

24 June 2019

Agenda Item: 9

REPORT OF THE SERVICE DIRECTOR FINANCE INFRASTRUCTURE AND IMPROVEMENT

YOUR NOTTINGHAMSHIRE YOUR FUTURE – COUNCIL PLAN REVIEW OF PROGRESS IN 2018/2019

Purpose of the Report

1. This report provides the Improvement and Change Sub-Committee with an overview of the activity undertaken to support delivery of the Council Plan at the end of the year 2018-19.

Information

2. The Council Plan - Your Nottinghamshire, Your Future - sets out the strategic ambition for the future of Nottinghamshire and the Council. It is focused on the future of Nottinghamshire as a prosperous place where people want to live, work, visit and invest.
3. The Council Plan is the core component of the Council's Planning and Performance Management Framework. The Framework sets out that delivery of the Council Plan will be through four Departmental Strategies detailing the activity and key measures to achieve the Council's strategic ambition. As a result of a review of the Framework in the fourth quarter of 2018/19, a revised version of it was approved by Policy Committee in April 2019. A key improvement is to introduce a hierarchy of performance measures from 2019-20, which will achieve the following:
 - Introduce a reduced number of place based measures aligned with the 12 high level commitments in the Council Plan
 - Separate out measures aimed at monitoring the outcomes of the Council's services, which will align with the aims and aspirations in the Departmental Strategies.

These improvements will take effect for the next six-monthly progress report to the Sub-Committee.

4. The Departmental Strategies have also been refreshed for the remainder of the Council Plan's lifecycle (2019-2021), following approval by Policy Committee in May 2019. Future reporting will therefore reflect on progress made against the revised strategies and their respective core data sets.
5. Pending implementation of the above changes, this second update on the progress being made to deliver the commitments in the current Council Plan is focused on two elements:

- a) performance against the core data measures set out in the Departmental Strategies that were in operation during 2018/19
- b) a summary of progress being made with key developments featured in the 2018/19 strategies.

Review of Progress

- 6. The four Departmental Strategies – Adults, Children’s, Place and the former Resources Department - were developed during 2017 and agreed by Policy Committee in January 2018. Part three of each Departmental Strategy sets out the contribution that it makes to the Council Plan.
- 7. For the Adults, Children’s and Place Strategies this contribution is focused on the 12 Council Plan commitments, whilst the former Resources Strategy makes a greater contribution to the 5 Approaches:
 - Put local people at the heart of everything we do
 - Spend money wisely
 - Be creative and work in new ways
 - Stand up for local people
 - Empower people and support independence
- 8. Appendix A sets out the details of progress that has been made against both the performance measures and the supporting, developmental activities. A summary for each Council Plan commitment is set out below:

Priority 1 - A great place to bring up your family

- Commitment 1: Families prosper and achieve their potential
 - Performance is showing improvement against targets and is mostly in line with national outcomes, particularly with regard to delivery of the Healthy Families Programme. Actions to further this commitment span a number of years and some involve joint-working with partners: with the Clinical Commissioning Groups (CCGs) to transform community based healthcare for children with complex needs; and with the University of Nottingham on place-based initiatives. The Council is also releasing areas of its own land for residential development.
- Commitment 2: Children are kept safe from harm
 - Services contributing to this commitment continue to be high performing with consistent improvements in assessment timescales and looked after children health assessments. The Council has strengthened further its model of social work practice, along with its approach to quality assurance. The second half of the year also saw improvements with recruitment in challenging areas of service, and our turnover rates remain low. The implementation of Smarter Working has proven positive for staff in this area of service. Significant developments have been implemented through the formation of the Nottinghamshire Safeguarding Children Partnership and the Regional Adoption Agency (Adoption East Midlands), which went live at the beginning of April 2019. Both will continue to support these measures going forward.

- Commitment 3: Children and young people go to good schools
 - Very few schools in Nottinghamshire are rated as inadequate by Ofsted, and outcomes remain strong for Looked After Children when compared with national outcomes. Significant activity continues to be progressed to improve schools in Nottinghamshire, and to provide sustainable funding from future housing development through the implementation of the new Developer Contributions Strategy. Work continues on ensuring the Council can provide high quality, good value school places, with the current programme on course with a planned new school opening for April 2020.

Priority 2 - A great place to fulfil your ambition

- Commitment 4: Nottinghamshire has a thriving jobs market
 - The Council has brought forward a number of initiatives as an employer - such as improving employment opportunities for people with disabilities and long-term health conditions - that contribute to a thriving local jobs market, support future service delivery and support independence. Further work is being carried out by teams within the Place Department and with local universities to develop an apprenticeship programme.
- Commitment 5 – Nottinghamshire is a great place to live, work, visit and relax
 - Performance shows high levels of satisfaction with country parks, and the number of visits to libraries has increased. Significant work has been undertaken with regards to the review and monitoring of flood risks across the county. This service now works with many partners across the county to ensure all flood risks are managed efficiently and further work is underway to improve the resilience of Nottinghamshire residences against the risks of flooding. A broad range of activities are also being carried out across this commitment which will be used to identify new data sets to support future performance management of progress. Central to this is the Council's Visitor Economy Strategy, approved in February 2019.
- Commitment 6 – People are healthier
 - Overall improvements to public health take a longer period of time to evidence than most performance measures, however significant work is underway to procure two new services, the Integrated Wellbeing Service (IWS) and Substance Misuse service (SMS). These services look at replacing the Council's current commissioned services – due to expire March 2020 – and will address lifestyle risk factors and substance misuse.

Priority 3 - A great place to enjoy later life

- Commitment 7 – People live in vibrant and supportive communities
 - Significant work has been carried out across the commitment to support the independence, dignity and safety of older and vulnerable people. The Trading Standards service continues to support vulnerable scam victims and to take action with partners through the Safer Nottinghamshire Board to co-ordinate prevention measures. The Council's Age Friendly pilot has been endorsed as a unique approach in an evaluation undertaken by Nottingham Trent University. The related measure for the number of tailored interventions to protect vulnerable residents reflects the Council's commitment to ensuring those most vulnerable are protected

from scams by coming in significantly above the service's target. The percentage of safeguarding services users who were satisfied that their outcomes were fully achieved has seen some improvement on the previous period, however has not achieved the year end target.

- Commitment 8 – People live independently for as long as possible
 - A new Carers Strategy has been developed following consultation and an increased level of support was provided to improve access to the relevant benefits.
- Commitment 9 – People can access the right care and support
 - Performance remains excellent in terms of delayed transfers of care attributable to social care, and an increasing proportion of service users' needs were resolved at the first point of contact. As a result of the successful implementation of workflow automation with King's Mill Hospital, this has now been successfully extended to Mansfield Community and Newark Hospitals ahead of target. Additional implementation of new technologies within the Health Care service includes: Automatic referrals at Queen's Medical Centre (QMC) and City Hospitals, live social care information at Bassetlaw Hospitals and a pilot enabling Social Workers to view GP and Hospital data in Rushcliffe Social Care Teams.

Priority 4 - A great place to start and grow a business

- Commitment 10 – Nottinghamshire is a great place to invest and do business
 - Business birth and survival rates have remained steady and the Council continues to meet its own target for ensuring our suppliers' invoices are paid on time. The Nottinghamshire Visitor Economy Strategy has been approved and a series of new works are underway which look to be accomplished within the first 12 months of commencement. The Council continues to progress joint-working with strategic partners on key economic initiatives for the local region.
 - Commitment 11 – Nottinghamshire is a well-connected county
 - Progress against this commitment has included a mix of delivery of established programmes, embracing HS2 at Toton and Better Broadband for Nottinghamshire. The report highlights the Council's commitment to ensuring its residents, with ambitions to include key visitor attractions, have access to superfast broadband. Further work is underway to engage with local schools and young people with the hopes of highlighting HS2 opportunities.
 - Commitment 12 – Nottinghamshire has a skilled workforce for a global economy
 - Work is currently underway to improve how the Council can help retain those students who come to Nottinghamshire to achieve a higher education. Talks are underway with Nottingham Trent University to look at replicating the current relationship the Council has with the University of Nottingham, to help forge closer working ties with higher education providers and improve it.
9. Progress against the four Departmental Strategies is being considered by the relevant service committees. This covers all of the key activities and measures during the final six months of 2018-19.

10. The performance reporting to these Committees includes a narrative overview of progress, highlighting key performance outliers and also the context within which delivery had been progressed. As previously requested by the Improvement and Change Sub-Committee, Appendix B provides a summary of some of the performance highlights and challenges considered by these Committees across the key activities and measures of each Departmental Strategy.
11. The Improvement and Change Sub-Committee is invited to consider the progress made to date and to endorse the planned changes to the format of Council Plan progress reporting in 2019-20 and identify whether there are particular features it would like to see built in.

Other Options Considered

12. The matters set out in the report are intended to provide effective and proportionate performance management reporting to the Sub-Committee. This approach was agreed by the Sub-Committee in March 2018 and no other options were considered

Reason/s for Recommendation/s

13. The Council's Constitution requires each Committee to review performance in relation to the services provided on a regular basis. The terms of reference of the Improvement and Change Sub-Committee include responsibility for monitoring performance of the Council Plan and the recommendation seeks to fulfil this requirement.

Statutory and Policy Implications

14. This report has been compiled after consideration of implications in respect of crime and disorder, data protection and information governance, finance, human resources, human rights, the NHS Constitution (public health services), the public sector equality duty, safeguarding of children and adults at risk, service users, smarter working, sustainability and the environment and where such implications are material they are described below. Appropriate consultation has been undertaken and advice sought on these issues as required.

Financial Implications

15. There are no financial implications arising directly from this report.

RECOMMENDATION/S

The Improvement and Change Sub-Committee:

- 1) Considers the progress outlined in this report, and set out in detail at Appendix A, and determines whether any actions are required to further scrutinise any aspects of Council performance.
- 2) The Sub-Committee endorses the planned changes to the format of Council Plan progress reporting in 2019-20 and identifies whether there are particular features it would like to see built in.

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For any enquiries about this report please contact:

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Constitutional Comments [LW 06/06/2109]

16. The Improvement and Change Sub-Committee is the appropriate body to consider the content of the report.

Financial Comments [RWK 06/06/2019]

17. There are no specific financial implications arising directly from this report.

Background Papers and Published Documents

Except for previously published documents, which will be available elsewhere, the documents listed here will be available for inspection in accordance with Section 100D of the Local Government Act 1972.

- None

Electoral Division(s) and Member(s) Affected

- All