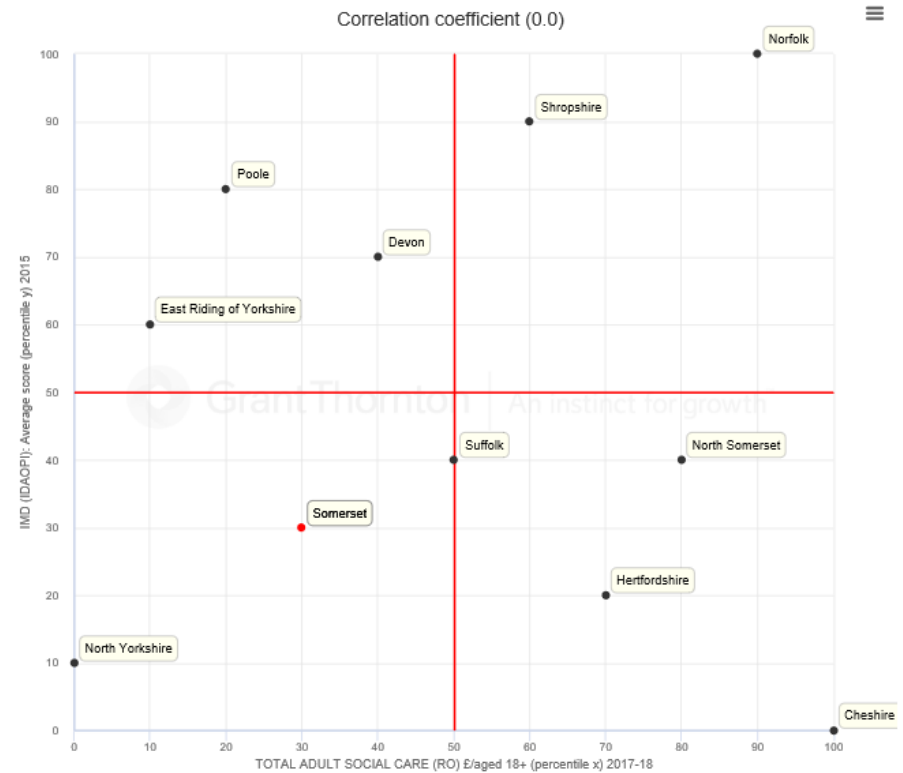
**Total adult social care (RO) (£/0-17) vs. Adult poverty – Counties context**

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The scatter chart below correlates net expenditure per adult on adult social care against poverty for Somerset and its near neighbour group. This shows that there is a correlation coefficient of 0.0, which is lower than the county context, indicating there is no relationship between the two variables.

**Total children social care (RO) (£/0-17) vs. Adult poverty – Ofsted nearest neighbours**



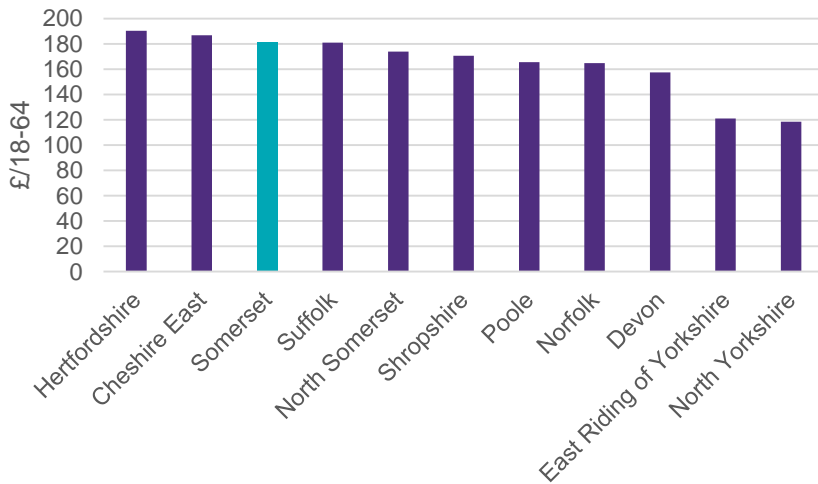
# Learning disability support (18-64)

## Net expenditure in context

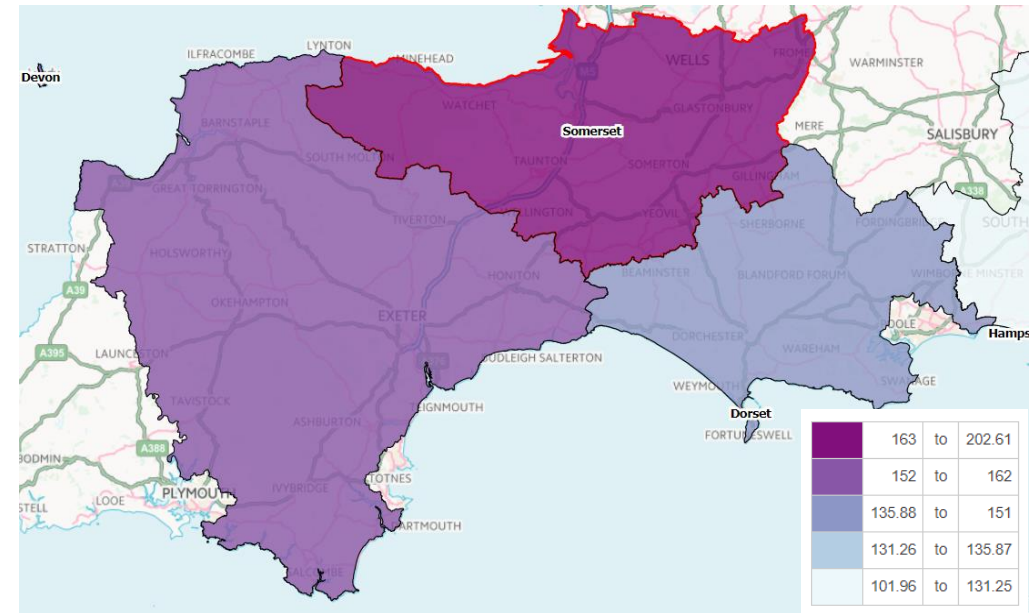
The map to the right illustrates that Somerset's net expenditure per head on learning disability support for those aged 18-64 was £181.28 in 2017/18, which is very high in the context of all counties.

Compared to the nearest neighbour group (bar chart below), in 2017/18 Somerset had the third highest net expenditure per head on learning disability support for 18-64 year olds. The two councils who had higher net expenditure were Hertfordshire and Cheshire East. Of the near neighbours, North Yorkshire had the lowest spend per person aged 18-64, with a value of £118.53.

## Learning disability support net expenditure per head (£/18-64) 2017/18 - Nearest neighbour context



## Learning disability support net expenditure per head (£/18-64) 2017/18- Counties context



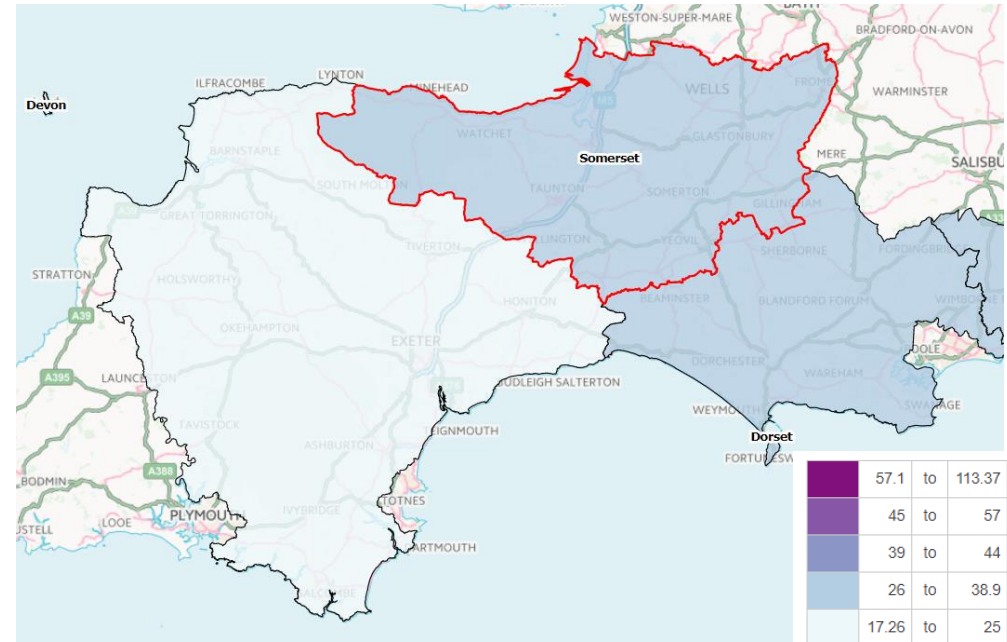
# Learning disability support (65+)

## Net expenditure in context

The map to the right illustrates that Somerset's net expenditure per head on learning disability support for those aged 65+ was £38.25 in 2017/18, which is low in the context of all counties.

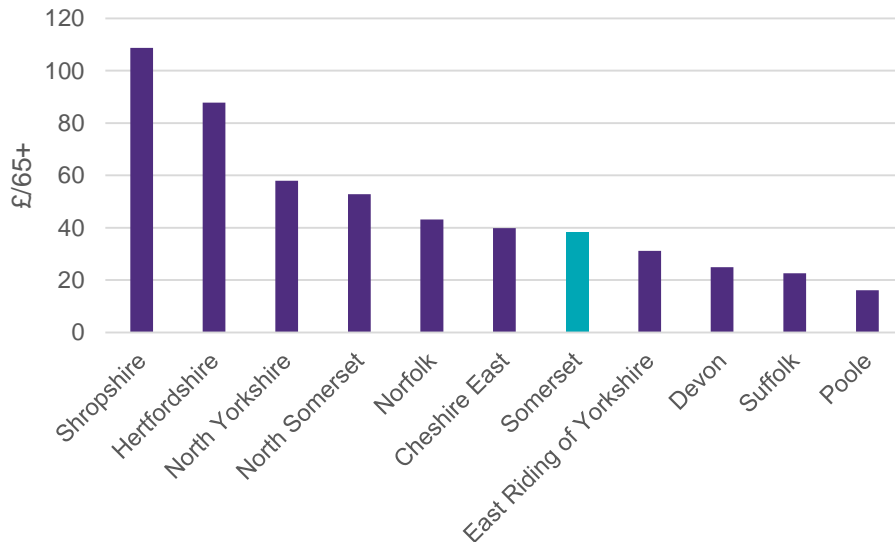
Compared to the nearest neighbour group (bar chart below), in 2017/18 Somerset had average net expenditure per head on learning disability support for people aged 65+. The two councils with the most similar level of spend were Cheshire East and East Riding of Yorkshire at £39.80 and £31.16 respectively. Shropshire had the highest expenditure of the near neighbours, with a value of £108.69 per person aged 65+.

## Learning disability support net expenditure per head (£/65+) 2017/18- Unitary Counties context



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## Learning disability support net expenditure per head (£/65+) 2017/18 - Nearest neighbour context



# Mental health support (18-64)

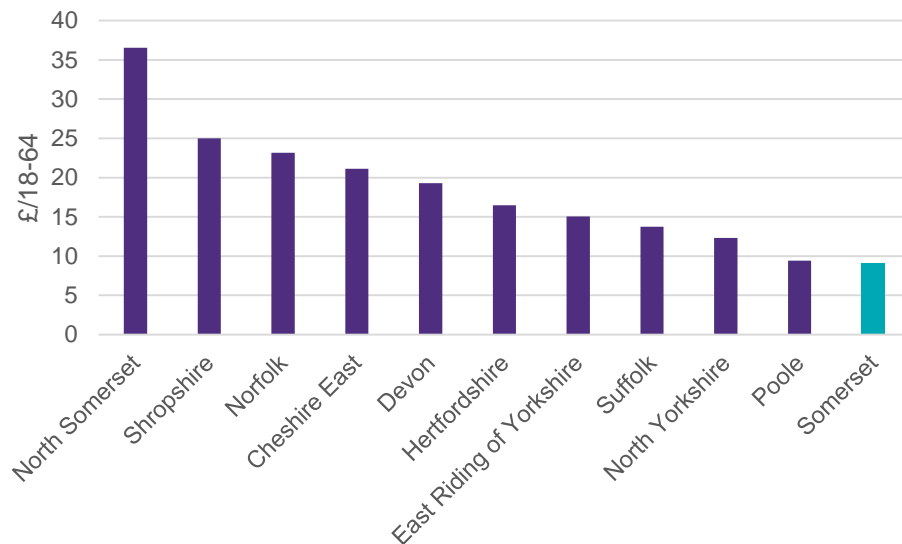
## Net expenditure in context

The map to the right illustrates that Somerset's net expenditure per head on mental health support for those aged 18 to 64 was £9.07 in 2017/18, which is very low in the context of all counties.

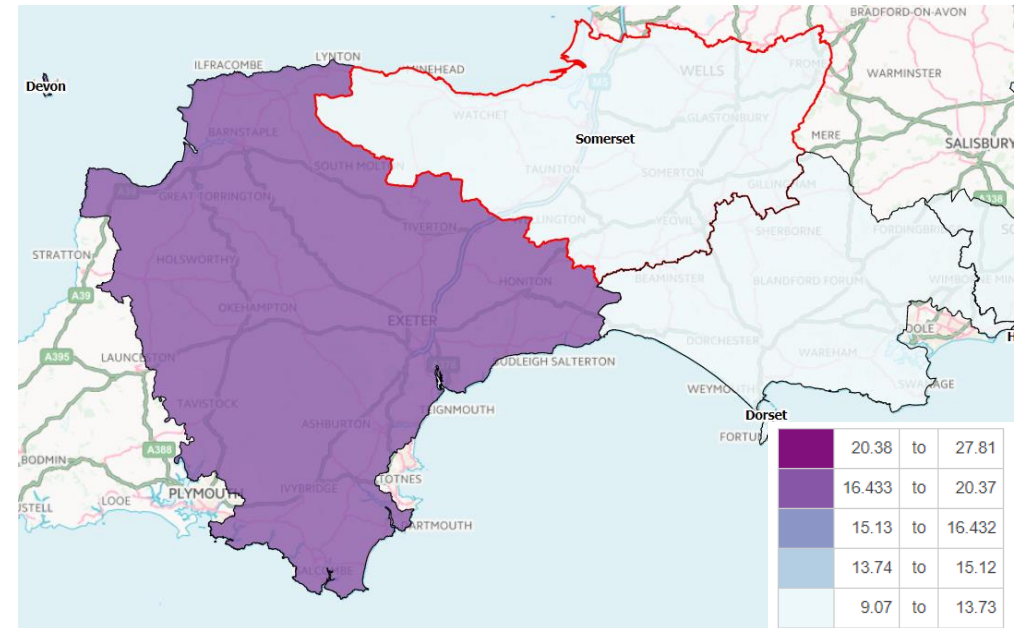
Compared to the nearest neighbour group (bar chart), in 2017/18 Somerset had the lowest net expenditure per head on mental health support for 18 to 64 year olds, spending only £9.07 per person in this age category. Poole had slightly higher spend with £9.43 per head, while North Somerset ranked highest with £36.55 per person aged 18-64.

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**Mental health support net expenditure per head (£/18-64) 2017/18 - Nearest neighbour context**



**Mental health support net expenditure per head (£/aged 18-64) 2017/18- Unitary authorities context**



# Mental health support (65+)

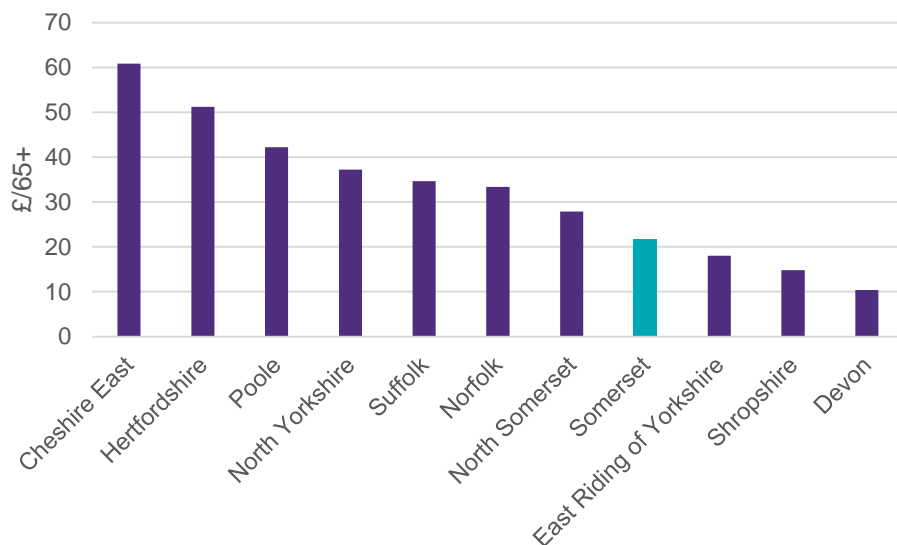
## Net expenditure in context

The map to the right illustrates that Somerset's net expenditure per head on mental health support for those aged 65+ was £22.84 in 2017/18, which is low in the context of all counties.

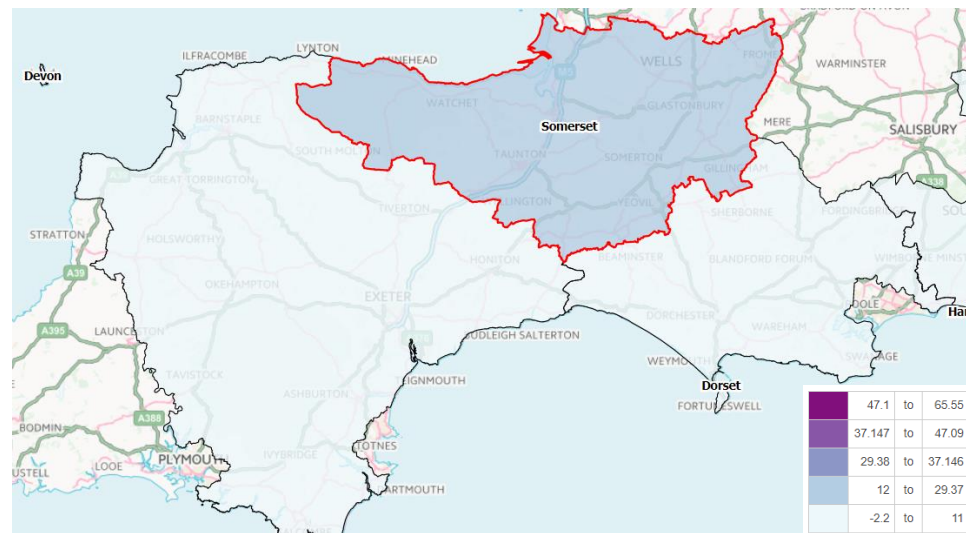
Compared to the nearest neighbour group (bar chart below), in 2017/18 Somerset had average net expenditure per head on mental health support for 65 year olds and over. The two councils with the most similar level of spend were North Somerset and East Riding of Shropshire, at £27.84 and £18 respectively. Devon had the lowest spend of the nearest neighbours, with only £10.36 per person aged 65+.

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## Mental health support net expenditure per head (£/65+) 2017/18 - Nearest neighbour context



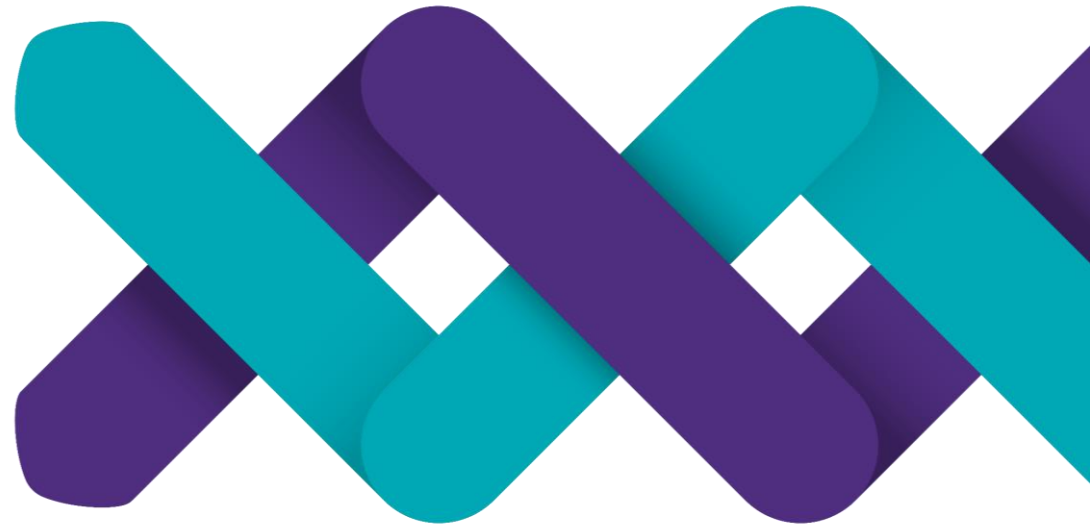
## Mental health support net expenditure per head (£/65+) 2017/18 - Unitary authorities context





# Appendix 4 – ASCi Benchmarking Report

# Somerset County Council Adult Social Care Insights

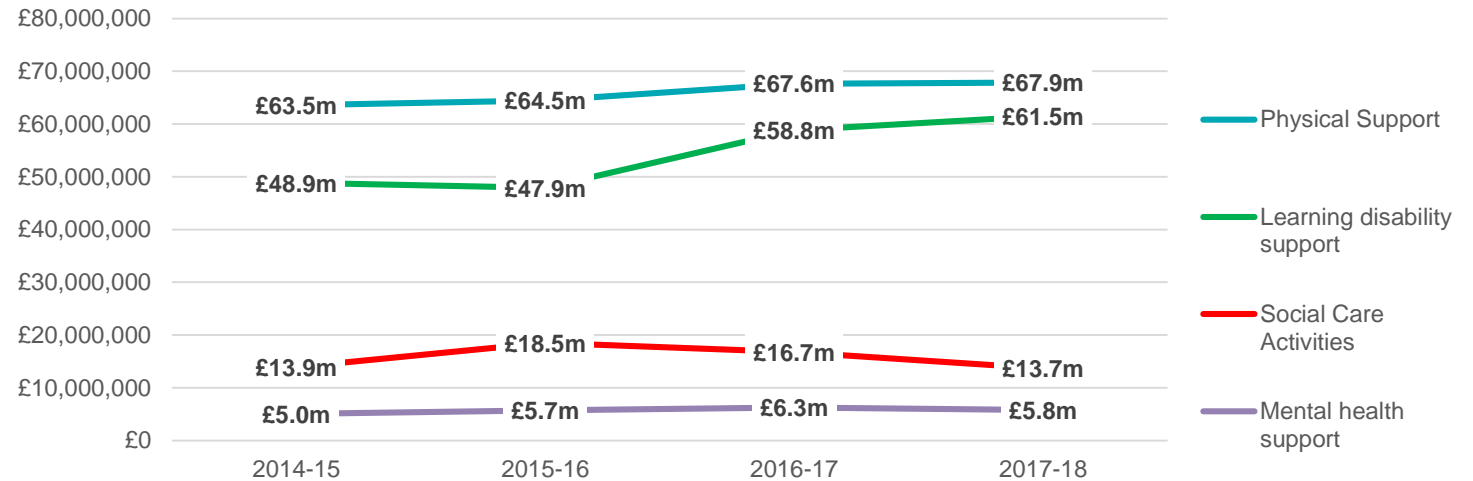




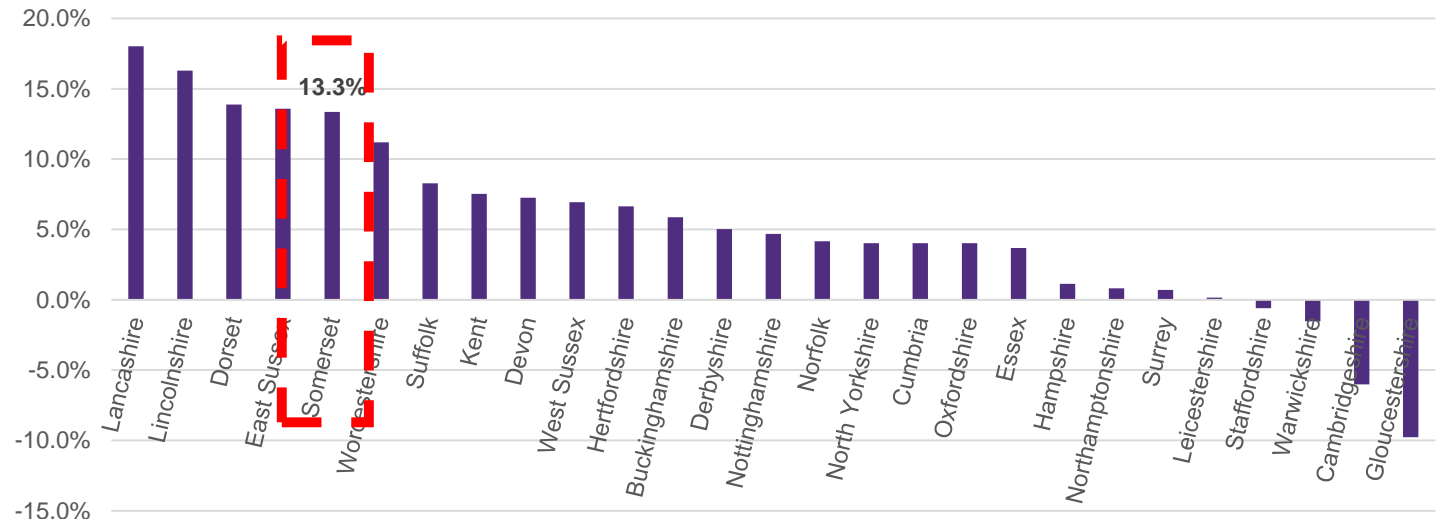
# Financial view of Somerset Council

- The chart to the right illustrates adult social spend on four major support services. All data is taken from the RO returns.
- Spend on Learning Disability support has seen the greatest change over the last 4 years, increasing by £12.6m since 2014-15.
- The bar chart below compares the four year change in total spend on Adult Social Care services with other county councils. Somerset's total net spend has risen from £139.0m to £157.5m over this period, a 4.4% increase.
- In comparison to other county councils, Somerset have experienced a large increase in their net spend on Adult Social Care services.

How has spend on services changed since 2014-15?

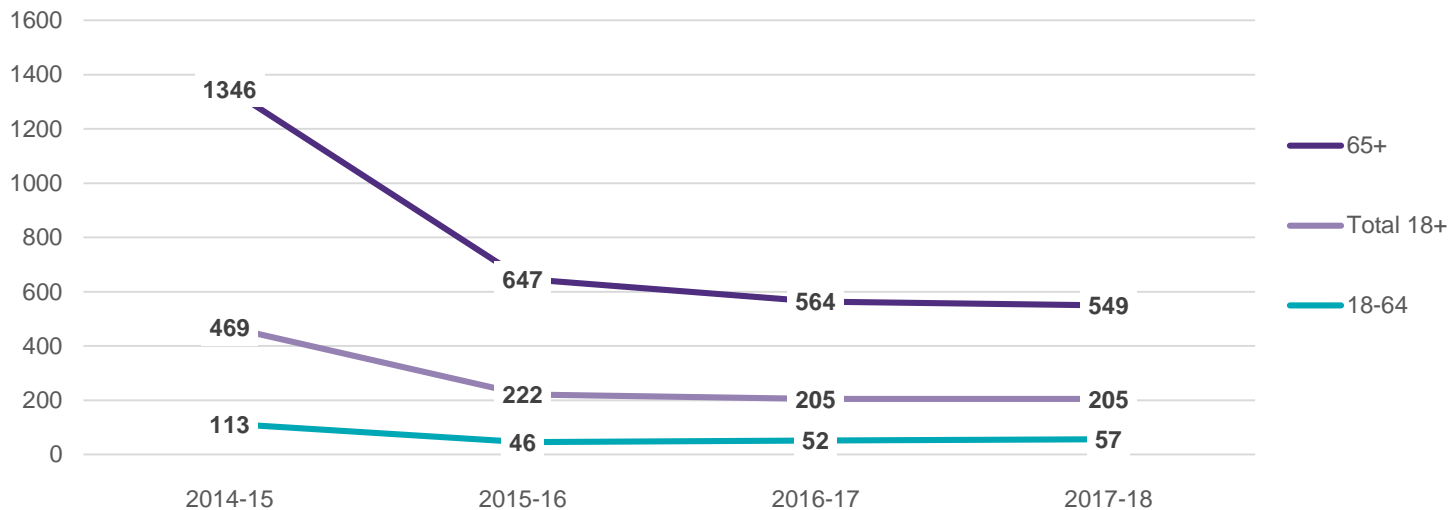


Change in Total Service Spend (Net) since 2014-15



# Demand for Adult Social Care services

Number of Requests, per 10,000 population, split by age range

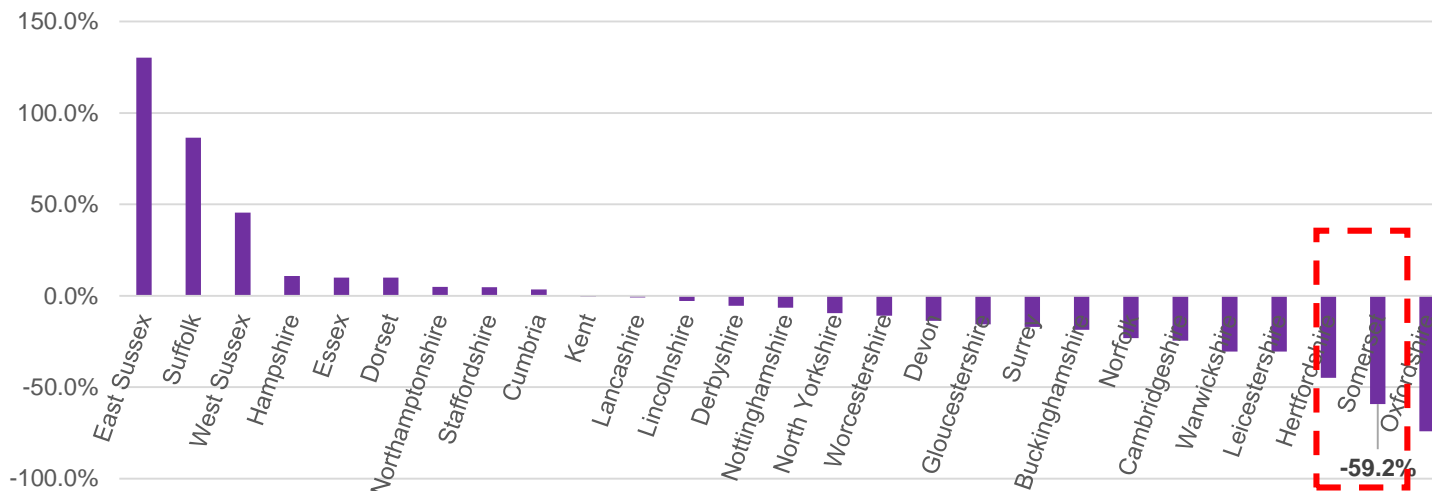


- The graph on the left illustrates total demand for services within Somerset, and how it's changed since 2014-15. The greatest decrease in the number of requests is from the 65+ age range, which has fallen year-on-year, from 1,346 per 10,000 population to 549.

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- Taking these figures in isolation can be misleading; the bar chart below compares the change in demand from the 65+ age range with other county councils.

Change in the number of referrals from the 65+ population, since 2014-15



- From this, it's clear that Somerset has experienced an unusually large decrease in demand within this population group.
- The following slide illustrates what the driver of this increase in demand is.



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## VFM Tracker

Risk Ref	Risk	Uncontrolled Risk	Action Required (In progress Only)	Control Owner Review Date Target Date	Current Risk Score	Controlled Risk Assessment for Financial Year	Comments
VFMY20001	<p><b>Risk Description:</b> The council should review the format of its budget setting, monitoring and outturn reports to ensure they maximise the ability of both officers and members to understand the challenge delivery against budget. As part of this process, members should be consulted with to determine what they would like to see and, in particular, how risks o non-delivery will be flagged.</p> <p><b>Cause:</b></p> <p><b>Consequence:</b></p>		<ul style="list-style-type: none"> <li>○ <b>Continue the improved revenue and capital reporting to Officers and Members established during 2018/19.</b> Continue improvements to the content and layout of information to improve accessibility and user friendliness. This improved reporting includes to SLT, Cabinet, Scrutiny Committees, Full Council. Ensure links between MTFP and in-year budget monitoring are reported as relevant. <i>In Progress (10% complete)</i></li> <li>○ <b>Develop the next phase of budget holder training to increase further financial literacy</b> Develop a follow-up programme to that initiated in 2018/19 to increase the financial awareness among staff of their financial responsibilities and ensure they have the right tools / knowledge to carry these out effectively. <i>In Progress (10% complete)</i></li> <li>○ <b>Liase with External auditors and LGA link officers to learn from their experience of best practice</b> This learning likely to range from how to simplify our Statements of Accounts, to effective governance, to effective budget reporting and planning <i>In Progress (10% complete)</i></li> </ul>	<p><b>Lizzie Watkin</b> 14/10/2019 31/03/2020</p> <p><b>Lizzie Watkin</b> 10/10/2019 31/03/2020</p> <p><b>Sheila Collins</b> 14/10/2019 31/03/2020</p>	Likelihood : Impact :  0	Likelihood : Impact :	

## VFM Tracker

	<p><b>VFMY20002</b></p> <p><b>Risk Owner:</b> Sheila Collins</p> <p><b>Next Risk Review Date:</b> 14/10/2019</p>	<p><b>Risk Description:</b> The Council should ensure that a robust MTFP is built for 2020-23, in particular ensuring that base budget for each service area are realistic and achievable, having regard to the previous year's performance. As part of this process, consideration should be given, if any, should be set aside for unexpected pressures versus direct service line allocation.</p> <p><b>Cause:</b></p> <p><b>Consequence:</b></p>		<ul style="list-style-type: none"> <li>○ <b>Ensure a robust MTFP process for 2020-23</b> Up-date the MTFP process to strengthen stakeholder engagement, service ownership of service pressures and savings, assessment of level's of confidence, review of reserves strategy and policy and consideration of appropriateness of levels of corporate contingency <i>In Progress (10% complete)</i></li> <li>○ <b>Continue to take opportunities to ensure Central Government departments are aware of Somerset CC's financial position</b> Be actively involved in relevant government consultations (including Spending Round 2019, Comprehensive Spending Review, FFR, BRR, ASC Green Paper etc.) <i>In Progress (10% complete)</i></li> </ul>	<p><b>Sheila Collins</b> 14/10/2019 28/02/2020</p> <p><b>Sheila Collins</b> 14/10/2019 31/03/2020</p>	<p>Likelihood : Impact :</p> <p>0</p>	<p>Likelihood : Impact :</p>	
	<p><b>VFMY20003</b></p> <p><b>Risk Owner:</b> Sheila Collins</p> <p><b>Next Risk Review Date:</b> 14/10/2019</p>	<p><b>Risk Description:</b> The Council should ensure that there is consistency of reporting between budget setting and monitoring with a clear approach to how savings are identified, quantified financially and monitored.</p> <p><b>Cause:</b></p> <p><b>Consequence:</b></p>		<ul style="list-style-type: none"> <li>○ <b>Continue the sharpe focus on tracking savings delivery introduced in 2018/19</b> Sustain the fortnightly reporting to SLT and the monthly inclusion in revenue budget monitoring report. <i>In Progress (10% complete)</i></li> </ul>	<p><b>Vikki Hearn</b> 14/10/2019 31/03/2020</p>	<p>Likelihood : Impact :</p> <p>0</p>	<p>Likelihood : Impact :</p>	

## VFM Tracker

	<p><b>VFMY20004</b></p> <p><b>Risk Owner:</b> Sheila Collins</p> <p><b>Next Risk Review Date:</b> 14/10/2019</p>	<p><b>Risk Description:</b> Committees and meetings responsible for monitoring financial delivery should explicitly minute the challenge and actions taken, where necessary. These should be followed up at the next meetings to ensure proposed action is having the desired effect and to inform what further action, if any, is necessary.</p> <p><b>Cause:</b></p> <p><b>Consequence:</b></p>		<ul style="list-style-type: none"> <li>○ <b>Continue to maintain effective minutes of challenges / discussions on financial matters and review at the next meeting</b> This includes keeping notes and minutes at officer and member meetings (including SLT, Cabinet, Scrutiny, Full Council, Audit Committee). notes should cover challenge and review and capture agreed actions. <i>In Progress (10% complete)</i></li> <li>○ <b>Continue to ensure that financial papers are presented regularly to appropriate meetings</b> This includes officer meetings (SLT, DMT's) and Members (Cabinet, Full Council, Scrutiny, Audit committee) <i>In Progress (10% complete)</i></li> <li>○ <b>Continue to develop more effective scrutiny</b> Consider the recommendations for improving the Scrutiny function from the Centre to Public Scrutiny report completed in Summer 2019. <i>In Progress (30% complete)</i></li> <li>○ <b>Ensure broader stakeholder engagement in financial position during MTFP (2020-23).</b> Increase awareness of the councils financial position through stakeholder engagement at relevant stages of the MTFP process. <i>In Progress (10% complete)</i></li> </ul>	<p><b>Scott Wooldridge</b> 14/10/2019 31/03/2020</p> <p><b>Sheila Collins</b> 14/10/2019 31/03/2020</p> <p><b>Scott Wooldridge</b> 10/10/2019 31/03/2020</p> <p><b>Sheila Collins</b> 14/10/2019 20/02/2020</p>	<p>Likelihood : Impact :</p> <p>0</p>	<p>Likelihood : Impact :</p>	
	<p><b>VFMY20005</b></p> <p><b>Risk Owner:</b> Sheila Collins</p> <p><b>Next Risk Review Date:</b> 14/10/2019</p>	<p><b>Risk Description:</b> Reporting of financial performance to members should be transparent and understandable and include greater analysis of areas such as use of reserves or grants and application and achievement of transformational projects through the use of capital flexibilities.</p> <p><b>Cause:</b></p> <p><b>Consequence:</b></p>		<ul style="list-style-type: none"> <li>○ <b>Continue to make improvements to reports to Committees (Cabinet, Full Council, Scrutiny)</b> Seek regular feedback from Members on reports and take actions to improve understandability where helpful. <i>In Progress (10% complete)</i></li> </ul>	<p><b>Lizzie Watkin</b> 14/10/2019 31/03/2020</p>	<p>Likelihood : Impact :</p> <p>0</p>	<p>Likelihood : Impact :</p>	

## VFM Tracker

	<p><b>VFMY20006</b></p> <p><b>Risk Owner:</b> Sheila Collins</p> <p><b>Next Risk Review Date:</b> 10/10/2019</p>	<p><b>Risk Description:</b> Capital receipts flexibilities: ensure all identified projects are included in the MTFP process accompanied by business cases that are approved prior to the financial year along with achievement against prior year projects. In-year reporting should up-date for any changes including newly identified projects or those projects that are delayed or unlikely to deliver.</p> <p><b>Cause:</b></p> <p><b>Consequence:</b></p>		<ul style="list-style-type: none"> <li>○ <b>Ensure full compliance with capital flexibilities</b> Ensure report on the improvements as a result of transformation funded through capital receipts. Ensure any business cases for use of capital receipts included in MTFP (2020-23) as relevant. <i>In Progress (10% complete)</i></li> <li>○ <b>Continue reporting of use of capital receipts through budget monitoring</b> <i>In Progress (10% complete)</i></li> </ul>	<p><b>Jason Vaughan</b> 18/11/2019 28/02/2020</p> <p><b>Lizzie Watkin</b> 10/10/2019 31/03/2020</p>	<p>Likelihood : Impact :</p> <p>0</p>	<p>Likelihood : Impact :</p>	
Page 88	<p><b>VFMY20007</b></p> <p><b>Risk Owner:</b> Sheila Collins</p> <p><b>Next Risk Review Date:</b> 14/10/2019</p>	<p><b>Risk Description:</b> The S151 Officer to articulate clearly in her / his report under Section 25 of the LG Act 2003 on the adequacy of reserves and balances, their view on the adequacy of both the General Fund and other reserves (earmarked), along with any proposed action to strengthen going forward. As part of this process, consideration should also be given to the appropriateness of holding negative reserves.</p> <p><b>Cause:</b></p> <p><b>Consequence:</b></p>		<ul style="list-style-type: none"> <li>○ <b>Develop a strategy to eliminate negative reserves as part of the MTFP (2020-23) process.</b> Ensure plans are built into the MTFP (2020-23) to eliminate any legacy negative reserves. <i>In Progress (10% complete)</i></li> <li>○ <b>Review approach for drawn down on reserves to ensure tighter control</b> <i>In Progress (10% complete)</i></li> <li>○ <b>work closely with Schools Forum to progress the DSG deficit recovery plan</b> <i>In Progress (10% complete)</i></li> </ul>	<p><b>Sheila Collins</b> 14/10/2019 28/02/2020</p> <p><b>Sheila Collins</b> 14/10/2019 25/11/2019</p> <p><b>Lizzie Watkin</b> 14/10/2019 28/02/2020</p>	<p>Likelihood : Impact :</p> <p>0</p>	<p>Likelihood : Impact :</p>	



	<b>VFMY20008</b>  <b>Risk Owner:</b> Julian Wooster  <b>Next Risk Review Date:</b> 06/10/2019	<b>Risk Description:</b> Whilst there is positive benefit to an Improvement Partner, Council Officer ownership and accountability for savings and demand management will be vital and should be considered  <b>Cause:</b>  <b>Consequence:</b>		<ul style="list-style-type: none"> <li>○ <b>Implement the enhance budget management arrangements across all management levels in Children's Services</b>  <i>In Progress (30% complete)</i></li> <li>○ <b>Review the effectiveness of Children's Transformation arrangements</b>  <i>In Progress (10% complete)</i></li> </ul>	<b>Julian Wooster</b> <a href="#">14/10/2019</a> 31/01/2020  <b>Julian Wooster</b> <a href="#">14/10/2019</a> 31/01/2020	Likelihood : Impact :  0	Likelihood : Impact :	
Page 89	<b>VFMY20009</b>  <b>Risk Owner:</b> Sheila Collins  <b>Next Risk Review Date:</b> 14/10/2019	<b>Risk Description:</b> In the context of the MTFP, ensure there is better understanding and analysis of highest risk pressures. Work on volatile cohort financial risk would give better direction to both transformation and financial management activity.  <b>Cause:</b>  <b>Consequence:</b>		<ul style="list-style-type: none"> <li>○ <b>Review MTFP process to ensure effective challenge and evidencing of pressures and savings before adding to MTFP</b>  <i>In Progress (30% complete)</i></li> <li>○ <b>Consider the value of benchmarking against similar authorities to inform forward planning and transformation</b>  <i>In Progress (10% complete)</i></li> </ul>	<b>Sheila Collins</b> <a href="#">14/10/2019</a> 31/01/2020  <b>Sheila Collins</b> <a href="#">14/10/2019</a> 29/11/2019	Likelihood : Impact :  0	Likelihood : Impact :	
	<b>VFMY20010</b>  <b>Risk Owner:</b> Julian Wooster  <b>Next Risk Review Date:</b> 14/10/2019	<b>Risk Description:</b> More work is needed on placement sufficiency (i.e. markets) to ensure the councils gets best VFM in the context of dramatic increases (nationally) in the cost of placements  <b>Cause:</b>  <b>Consequence:</b>		<ul style="list-style-type: none"> <li>○ <b>Review the strategic approach to the care market incorporating regional and national initiatives</b>  <i>In Progress (10% complete)</i></li> </ul>	<b>Julian Wooster</b> <a href="#">14/10/2019</a> 31/01/2020	Likelihood : Impact :  0	Likelihood : Impact :	

## VFM Tracker

	<b>VFMY20011</b>  <b>Risk Owner:</b> Mel Lock  <b>Next Risk Review Date:</b> 06/10/2019	<b>Risk Description:</b> Demand for ASC is still rising nationally, and the service could improve their modelling for future activity. Younger Adults with complex needs as well as a growing over 65's population could be areas for more strategic analysis/ thinking.  <b>Cause:</b>  <b>Consequence:</b>		<ul style="list-style-type: none"> <li>○ <b>Consider the value of benchmarking against similar authorities to inform forward planning and transformation</b>  <i>In Progress (10% complete)</i></li> </ul>	<b>Mel Lock</b> <a href="#">14/10/2019</a> <a href="#">31/12/2019</a>	Likelihood : Impact :  0	Likelihood : Impact :	
Page 90	<b>VFMY20012</b>  <b>Risk Owner:</b> Mel Lock  <b>Next Risk Review Date:</b> 06/10/2019	<b>Risk Description:</b> There is opportunity for the service to think further ahead in terms of service innovation and improvement of outcomes for SCC residents  <b>Cause:</b>  <b>Consequence:</b>		<ul style="list-style-type: none"> <li>○ <b>To explore opportunities provided by Government initiatives to further transform Children's Services</b>  <i>In Progress (10% complete)</i></li> <li>○ <b>ASC transformation programme is the vehicle to deliver change</b> This delivery of the change is monitored through the Performance improvement board that has external scrutiny on a quarterly basis  <i>In Progress (10% complete)</i></li> </ul>	<b>Julian Wooster</b> <a href="#">14/10/2019</a> <a href="#">31/01/2020</a>  <b>Mel Lock</b> <a href="#">14/10/2019</a> <a href="#">14/10/2019</a>	Likelihood : Impact :  0	Likelihood : Impact :	

Report Selection Criteria

Status Flag=ACTIVE - Ref like VFMY\*

## Scrutiny for Adults and Health Work Programme – July 2019

Agenda item	Meeting Date	Details and Lead Officer
	<b>04 Dec 2019</b>	
Fit for My Future (FFMF) Programme Update		Maria Heard
CCG Quality, Safety and Performance Report		Debbie Rigby
Adult Social Care Performance Report (to include recruitment and retention update)		Mel Lock
Carers Charter		Mel Lock /Mike Hennessey
Annual Report of the Public Health Director		Trudi Grant/Pip Tucker
	<b>29 Jan 2020</b>	
Nursing Home Support Service (NHSS)-		Niki Shaw
Somerset Health Protection Assurance Report		Trudi Grant/Alison Bell
	<b>04 March 2020</b>	
Deprivation of Liberty- Report		Mel Lock
	<b>01 April 2020</b>	
Strategy for people with physical disability		Mel Lock
	<b>06 May 2020</b>	
	<b>03 June 2020</b>	
	<b>09 July 2020</b>	
	<b>09 September</b>	
	<b>07 October</b>	
	<b>12 November</b>	
	<b>02 December</b>	

## Scrutiny for Adults and Health Work Programme – December 2018

**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 Lindsey Tawse, Democratic Services Team Leader, who will assist you in submitting your item. [ltawse@somerset.gov.uk](mailto:ltawse@somerset.gov.uk) 01823 355059. Or the Clerk Jennie Murphy on [jzmurphy@somerset.gov.uk](mailto:jzmurphy@somerset.gov.uk)

Add to 2020 Work Programme:-

FP Refs	Decision Date/Maker	Details of the proposed decision	Documents and background papers to be available to decision maker	Does the decision contain any exempt information requiring it to be considered in private?	Contact Officer for any representations to be made ahead of the proposed decision
<p><b>FP/19/09/07</b> First published: 10 September 2019</p>	<p>17 Oct 2019 HR &amp; OD Director</p>	<p>Issue: Use of Apprenticeship Levy funds as match funding for ESF Full Application - Somerset Skills in Employment Project Decision: That the Director of HR&amp;OD authorises the commitment of £1,353,000 from the Apprenticeship Levy as match funding for a European Social Fund bid, led by Somerset County Council.</p>	<p>HR App Levy Key Decision - Consultation ESIF-Form-2-010_Full_Application_Form Skills for Growth - Final REVISED 21-07-2019</p>		<p>Benjamin Eve, Benjamin Eve</p>
<p><b>FP/19/09/12</b> First published: 25 September 2019</p>	<p>25 Oct 2019 Cabinet Member for Resources</p>	<p>Issue: Approval to award the contract for the provision of Somerset County Council (SCC) Hybrid Mail Decision: Approval to award the contract</p>			<p>Heidi Boyle Tel: 01823 355524</p>
<p><b>FP/19/10/08</b> First published: 7 October 2019</p>	<p>Not before 28th Oct 2019 Cabinet Member for Economic Development, Planning and Community Infrastructure</p>	<p>Issue: Radiation (Emergency Preparedness and Public Information) Regulations 2019 Decision: To consider this report</p>			<p>Paula Hewitt, Director of Commissioning for Economic and Community Infrastructure Tel: 01823 359011</p>
<p><b>FP/19/07/10</b> First published: 30 July 2019</p>	<p>1 Nov 2019 Cabinet Member for Economic Development, Planning and Community Infrastructure</p>	<p>Issue: Decision to authorise the allocation of funding for the development of the Chard Enterprise Centre. Decision: Decision to authorise the allocation of funding for the development of the Chard Enterprise Centre.</p>	<p>Finance for Chard Project</p>		<p>Katriona Lovelock, Economic Development Officer Tel: 01823 359873</p>

FP Refs	Decision Date/Maker	Details of the proposed decision	Documents and background papers to be available to decision maker	Does the decision contain any exempt information requiring it to be considered in private?	Contact Officer for any representations to be made ahead of the proposed decision
<p><b>FP/19/09/08</b> First published: 10 September 2019</p>	<p>Not before 1st Nov 2019 Cabinet Member for Highways and Transport</p>	<p>Issue: Decision to accept the Heart of the South West Local Enterprise Partnership Local Growth Fund Award towards the Creech Castle junction improvements (Toneway Corridor phase 1) Decision: That the Director of Commissioning and Lead Commissioner for Economic and Community Infrastructure and Interim Director of Finance &amp; Performance agree to accept the Local Growth Fund Award by signing an agreement with the Heart of the South West Local Enterprise Partnership.</p>			<p>Sunita Mills, Service Commissioning Manager Tel: 01823 359763</p>
<p><b>FP19/08/01</b> First published: 12 August 2019</p>	<p>Not before 1st Nov 2019 Cabinet Member for Resources and Economic Development</p>	<p>Issue: Connecting Devon and Somerset (CDS) Superfast Extension Programme (SEP) Phase 2: decision to introduce additional funding into the Lot 4 contract. Decision: To approve the introduction of additional funding into the Lot 4 Contract.</p>			<p>Katriona Lovelock, Economic Development Officer Tel: 01823 359873</p>
<p><b>FP19/07/07</b> First published: 23 July 2019</p>	<p>Not before 1st Nov 2019 Cabinet Member for Resources</p>	<p>Issue: Sale of The Court and Popham House property, Wellington Decision: Authority to proceed to sale of the surplus SCC Property, previously known as the Popham Court Care Home, comprising of The Court and Popham House in Wellington.</p>			<p>Charlie Field, Estates Manager, Corporate Property Tel: 01823355325</p>

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<p><b>FP19/07/14</b> First published: 31 July 2019</p>	<p>Not before 1st Nov 2019 Cabinet Member for Resources</p>	<p>Issue: Sale of Morgan House site, Bridgwater, including former library office. Decision: Authority to proceed to sale of the surplus SCC Property, namely the Morgan House Site, Bridgwater, including Bridgwater library offices</p>			<p>Charlie Field, Estates Manager, Corporate Property Tel: 01823355325</p>
<p><b>FP/19/07/09</b> First published: 30 July 2019</p>	<p>Not before 1st Nov 2019 Cabinet Member for Economic Development, Planning and Community Infrastructure</p>	<p>Issue: Decision to authorise the allocation of funding for the development of the Taunton Innovation Geospatial Centre. Decision: To allocate funding for the development of the Taunton Innovation Geospatial Centre. This will be used to both develop the project and act as matching funding for an ERDF grant funding application.</p>			<p>Samantha Seddon, Service Manager-Economy</p>
<p><b>FP/19/07/06</b> First published: 22 July 2019</p>	<p>1 Nov 2019 Cabinet Member for Education and Council Transformation</p>	<p>Issue: Creation of 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 schools.</p>			<p>Elizabeth Smith, Service Manager – Schools Commissioning Tel: 01823 356260</p>
<p><b>FP/19/07/11</b> First published: 30 July 2019</p>	<p>1 Nov 2019 Cabinet Member for Children and Families</p>	<p>Issue: Approval of Somerset Youth Justice Plan 2018/19 Decision: Approval of Somerset Youth Justice Plan 2018/19</p>			<p>Lise Bird, Strategic Manager - Prevention,</p>

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<p><b>19/09/04</b> First published: 3 September 2019</p>	<p>Not before 1st Nov 2019 Cabinet Member for Highways and Transport</p>	<p>Issue: Decision to accept the Heart of the South West Local Enterprise Partnership Local Growth Fund Award towards the Creech Castle junction improvements (Toneway Corridor phase 1) Decision: That the Director of Commissioning and Lead Commissioner for Economic and Community Infrastructure and Interim Director of Finance &amp; Performance agree to accept the Local Growth Fund Award by signing an agreement with the Heart of the South West Local Enterprise Partnership.</p>			<p>Sunita Mills, Service Commissioning Manager Tel: 01823 359763</p>
<p><b>FP19/07/08</b> First published: 25 July 2019</p>	<p>1 Nov 2019 Cabinet Member for Children and Families</p>	<p>Issue: Increased Budget - Bridgwater Special School Decision: Agree to increase the project budget in line with increased construction costs.</p>			<p>Phil Curd, Service Manager: Specialist Provision and School Transport Tel: 01823 355165</p>
<p><b>FP/19/07/01</b> First published: 2 July 2019</p>	<p>Not before 1st Nov 2019 Cabinet Member for Highways and Transport</p>	<p>Issue: Decision to extend the Term Maintenance Contract for Highways Lighting maintenance services Decision: Somerset County Council's existing maintenance contract for highways street lighting is due to end in March 2020. The contract allows for up to a 48-month extension. This decision proposes that the Council should use this option to extend the contract.</p>			<p>Neil Guild, Highways Asset Improvement Officer</p>



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<p><b>FP/19/01/12</b> First published: 5 February 2019</p>	<p>Not before 1st Nov 2019 Cabinet Member for Public Health and Wellbeing</p>	<p>Issue: Adoption of the Somerset Air Quality Strategy Decision: To agree the adoption of the statement</p>			<p>Stewart Brock, Public Health Specialist, Public Health Tel: 01823357235</p>
<p><b>FP/19/04/13</b> First published: 29 April 2019</p>	<p>Not before 1st Nov 2019 Cabinet Member for Economic Development, Planning and Community Infrastructure</p>	<p>Issue: Decision to appoint a contractor from a framework for the delivery of the Bruton Enterprise Centre Decision: To agree to appoint a supplier for the delivery of the Bruton Enterprise Centre</p>			<p>Katriona Lovelock, Economic Development Officer Tel: 01823 359873</p>
<p><b>FP/19/01/02</b> First published: 3 January 2019</p>	<p>Not before 1st Nov 2019 Interim Finance Director</p>	<p>Issue: Acceptance of European Regional Development Funding for the Heart of the South West Inward Investment Project Decision: Approval for Somerset County Council (SCC), in its capacity as the accountable body for the Heart of the South West Local Enterprise Partnership, to accept £1,181,308 of European Regional Development Funding (ERDF) for the Heart of the South West Inward Investment Project and to enter into an associated funding agreement with the Ministry for Housing, Communities and Local Government (MHCLG)</p>	<p>Heart of the South West Inward Investment Project</p>		<p>Paul Hickson, Strategic Manager - Economy and Planning Tel: 07977 400838</p>

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<p><b>FP/19/03/03</b> First published: 26 March 2019</p>	<p>Not before 1st Nov 2019 Interim Finance Director, Director for Economic and Community Infrastructure Commissioning</p>	<p>Issue: Somerset Energy Innovation Centre (Phase 3) - acceptance of Growth Deal 3 Funding Decision: Approves acceptance of Heart of the South West Growth Deal 3 funding £2,542,755 for the development of phase 3 of the Somerset Energy Innovation Centre and approve the decision to proceed with the construction of SEIC 3</p>			<p>Julie Wooler, Economic Development &amp; Strategic Tourism Officer</p>
<p><b>FP/18/04/06</b> First published: 30 April 2018</p>	<p>Not before 1st Nov 2019 Director of Commissioning and Lead Commissioner for Economic Community Infrastructure</p>	<p>Issue: Procurement of the HotSW Growth Hub Service Decision: To undertake the procurement of a Business Support Service (Growth Hub) on behalf of the HotSW LEP</p>			<p>Melanie Roberts, Service Manager - Economic Policy Tel: 01823359209</p>
<p><b>FP/19/06/02</b> First published: 14 June 2019</p>	<p>1 Nov 2019 Director of Children's Services, ECI Commissioning Director</p>	<p>Issue: Approval to submit the full application for European Social Funding, under Priority Axis 1 - Inclusive Labour Markets (1.2) Decision: To consider this report</p>			<p>Melanie Roberts, Service Manager - Economic Policy Tel: 01823359209</p>
<p><b>FP/19/04/01</b> First published: 3 April 2019</p>	<p>Not before 1st Nov 2019 Director of Corporate Affairs</p>	<p>Issue: The award of a contract for the provision of replacement end of life mobile devices &amp; connections Decision: To approve the award of a three-year contract.</p>	<p>Replacement mobile devices</p>		<p>Andy Kennell Tel: 01823359268</p>

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<p><b>FP/10/01/11</b> First published: 5 February 2019</p>	<p>Not before 1st Nov 2019 Cabinet Member for Education and Council Transformation</p>	<p>Issue: Bridgwater College Academy Expansion - Funding Decision: To agree funding as required</p>			<p>Elizabeth Smith, Service Manager – Schools Commissioning Tel: 01823 356260</p>
<p><b>FP/18/11/10</b> First published: 20 November 2018</p>	<p>Not before 1st Nov 2019 Cabinet Member for Economic Development, Planning and Community Infrastructure, Economic and Community Infrastructure Commissioning Director</p>	<p>Issue: Decision to approve revisions to the Connecting Devon and Somerset phase 2 deployment contracts Decision: To approve revisions to the Connecting Devon and Somerset phase 2 deployment contracts</p>			<p>Nathaniel Lucas, Senior Economic Development Officer Tel: 01823359210</p>
<p><b>FP/19/07/03</b> First published: 16 July 2019</p>	<p>1 Nov 2019 Cabinet Member for Highways and Transport</p>	<p>Issue: Implementation of New Street Works Permitting System Decision: We are responding to a request from the Secretary of State for Transport to replace our existing Street Works Noticing system with a Street Works Permitting system in line with other Highway Authorities</p>			<p>Bev Norman, Service Manager - Traffic Management, Traffic &amp; Transport Development Tel: 01823358089</p>

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<p><b>FP/19/07/13</b> First published: 30 July 2019</p>	<p>Not before 1st Nov 2019 Cabinet Member for Strategy, Customers and Communities</p>	<p>Issue: Revision of Corporate Complaints Policy Decision: A periodical update to the Council's complaints policy. Key changes are a switch in title from a 'procedure' to a 'policy', a change in the stage 1 resolution target time from 10 working days to 20 working days and the addition of a quality control process at stage 1.</p>			<p>Rebecca Martin, Service manager- Customer Experience &amp; Information Governance</p>
<p><b>FP/19/10/06</b> First published: 7 October 2019</p>	<p>7 Nov 2019 Cabinet Member for Economic Development, Planning and Community Infrastructure</p>	<p>Issue: Connecting Devon and Somerset (CDS) Superfast Extension Programme (SEP) Phase 2: decision to introduce additional funding into the Lot 4 contract Decision: To approve the introduction of additional funding into the Lot 4 Contract</p>			<p>Michele Cusack, ECI Commissioning Director</p>
<p><b>FP/19/09/13</b> First published: 25 September 2019</p>	<p>13 Nov 2019 Cabinet</p>	<p>Issue: Climate Change Strategy Framework Decision: To endorse the framework</p>			<p>Michele Cusack, ECI Commissioning Director</p>

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<p><b>FP/19/09/11</b> First published: 17 September 2019</p>	<p>13 Nov 2019 Cabinet</p>	<p>Issue: SCC Endorsement of the Heart of the South West Local Industrial Strategy Decision: SCC endorsement of the Heart of the South West (HotSW) Local Industrial Strategy (LIS). The HotSW LIS has been developed by the Local Enterprise Partnership in coordination with local partners and stakeholders, including SCC, and in partnership with Government.</p>			<p>James Gilgrist</p>
<p>First published: 30 September 2019</p>	<p>13 Nov 2019 Cabinet</p>	<p>Issue: SCC Endorsement of the Heart of the South West Local Industrial Strategy Decision: SCC endorsement of the Heart of the South West (HotSW) Local Industrial Strategy (LIS). The HotSW LIS has been developed by the Local Enterprise Partnership in coordination with local partners and stakeholders, including SCC, and in partnership with Government.</p>			<p>James Gilgrist</p>
<p><b>FP/19/10/01</b> First published: 4 October 2019</p>	<p>13 Nov 2019 Cabinet Member for Education and Council Transformation</p>	<p>Issue: Creation of 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 four schools.</p>			<p>Helen Waring, Commissioning Officer - Schools</p>

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<p><b>FP19/09/05</b> First published: 3 September 2019</p>	<p>13 Nov 2019 Cabinet Member for Economic Development, Planning and Community Infrastructure</p>	<p>Issue: SCC Endorsement of the Heart of the South West Local Industrial Strategy Decision: SCC endorsement of the Heart of the South West (HotSW) Local Industrial Strategy (LIS). The HotSW LIS has been developed by the Local Enterprise Partnership in coordination with local partners and stakeholders, including SCC, and in partnership with Government.</p>			<p>James Gilgrist</p>
<p><b>FP/19/05/10</b> First published: 28 May 2019</p>	<p>13 Nov 2019 Cabinet</p>	<p>Issue: Q2 Performance Report Decision: To agree the report.</p>			<p>Simon Clifford, Customers &amp; Communities Director Tel: 01823359166</p>
<p><b>FP/19/10/10</b> First published:</p>	<p>13 Nov 2019 Cabinet</p>	<p>Issue: Treasury Management Outturn Report Decision: To consider this report</p>			<p>Alan Sanford, Principal Investment Officer Tel: 01823 359585</p>
<p><b>FP/19/10/11</b> First published:</p>	<p>13 Nov 2019 Cabinet</p>	<p>Issue: Management of Risk Pathway documents; Strategy, Policy and Process Decision: Approve that the Management of Risk Pathway documents are fit for purpose and allow adoption into the business</p>			<p>Pam Pursley</p>

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<p><b>FP/19/08/02</b> First published: 20 August 2019</p>	<p>13 Nov 2019 Cabinet</p>	<p>Issue: Heart of the South West Joint Committee - Governance Arrangements &amp; Budgetary Position Decision: To approve amendments to functions and note the updated budget position</p>			<p>Scott Wooldridge, Strategic Manager Governance &amp; Risk and Council's Monitoring Officer Tel: 01823 359043</p>
<p><b>FP/19/09/09</b> First published: 17 September 2019</p>	<p>Not before 14th Nov 2019 Director for Economic and Community Infrastructure Commissioning</p>	<p>Issue: Award of contract for the provision of Somerset County Council (SCC) Hybrid Mail Decision: Approval to award the contract for the provision of Somerset County Council (SCC) Hybrid Mail</p>			<p>Heidi Boyle Tel: 01823 355524</p>
<p><b>FP/19/10/12</b> First published:</p>	<p>Not before 18th Nov 2019 Cabinet Member for Economic Development, Planning and Community Infrastructure</p>	<p>Issue: To identify a sustainable long term location for a library in Shepton Mallet Decision: To consider the relative merits of 3 options for the location of the library and make a decision informed by the conclusions of the options appraisal</p>			<p>Sue Crowley, Strategic Manager Library Services, Community and Traded Services Tel: 01823355429</p>
<p><b>FP19/10/09</b> First published: 14 October 2019</p>	<p>27 Nov 2019 Public Health Director</p>	<p>Issue: Approval to award the contract for the Provision of a Public Health Nursing Case Management &amp; Information Management System Decision: Approval to award the contract</p>			<p>Alison Bell, Consultant in Public Health, Public Health</p>

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<b>FP/19/09/10</b> First published: 17 September 2019	16 Dec 2019 Cabinet Member for Highways and Transport	Issue: Implementation of Street Works Permitting Scheme in Somerset Decision: A decision to replace the current Street Works Noticing Scheme with a Street Works Permitting Scheme as required by the Secretary of State for Transport			Bev Norman, Service Manager - Traffic Management, Traffic & Transport Development Tel: 01823358089
<b>FP/19/10/04</b> First published: 7 October 2019	Not before 16th Dec 2019 Public Health Director	Issue: Changes to sexual health targeted prevention services Decision: Award of contract, additional targeted prevention services and arrangements for c-card condom distribution			Michelle Hawkes, Public Health Specialist Tel: 01823 357236
<b>FP/19/10/05</b> First published: 7 October 2019	18 Dec 2019 Cabinet	Issue: Annual Report of the Director of Public Health Decision: To agree the report			Pip Tucker, Public Health Specialist Tel: 01823 359449
<b>FP/19/10/07</b> First published: 7 October 2019	22 Jan 2020 Cabinet	Issue: Somerset Waste Partnership Business Plan Decision: To consider this report			Mickey Green, Managing Director - Somerset Waste Partnership Tel: 01823 625707



FP Refs	Decision Date/Maker	Details of the proposed decision	Documents and background papers to be available to decision maker	Does the decision contain any exempt information requiring it to be considered in private?	Contact Officer for any representations to be made ahead of the proposed decision
<p><b>FP/19/10/03</b> First published: 4 October 2019</p>	<p>Not before 31st Jan 2020 Cabinet</p>	<p>Issue: Admission Arrangements for Voluntary Controlled and Community Schools for 2021/22 Decision: Admission Arrangements for Voluntary Controlled and Community Schools for 2021/22</p>			<p>Jane Seaman, Access and Admissions Manager Tel: 01823 355615</p>
<p><b>FP/19/10/02</b> First published: 4 October 2019</p>	<p>12 Feb 2020 Cabinet</p>	<p>Issue: Decision to conclude the award of a contract for the provision of highway improvements at Toneway Creech Castle junction. Decision: The decision is to enter into a contract with the preferred contractor for the construction of the highways scheme to improve the Toneway Creech Castle junction.</p>			<p>Sunita Mills, Service Commissioning Manager Tel: 01823 359763</p>

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