

## **REPORT OF THE LEADER OF THE COUNCIL**

### **QUARTERLY PERFORMANCE REPORT ON PROGRESS AGAINST THE STRATEGIC PLAN AND REDEFINING YOUR COUNCIL**

#### **Purpose of the Report**

1. This report updates Policy Committee on the progress made towards the outcomes and actions set out in the third year of the Strategic Plan 2014-18 and against the programmes and projects within Redefining Your Council from January to March 2017.
2. Future performance reports, in a revised format, will go to the new Improvement and Change Sub-Committee.

#### **Background**

3. The Strategic Plan 2014 - 2018 was agreed by County Council in January 2014 and provides a clear statement of the Council's vision, values and priorities. The five priorities set out a number of outcomes that the Council will seek to achieve or influence over the four years of the Plan.
4. At Policy Committee in September 2015 it was agreed that reporting against the Strategic Plan would be via a Dashboard approach outlining progress on key measures for each of the five Strategic Plan priorities as well as risks. It was also agreed that Policy Committee would receive regular Portfolio progress updates on Redefining Your Council to coincide with performance reporting against the Strategic Plan.

#### **Strategic Plan – Report on Progress**

5. **Appendix A** provides Members with a summary of the position for quarter four of 2016/17, where available. The appendix shows progress against the key indicators for each strategic priority, showing current and previous achievement against target. Where comparisons can be made with other local authorities, an appropriate national benchmark figure is included for comparison. Further detailed service performance information is also reported to each Service Committee on a quarterly basis.
6. A brief explanation of progress against each action is also included. This has been prepared in agreement with the appropriate manager with lead responsibility for its achievement. Achievement of the stated actions can involve a number of different services leading on individual tasks and also working in co-operation with each other.

#### **Redefining Your Council – Report on Progress**

7. **Appendix B** provides a summary of progress in delivering the programmes and projects that comprise the Redefining Your Council portfolios for the three months to March 2017. It also provides an overview of key delivery milestones for the three months to the end of June 2017, along with key risks to delivery.
8. **Appendix C** complements **Appendix B** and provides a full status report as at March 2017, for all savings projects and some other strategically significant projects by portfolio. This status report is produced on a monthly basis from individual project highlight reports.
9. The overall financial position set out in the status report, including savings at risk and amendments to the profile of savings approved through formal change control, is contained within the body of the financial monitoring report that will be regularly considered by Finance and Major Contract Management Committee.

### **Overall Savings Position**

10. **Appendix C** to this report outlines in detail the delivery status of individual projects. Of the total savings of £56.1m across all Portfolios, £52.6m (93.8% of total savings) is projected to be delivered as planned as at March 2017. This includes the more assured savings from within projects reporting as 'at risk' (amber) or 'compromised' (red).
11. The breakdown of savings delivery, by Portfolio as at March 2017 is as follows:
  - ASCH Portfolio - total savings target of £28.3m with £27.9m (98.6% of total) projected to be delivered on schedule.
  - CFCS Portfolio - total savings of £15.8m with £12.7m (80.4% of total) projected to be delivered on schedule.
  - Place Portfolio - total savings of £6.5m, with 100% projected to be delivered on schedule.
  - Resources Portfolio - total savings of £5.5m, with 100% projected to be delivered on schedule.

### **Projects at risk or compromised**

#### **12. Reducing the Costs of residential Placements - Younger Adults (OfC C06)**

This project, which was originally approved in February 2015, will reduce the cost of care through negotiating with care providers about how fees are agreed for individual service users whilst considering how people's needs may be met differently in the future. Progress with negotiating and agreeing changes to care packages with providers remains slower than originally anticipated, as this is the first detailed work of its kind with the residential market, requiring time to implement change management. In addition, negotiations have to take account of wider cost pressures and manage requests for increases as part of the reviews. The proposed plan to cap all rents to local housing allowance levels and introduce discretionary payments for higher rent schemes is also having a knock on effect on this project. There was a £240k shortfall against the 2015/16 savings target. In addition, slippage of £551k is anticipated by year end, which will have to be made up in 2017/18 where there is no savings target. It is also projected that further savings of £232k are at risk in 2018/19.

#### **13. Reduction in long-term care placements (C03 2014 & B04 2016)**

This project, which was originally approved in February 2014, has been working to reduce the number of adults living in Long Term Care by developing more alternative services. A lack of supply of suitable housing has meant that less people have been able to move out of residential care and into supported living than planned. The government's decision to remove the top up element of housing benefit that essentially funds supported housing, from the housing benefit system, and place it under local authority control (now from 2019), has made investment in supported housing riskier for housing associations and their investors. As a

consequence, only 2 new supported living developments were completed in 2016/17. The Council has played an active part in the consultation about funding arrangements from 2019 and has offered support to providers to offset risks. At this stage it cannot be fully quantified how much of the project's future years savings target of £700k could be at risk.

**14. Promoting Independent Travel(C03 2016)/ Reductions in Transport Budget(AO2 2016)**

These projects, which were originally approved in February 2016, have been working to achieve savings by reviewing service users who receive support with travel against a refreshed transport criteria; providing training to support independent travel; as well as progressing a number of initiatives including reducing the number of fleet vehicles and joining up transport with health services. A smaller proportion than anticipated of transport eligibility assessments undertaken since the launch of the revised criteria in July 2016 have resulted in package reductions. This together with the increasing number of young people reaching adulthood with needs arising from disability who need transport to travel to day care, and cannot travel independently or be transported by family carers, has resulted in underlying budget pressures within these services and the savings targets for these projects in 2016/17 and 2017/18 being compromised with £661k at risk. Options are being developed to support the department to achieve a balanced transport budget including use of Improved Better Care fund money and submission of a change request to write off an element of these transport related project savings targets.

**15. Looked After Children Placements (B16 2014 & OfCA09 2015)**

This project was originally approved in February 2014 and has not been able to deliver the savings target as originally intended. £1.451m of undeliverable savings were included in the CFCS departmental budget pressures and authorised by Full Council on 23<sup>rd</sup> February 2017. A revised savings profile will be reported from the beginning of the 2017/18 financial year. A new Remodelling Children's Care Project is currently being scoped to mitigate this under delivery and deliver additional savings within Children's Care.

**16. Special Educational Needs & Disability (SEND) Home to School Transport (OfC B06) & Independent Travel Training (B10 2014)**

This project has been unable to deliver as originally intended. £1.1m of undeliverable savings were included in the CFCS departmental budget pressures and authorised by Full Council on 23<sup>rd</sup> February 2017. This project will be marked as closed in reporting from the beginning of the 2017/18 financial year. A proposal to deliver alternative savings within this area has been developed and will be brought forward for consideration.

## **Other Options Considered**

17. None.

## **Reason/s for Recommendation/s**

18. To ensure opportunities for effective and proportionate performance management of the Strategic Plan and Redefining Your Council are provided to Policy Committee on a quarterly basis as requested by Members and as set out in the constitution.

## **Statutory and Policy Implications**

19. This report has been compiled after consideration of implications in respect of finance, the public sector equality duty, human resources, crime and disorder, human rights, the safeguarding of children, sustainability and the environment and those using the service and where such implications are material they are described below. Appropriate consultation has been undertaken and advice sought on these issues as required.

## **RECOMMENDATION/S**

It is recommended that:

- 1) Policy Committee consider and note the progress against the Strategic Plan and Redefining Your Council.
- 2) That future performance reports, in a revised format, be submitted to the Improvement and Change Sub-Committee.

**Councillor Kay Cutts MBE**  
**Leader of the Council**

**For any enquiries about this report please contact:**  
**Celia Morris, Group Manager Performance and Improvement (0115 9772043)**

### **Constitutional Comments**

Constitutional Comments are not required as this progress report is for noting only.

### **Financial Comments**

There are no specific financial implications arising directly from this report (RWK 12/06/2017).

### **Background Papers**

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.

Nottinghamshire County Council Strategic Plan 2014 – 2018

**Electoral Division(s) and Member(s) Affected:** All