

Corporate Performance Report – End of December (Q3) 2017/18

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Cabinet Members: Cllr D Fothergill, Leader of the Council & Cllr David Hall

Division and Local Member: All

1. Summary

- 1.1. This performance monitoring report provides a high-level summary of the Council's performance across the themes laid out in Appendix A.
- 1.2. This report reflects the Council's ongoing progress towards the visions laid out in the County Plan.

2. Issues for consideration / Recommendations

- 2.1. Consider and comment on the information contained within this report specifically those areas identified as a potential concern under section 4 of this report and the "issues for consideration" section of Appendix A.
- 2.2. Members are asked to review and comment on actions undertaken at Cabinet, to ensure that appropriate consideration has been given to the work being undertaken to address performance concerns.

3. Background

- 3.1. This report provides members and senior officers with the high-level view of the information they need to lead and manage the performance of the outcomes set out in the County Plan.

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

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

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

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

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

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

4. Our Performance

- 4.1. • Sections that are preceded by 'P' are of particular interest to Scrutiny Policies and Place.
- Sections that are preceded by 'A&H' are of particular interest to Scrutiny Policies, Adults & Health.
 - Sections that are preceded by 'C&F' are of particular interest to Scrutiny Policies, Children & Families.

4.2. This quarter there are two red segments:

- **(C&F) P3 Safer Children and Better Care – (red but stable)** The Children's Trust Executive are pleased with the progress against the 7 Improvement Programmes, but recognise there is still much to do. Action Plans for 2017/18 are in place and Q2 performance against the CYPF was considered by the Policies, Children and Families Scrutiny Committee on 17th November 2017. Ofsted quarterly monitoring visits have concluded adequate progress is being made and DfE intervention has confirmed a "significant improvement" in Somerset's Children's Services, including more manageable case-loads, a more stable workforce and better partnership working as reported by the Minister in 2016. However, until the result of the recent Ofsted inspection is known this segment remains red. The publication date for this report is 29th January 2018.
- **(P) C4 Managing our Business – (red but stable)** The Authority's forecast shows a projected net overspend of £7.741m when compared to the Revenue Budget. This represents 2.48% of base budget. The majority of the overspend lies in the Children's Services budgets. Most other areas of the Council are within reasonable tolerance although some corporate and support budgets are under pressure.

This quarter there is one segment with declining performance:

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

4.3. Performance Summary

The table below summarises overall performance against objectives:

The direction of performance has been assessed based on whether current performance is improving or deteriorating as opposed to comparing performance with the previous report.

Metric Segment	Number of Objectives			Direction of Performance		
	Green	Amber	Red	Up	Stable	Down
The People's Priorities	3	3	1	3	3	1
The Council	2	1	1	1	3	0
Vision Volunteers	1	0	0	0	1	0
Totals	6	4	2	4	6	1
As Percentage	50%	36%	16%	36%	56%	8%

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

Wheel Segment		RAG Status 2017/18			
		Apr - Jul	Q2	Q3	Q4
The People's Priorities	P1	R	A	A	
	P2	A	A	A	
	P3	R	R	R	
	P4	A	A	A	
	P5	G	G	G	
	P6	G	G	G	
	P7	G	G	G	
The Council	C1	G	G	G	
	C2	G	G	G	
	C3	A	A	A	
	C4	R	R	R	
Vision Volunteers	V1	G	G	G	

It is important when managing performance that consideration be given to the overarching vision statements set out in the County Plan

5. Core Council Programme

- 5.1.
- Sections that are preceded by 'P' are of particular interest to Scrutiny Policies and Place.
 - Sections that are preceded by 'A&H' are of particular interest to Scrutiny Policies, Adults & Health.
 - Sections that are preceded by 'C&F' are of particular interest to Scrutiny Policies, Children & Families.

5.2. The current status of the Core Council Programme is set out in Appendix B (attached), which details key achievements, issues and next steps.

Overall progress is good this quarter and there have been advances in several of the existing programmes as detailed in the report below. In addition, this quarter has seen the continuing development of the high priority improvement and transformation themes.

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

process and have been added to the Core Council Programme with the potential to achieve significant service improvement and redesign, resulting in savings and/or cost reductions.

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

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

An update on progress is detailed by theme below.

Economic Growth

(P) Economic Prosperity

We continue to undertake a range of projects to promote economic growth across Somerset by driving inward investment and job creation. These include enterprise and innovation centres, major road schemes, developing our railway stations, our digital infrastructure and ensuring that Somerset benefits from the build of Hinkley Point C.

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

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

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

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

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

2020 Vision

(P) Asset Rationalisation

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

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

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

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

(P) Technology and People (TAP)

The programme continues to focus on improving organisational productivity and process efficiency using technology and a new People Strategy as the key enablers for working very differently, resulting in better interaction with our partners and customers.

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

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

High Priority Theme

(P) Transport

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

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

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

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

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

(P) Strategic Opportunities Board (new)

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

(A&F) Modernising Adults' Social Care

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

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

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

(C&F) Improving Children's Services

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

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

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

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

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

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

High Priority Themes

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

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

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

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

From the reviews signed off to date:

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

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

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

(C&F) Children's Placements

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

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

(C&F) Family Support Services

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

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

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

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

As reported last quarter, following initial work, it was established that the imperative to make savings in line with MTFP targets has been met. In addition, the level of opportunity to make further savings was reviewed and it was agreed at Core Council Board in July, that work to establish the range of service options and savings proposals within Corporate and Support Services should be postponed until the new financial year to concentrate on more productive and higher value business cases.

6. Consultations undertaken

- 6.1.** The key messages within this monitoring report have been provided by Management Teams and reviewed by relevant Lead Cabinet Members.

7. Implications

- 7.1. If addressing performance issues requires changes in the way services are delivered through formal decisions, these must be supported by an appropriate impact assessment which will need to be duly considered by decision makers in line with our statutory responsibilities before any changes are implemented.

8. Background papers

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

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