

## **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 July to September 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 two 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 2 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 September 2016. It also provides an overview of key delivery milestones for the three months to the end of December 2016, along with key risks to delivery.
8. **Appendix C** complements **Appendix B** and provides a full status report as at September 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, £53.7m (95.7% of total savings) is projected to be delivered as planned as at September 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 £27.6m (97.5% of total) projected to be delivered on schedule.
  - CFCS Portfolio - total savings of £15.8m with £14.2m (89.9% 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. At the end of September 2016 the following five projects were reporting a status of either 'at risk' or 'compromised'. The reasons and where appropriate corrective actions taken are detailed below:
13. **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. This project is the first detailed work of its kind; requiring time to implement change. Trend analysis of savings to date has confirmed that the £1m savings target for 2016/17 will not be achieved in its entirety. Work is ongoing to confirm the amount which will slip into 2017/18. It is anticipated that a proportion of any undelivered savings will be made up in 2017/18 where no savings target is currently allocated. Phase one of provider visits is due to be completed in November, with three further phases to follow. More robust savings projections will become available as further visits and negotiations with providers take place.
14. **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. An invitation to tender is to be

released with responses due January 2017, the response to this will determine whether the Government announcement regarding housing benefit regulations in Supported Housing has been enough to instil confidence in providers. Approval was granted at October Policy Committee for the Council to underwrite risk to providers subject to certain provisos being met (details in paragraph 33 of report titled 'Supported Housing – Risks to Existing Services and New Developments').

15. **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.
16. **Special Educational Need & 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 underway to identify alternative ways of delivering the savings from this service area. Projections of deliverable savings from the six project work streams are to be considered alongside demand projections.
17. **Business Reporting & Management Information (BRMI)** - The BRMI project aims to make major improvements to the Council's business reporting. It is intended to deliver a data warehouse, populated with information from council systems (and potentially partners), together with front end reporting and analytical functions. Progress with this project, particularly the provision of front end reporting, has been slower than planned. Changes to the development processes, overall resourcing and management and control are being implemented to address the problems.

## **Other Options Considered**

18. None.

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

19. 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**

20. 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 (SES 29/11/16)**

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**