



## **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 October to December 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. 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 three 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. 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.
6. Overall in quarter 3 satisfactory progress has been made against the actions to deliver on the Strategic Plan and a summary of key highlights and areas for development for each priority are outlined below:

## 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 December 2016. It also provides an overview of key delivery milestones for the three months to the end of March 2017, along with key risks to delivery.
8. **Appendix C** complements **Appendix B** and provides a full status report as at December 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.
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 is regularly considered by Finance and Property 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, £52.5m (93.6% of total savings) is projected to be delivered as planned as at December 2016. 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 September 2016 is as follows:
  - ASCH Portfolio - total savings 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 £269k shortfall against the 2015/16 savings target. In addition, slippage of £549k is anticipated by year end, which will have to be made up in 2017/18 where there is no savings target. It cannot yet be quantified how much of the final year's target may be at risk.
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. There were some delays to the development of new larger schemes already approved, and some delayed moves of individuals from residential care to supported living. At this stage it cannot be fully quantified how much of the project's future years savings target of £700k is at risk due to stalled

discussions with supported living housing providers on new schemes. This is a result of providers concerns regarding the proposed plan to cap all rents to local housing allowance levels and introduce discretionary payments for higher rent schemes. Whilst Central Government has announced that there will be no change to Housing Benefits Regulations in supported housing until 2019/20, and that there will be a discretionary housing payment fund available after that date to top up rent payments, as well as local mechanisms for assuring providers, it is too soon to ascertain if this will be enough to instil confidence back into the provider market. However, ten Invitations to Tender will be issued in February 2017, and the response to these will be an indication on provider confidence.

**14. Promoting Independent Travel (C03 2016)**

This Project, which was originally approved in February 2016, has been working to achieve savings by reviewing service users who receive support with travel against a refreshed transport criteria and providing training to support independent travel. 54% of service users reviewed under the refreshed criteria since its launch in July 2016 were assessed as ineligible to receive support with travel. However, 64% of ineligible outcomes have been over-ridden in response to individual service user circumstances on a case by case basis. Some of these have been temporary over-rides whilst activity to support independent travel is put in place. In mitigation, a range of alternatives to support the department to achieve a balanced transport budget are being developed.

**15. Reductions in Transport Budget (C03 2016)**

This Project, which was originally approved February 2016, has been progressing a number of initiatives to ensure that the Adult Social Care & Health Department manage their transport services within budget. Despite overachievement against a number of targets within the project, this has not been sufficient to offset the current overspend. As with the Promoting Independent Travel project, options are being developed to support the department to achieve a balanced transport budget.

**16. Looked After Children placements (B16 2014 & OfCA09 2015)**

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

**17. 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. A discover and design project is ongoing to identify alternative ways of delivering savings from this service area. A data model is also being developed to enable ongoing accurate budget forecasting and will be in place for the start of the new financial year.

**Other Options Considered**

- 12. None.

**Reason/s for Recommendation/s**

- 13. 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**

14. 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:**  
**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.

### **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**