

## **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 first quarter of the third year of the Strategic Plan 2014-18 and against the programmes and projects within Redefining Your Council from April to June 2016.

#### **Background**

2. 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.
3. 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. In addition a summary of the actions being taken to deliver against each key priority would be given. 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**

4. **Appendix A** provides Members with a summary of the position for quarter one 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.
5. A brief explanation of progress against each action is also included. The actions have been refreshed to reflect key areas for 2016/17. This has been prepared in agreement with the appropriate manager with lead responsibility for its achievement.

## Redefining Your Council – Report on Progress

6. **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 June 2016. It also provides an overview of key delivery milestones for the three months to the end of September 2016, along with key risks to delivery.
7. **Appendix C** complements **Appendix B** and provides a full status report as at June 2016, 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.
8. 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 is regularly considered by Finance and Property Committee.

### Newly reporting projects

9. Fifty eight Options for Change, which will further the delivery of Redefining Your Council, were approved by County Council in February 2016. Six of these were extensions of existing projects and the existing and new savings profiles for these have been combined. Five of the new Options will be taken forward as high governance projects (i.e. those with the highest risk / value / complexity) with the remaining forty seven being monitored as low and medium governance projects. All new projects commenced reporting from April 2016.
10. The new high governance projects have gone through a formal set-up process, which is in line with the Council's agreed project management standards, to maximise their chance of being successfully delivered.
11. In addition to the new Options for Change, during the April to June 2016 period, four organisationally significant projects have been initiated or have been assigned high governance status. As referenced above, high governance projects are those with the highest value / complexity / risk and have project management standards with which they must comply, including producing a monthly highlight report to ensure there is corporate visibility of progress in their delivery. The four projects are Rufford Abbey Country Park Commercial Offer (approved as an Option for Change by Council in February 2015); the Smarter Working Programme and the Corporate Services Review (both approved by Policy Committee as part of the Redefining Your Council Framework for Transformation); and Mosaic & Systems Review.

### Mosaic and Systems Review

12. Work is underway to upgrade and change the Council's major systems. The Mosaic project which is managing the upgrade from Frameworki (the Council's case management system for social care) to Mosaic has been assigned high governance status. This upgrade will develop and enhance the system and allow additional capability within it. In addition the Abacus system which manages the Council's adult social care financial transactions and is currently operating on an unsupported platform will be decommissioned and the current financial

transactions will move into the Mosaic system. This work should result in an integrated system that is better able to provide more accurate and timely financial management information.

### Key developments – Alternative Service Delivery Models

13. During this period, three Alternative Service Delivery Model (ASDM) companies were established:
- *Inspire* - delivering the Council's Libraries, Archives, Information & Learning Service
  - *VIA (East Midlands)* - delivering the Council's Highways Services
  - *The Arc Partnership* - delivering Property Services.

### Overall Savings Position

14. **Appendix C** to this report outlines in detail the delivery status of individual projects. Of the total savings of £56.1m across all Portfolios, £53.2m (94.8% of total savings) is projected to be delivered as planned as at June 2016. This includes the more assured savings from within projects reporting as 'at risk' (amber) or 'compromised' (red).
15. The breakdown of savings delivery, by Portfolio as at June 2016 is as follows:
- ASCH Portfolio - total savings of £28.3m with £27.8m (98.2% of total) projected to be delivered on schedule.
  - CFCS Portfolio - total savings of £15.8m with £13.4m (84.8% 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.
16. Five projects were reporting a status of either 'at risk' or 'compromised'. One of these Digital First has now closed with actions to deliver some residual tasks being completed through business as usual arrangements. Detailed below is additional information on the other projects.

### At Risk Projects

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

This project, which was originally approved 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. There are ongoing challenges with achieving all of the project's remaining £2m savings target, particularly the £1m planned savings in 2016/17. The project is undertaking the first detailed work of its kind with the residential market and it requires time to implement the necessary change management to achieve the savings such as providers having to adjust business cases, re-train staff and consult with them over restructuring and rota changes. It is highly likely that there will be further slippage into 2017/18. Work is ongoing to refine the project's savings projections, as more hard evidence becomes available.

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

This project, which was originally approved February 2014, has been working to reduce the number of adults living in Long Term Care by developing more alternative services. A

separate report to this Committee titled 'Supported Housing – Risks to Existing Services and New Developments' sets out the risks being experienced by this project and proposes some mitigations to those risks.

#### Compromised Projects

##### Looked After Children placements (B16 2014 & OfCA09 2015)

This project was originally approved in February 2014. The current savings profile is to be reviewed and reconsidered alongside the development of new business cases to deliver additional savings within Children's Social Care Provider Services.

##### SEND Home to School Transport (OfC B06) & Independent Travel Training (B10 2014)

This project has been unable to deliver as originally intended. A discover and design project is underway to identify alternative ways of delivering the savings from this service area.

### **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.

**Councillor Alan Rhodes**  
**Leader of the Council**

**For any enquiries about this report please contact:**  
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### **Constitutional Comments**

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

### **Financial Comments**

There are no financial implications arising directly from this report.

### **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  
Redefining Your Council July 2014  
Redefining Your Council Progress Review July 2014  
Full savings Projects Status Report (as at June 2016)

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