

Improvement and Change Sub-Committee

Monday, 25 June 2018 at 11:30

County Hall, West Bridgford, Nottingham, NG2 7QP

AGENDA

- | | | |
|----|--|---------|
| 1 | Minutes of the last meeting held on 12 March 2018 | 3 - 6 |
| 2 | Apologies for Absence | |
| 3 | Declarations of Interests by Members and Officers:- (see note below)
(a) Disclosable Pecuniary Interests
(b) Private Interests (pecuniary and non-pecuniary) | |
| 4 | Business Change Analysis Function | 7 - 10 |
| 5 | Council Plan - Review of Progress - Quarter 4 - 2017-18 | 11 - 26 |
| 6 | Progress Report on Delivery of Programmes, Projects and Savings.doc | 27 - 58 |
| 7 | Monitoring of Savings in Adult Social Care | 59 - 64 |
| 8 | ICT Programmes and Performance Quarter 4 - 2017-18 | 65 - 78 |
| 9 | Smarter Working Programme | 79 - 84 |
| 10 | Work Programme | 85 - 88 |

Notes

- (1) Councillors are advised to contact their Research Officer for details of any Group Meetings which are planned for this meeting.
- (2) Members of the public wishing to inspect "Background Papers" referred to in the reports on the agenda or Schedule 12A of the Local Government Act should contact:-

Customer Services Centre 0300 500 80 80

- (3) Persons making a declaration of interest should have regard to the Code of Conduct and the Council's Procedure Rules. Those declaring must indicate the nature of their interest and the reasons for the declaration.

Councillors or Officers requiring clarification on whether to make a declaration of interest are invited to contact Keith Ford (Tel. 0115 977 2590) or a colleague in Democratic Services prior to the meeting.

- (4) Councillors are reminded that Committee and Sub-Committee papers, with the exception of those which contain Exempt or Confidential Information, may be recycled.
- (5) This agenda and its associated reports are available to view online via an online calendar - <http://www.nottinghamshire.gov.uk/dms/Meetings.aspx>

Meeting IMPROVEMENT AND CHANGE SUB-COMMITTEE

Date 12 March 2018 (commencing at 2.00 pm)

Membership

Persons absent are marked with an 'A'

COUNCILLORS

Reg Adair (Chairman)

Richard Butler
Boyd Elliott
Kate Foale
Richard Jackson

David Martin **A**
Diana Meale
Alan Rhodes
Stuart Wallace

OFFICERS IN ATTENDANCE

Martin Done	}	Resources
Keith Ford		
Jayne Francis-Ward		
Matt Garrard		
Sue Milburn		
Celia Morris		
Ivor Nicholson		
Nigel Stevenson		

OTHERS IN ATTENDANCE

Steven Phillips	Newton Europe Limited
Adam Walker	

1. MINUTES

The Minutes of the last meeting held on 11 December 2017, having been previously circulated, were confirmed and signed by the Chairman.

2. APOLOGIES FOR ABSENCE

None.

The following temporary changes of membership for this meeting only were reported:-

- Councillor Richard Butler had replaced Councillor John Cottee;
- Councillor Boyd Elliott had replaced Councillor Philip Owen.

3. DECLARATIONS OF INTERESTS

None

4. APPROACH TO TRANSFORMATIONAL CHANGE

Jayne Francis-Ward, Corporate Director – Resources, introduced the item. Steven Phillips and Adam Walker of Newton Europe Limited gave a presentation which included:-

- an outline of the end to end delivery process used in transformational change;
- the approach and charging methods used by the company;
- the importance of engagement with front line workers and appropriate resourcing in any change;
- the core evidence based approach used;
- decision-making;
- best outcomes, including examples of work with other Councils.

RESOLVED 2018/001

That the contents of the presentation be noted and that no further actions be required at this stage.

5. DESIGNING SERVICES FOR THE DIGITAL AGE – PROJECT OUTCOMES

Martin Done, Service Director – Communications, Marketing and Commercial Development, introduced the report which outlined progress on the project and sought approval for the next steps.

RESOLVED 2018/002

- 1) That digital transformation best practice as recommended by FutureGov be considered as part of developing a Transformation Strategy for the Council.
- 2) That further progress updates on the two service pilots (Integrated Children's Disability Service and Transport Services) be discussed with relevant Committee Chairs and reports taken as required to the relevant committees.
- 3) That a report be brought to a future meeting of Improvement and Change Sub-Committee to agree the next phase of the service redesign concept.

6. BUSINESS INTELLIGENCE STRATEGY

Matthew Garrard, Performance, Intelligence and Policy Team Manager, introduced the report and gave a presentation which included:-

- the customer's journey;
- Business Intelligence principles;
- links with the Resources Departmental Strategy.

RESOLVED 2018/003

That the draft Strategy be referred to Policy Committee for adoption.

7. COUNCIL PLAN AND DEPARTMENTAL STRATEGIES – PROCESS FOR MANAGING PERFORMANCE

Celia Morris, Group Manager – Performance and Improvement, introduced the report which sought agreement to revised arrangements for performance management reporting.

RESOLVED 2018/004

That the arrangements for performance management reporting be approved.

8. ICT PROGRAMMES AND PERFORMANCE QUARTER 3 2017-18

Ivor Nicholson, Service Director (ICT), introduced the report which provided a progress update on key projects and performance measures for ICT Services up to the period October-December 2017.

RESOLVED 2018/005

That a further report for Quarter 4 of 2017-18 be submitted to a future meeting of the Sub-Committee.

9. PROGRESS REPORT ON DELIVERY OF PROGRAMES, PROJECTS AND SAVINGS

Celia Morris, Group Manager – Performance and Improvement, introduced the report which provided an update on the delivery of the Council's current savings and strategically significant projects and sought approval for two project change requests.

RESOLVED 2018/006

That the change requests for the Care and Support Centres and Targeted Reviews projects, detailed in Appendix B of the report, be approved.

WORK PROGRAMME

It was underlined that, following the next meeting, the Sub-Committee would be moving from a six week to an eight week meeting cycle.

The Transformation Strategy report currently scheduled for September would be submitted to an earlier meeting of the Sub-Committee instead.

RESOLVED 2018/007

That the work programme as presented in the report, subject to the rescheduling of The Transformation Strategy be approved, be agreed.

The meeting closed at 3.31 pm.

CHAIRMAN

25 June 2018

Agenda Item: 4

REPORT OF THE SERVICE DIRECTOR, FINANCE, PROCUREMENT AND IMPROVEMENT

BUSINESS CHANGE ANALYSIS FUNCTION

Purpose of the Report

1. To inform Committee members of the work being undertaken by the Business Change Analysis function in supporting the development and delivery of transformational change and consider further areas for focus in the future.

Information

2. The Business Change Analysis function was established in April 2017 and comprises two Senior Business Change Analysts and a Business Change Analyst.
3. This report outlines how the Business Change Analysis function is developing in response to the needs of Services across the authority, and in particular how it is supporting the development and delivery of transformational change to achieve significant efficiencies.
4. Business Change Analysis is a systematic approach to gathering business requirements, identifying and analysing business challenges and collaboratively identifying and evaluating options to deliver solutions and improvements. It draws on a wide range of tools and methodologies such as benchmarking, root cause analysis, process mapping and lean systems approaches, collecting and evaluating all available relevant data and other information to provide evidence-based analytical products
5. The team have undertaken a range of work with a particular focus on the Adult Social Care and Health (ASCH) and Children's and Families (C&F) departments, in conjunction with and following on from the diagnostic work carried out by external consultants Newton Europe.
6. A presentation will accompany this report to Improvement and Change Sub-Committee on 25 June to describe the range of work being undertaken by the Business Change Analysis function and to provide a case study of one particular piece of work – a demand and cost projection model in relation to Looked After Children.

Other Options Considered

7. The authority could use external consultants to perform this function, however in-house expertise provides a more cost effective and sustainable solution to the analytical challenges being faced.

Reason/s for Recommendation/s

8. To provide the Improvement and Change Sub-Committee with insight into the function and to invite their input into future work.

Statutory and Policy Implications

9. 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.

Data Protection and Information Governance

10. The work of the team complies with and supports programmes and projects relating to Data Protection and Information Governance.

Financial Implications

11. The work of the team supports the delivery of financial efficiencies and future budget planning.

RECOMMENDATION/S

It is recommended that the Improvement and Change Sub-Committee:

- 1) Consider and note how the Business Change Analysis function is being utilised to support the design and delivery of transformational change within the authority.
- 2) Discuss and agree any specific areas that the Committee would like to be focused on by the function in the future.

Nigel Stevenson

Service Director, Finance, Procurement and Improvement

For any enquiries about this report please contact:

Esther Turner / Laurie Heighway, Business Change Analysis Team

Tel: 0115 9932577 / 97 72386

E-mail: esther.turner@nottsc.gov.uk / laurie.heighway@nottsc.gov.uk

Constitutional Comments (KK 14/06/18)

12. The proposals in this report are within the remit of the Improvement and Change Sub-Committee

Financial Comments (SES 13/06/18)

13. 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

25 June 2018

Agenda Item: 5

**REPORT OF THE SERVICE DIRECTOR FINANCE, PROCUREMENT AND
IMPROVEMENT
YOUR NOTTINGHAMSHIRE YOUR FUTURE - COUNCIL PLAN
REVIEW OF PROGRESS QUARTER 4**

Purpose of the Report

1. This report provides the Improvement and Change Sub-Committee with an overview of performance against the Council Plan at the end of quarter 4 of the year 2017-18.

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 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.
4. The Planning and Performance Framework also sets out how the Council will plan and manage its performance. The approach and format for reporting this was agreed by the Improvement and Change Sub-Committee on 12 March 2018.
5. Whilst the Council continues to operate in a challenging financial landscape with ongoing change to local authority funding coupled with many Council services experiencing continued increases in demand, this report represents the first update on delivery of the progress being made to deliver on the commitments in the Council Plan.

Review of Progress – Quarter 4

6. Four new Departmental Strategies – Adults, Childrens, Place and Resources - were developed during 2017 and agreed by Policy Committee in January 2018.
7. Part three of each Departmental Strategy sets out the contribution that it makes to the Council Plan. For the Adults, Childrens and Place Strategies this is focused on the 12 Council Plan commitments. The 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. The dashboard set out at Appendix A provides an overview of performance for the key activities and measures set out at part 3 of each Departmental Strategy. This covers the period since the departmental strategies were agreed up until the end of the year position (March 2018).

Future Reporting

9. The dashboard also provides the first representation of the Council Plan Core Dataset - a new development as part of the implementation of the Planning and Performance Management Framework - providing a succinct visual overview of progress against the Council Plan.
10. It should be recognised that this is the first report in this format and through its production a number of improvements have already been identified to refine future reporting. These include further development of some of the measures and detailing the period that previous figures relate to.
11. This year progress against each of the Departmental Strategies will be reported to the relevant service committees, covering all of the key activities and measures at part 3. It is proposed that these reports also include a narrative overview of progress, highlighting key performance outliers and also the context within which delivery has been progressed, including key policy, financial and demand pressures.
12. The first of these reports will be provided at the end of Quarter 2. Future reporting to the Improvement and Change Sub-Committee on performance against the Council Plan will follow from these reports and be based on the same longer reporting period.
13. Reporting of Departmental Core Datasets will commence on a quarterly basis from the end of Quarter 1 (June).

Other Options Considered

14. 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

15. 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

16. 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

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

RECOMMENDATION/S

1) The Improvement and Change Sub-Committee consider the performance issues outlined at Appendix A and whether any actions are required in relation to the detail in the report.

Nigel Stevenson

Service Director, Finance, Procurement and Improvement

For any enquiries about this report please contact:

Matthew Garrard, Performance, Intelligence and Policy Team Manager

Constitutional Comments (SLB 13/06/2018)

18. Improvement and Change Sub-Committee is the appropriate body to consider the content of the report. If Committee resolves that any actions are required it must be satisfied that such actions are within the Committee's terms of reference.

Financial Comments (SES 13/06/18)

19. 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

Your Nottinghamshire Your Future Council Plan

Priority 1 - A great place to bring up your family

Our commitments measuring our success

Commitment 1 - Families prosper and achieve their potential

Success means	Council Plan Key Measures of Success	Latest	Target	Good is	Previous	National
Young people will have improved physical and mental health	A The proportion of children in Notts who are covered by the Healthy Child Programme (mandated checks undertaken within timescale)	84% (2017/18)	95.0%	High	New contract	n/a
More families in work	C Early years foundation stage attainment (Reaching a 'Good Level of Development' - at least expected in all early learning goals in all prime areas and in the specific areas of literacy and mathematics)	68.2%	In line with national average	High	67.1%	70.7%
More families will live in good quality housing						
More children will achieve a good level of development by the end of reception year	School Readiness: all children with free school meal status achieving a good level of development at the end of reception as a percentage of all eligible children	48.2% (2016/17)	Increase	High	47.5% (2015/16)	56% (2016/17)

Commitment 2 - Children are kept safe from harm

Success means	Council Plan Key Measures of Success	Latest	Target	Good is	Previous	National
Children at risk are appropriately identified, supported and protected	A Number of children and young people supported in Domestic Violence services	308 to end Q3 2017/18	699	High	514 (2016/17)	n/a
Improved outcomes for children, young people and families accessing our safeguarding and family services, as a result of high quality interventions	C Child and Family assessments for Children's Social Care carried out within statutory timescales	94.6%	85.0%	High	78.6%	82.9%
	Percentage of LAC (for at least 12 months) who have had their annual health assessment (data for 'up to date with immunisations' —>)	86.9%	In line with national average	High	85.0%	84.0%
	Percentage of LAC (for at least 12 months) who have had their teeth checked by a dentist	83.0%	In line with national average	High	53.0%	83.0%
Looked After Children and care leavers are well supported through improved placement provision, health services and learning opportunities	Percentage of (LAC) remaining in long-term placements	76.7%	In line with national average	High	75.8%	68.0%
	Percentage of care leavers in education, employment or training aged 19-21	45.5%	In line with national average	High	44.1%	50.0%
Continued good quality, targeted youth services	Percentage of care leavers in suitable accommodation	85.8%	In line with national average	High	80.0%	84.0%

Commitment 3 - Children and Young People go to good schools

Success means	Council Plan Key Measures of Success	Latest	Target	Good is	Previous	National
Children and young people are provided with sufficient early years provision and school places in their local communities	A The proportion of children in Notts from less advantaged backgrounds who achieve a good level of development at the end of reception.	48.2% (2016/17)	Increase	High	47.5% (2015/16)	56% (2016/17)
Vulnerable children are less likely to miss education	C Percentage of LAC classed as persistent absentees	7.9%	In line with national average	Low	6.8%	10.0%
Educational outcomes for vulnerable children improve	Percentage of LAC achieving A*-C GCSEs in both English & Maths at KS4	21.3%	In line with national average	High	17.3%	17.5%
More than 90% of Schools are classified as Ofsted "good" or "outstanding"	Number of primary schools in an Ofsted category (Inadequate)	3	n/a	Low	3	n/a
	Number of secondary schools in an Ofsted category (Inadequate)	2	n/a	Low	1	n/a
	Participation in education, employment and training (EET) aged 16-17	95.1%	Increase	High	96.9%	n/a



Key activities that support delivery of the council plan

Commitment 1 - Families prosper and achieve their potential

Success means	Activities to progress the outcome	Progress
Young people will have improved physical and mental health	A We will lead the commissioning of services to promote healthy lifestyles and address ill-health amongst all children, young people and families	A Healthy Families Programme for 0-19's was commissioned and the contract commenced on 1st April 2017. The new model of service delivery saw the establishment of 20 locally based Healthy Family Teams across Nottinghamshire aligned to children's centre boundaries, and supporting children, young people and families. The Healthy Families Programme delivers the Department of Health's Healthy Child Programme and each family receives a schedule of universal checkpoint reviews, including a programme of screening tests, immunisations, developmental reviews and information and guidance to support parenting and healthy choices, to ensure that children and families achieve optimum health and wellbeing.
More families will be in work		
More families will live in good quality housing		
More children will achieve a good level of development by the end of reception year	C Continue to implement the Young People's Health Strategy	The Children's Integrated Commissioning Hub and Health and Wellbeing Board have developed a Young People's Health Strategy for Nottinghamshire. The Strategy reflects the contribution and continuing engagement of young people and the professionals who work/link with young people. A range of new initiatives and services have been developed for the young people of Nottinghamshire, including: <ul style="list-style-type: none"> • Development of on-line resources and information: Health for Teens Website • Young people friendly health services - You're Welcome 2018 • Commissioned Services - Healthy Families Programme, Kooth Online Counselling Service, MH:2K, C-Card and Teenage Pregnancy • Schools - Schools Health Hub • Workforce Development to work with Pregnant Teenagers and Teenage Parents • New Development - Young Person's Health Champion Role
	P Develop and deliver the 'Investing in Opportunity Areas' commissioning programme	A board has been set up and to undertake the scoping of the programme and to set up monitoring systems to take forward developments over the next 12 months of the departmental strategy.
	Bring forward developments on County Council land including: Rolleston Drive, Top Wighay, Wilford Lane and Broomhill Farm	Preparatory work has progressed including: <ul style="list-style-type: none"> • Rolleston Drive-site cleared and discussions taking place in regards to future development • Top Wighay- bids have been sent for funding • Wilford Lane- construction underway
	Deliver Phase 2 of the Lindhurst/Berry Hill scheme.	A Phase 2 Development Management Team has been established and plans for the next stage of the project are being drawn up.

Commitment 2 - Children are kept safe from harm

Success means	Activities to progress the outcome	Progress
Children at risk are appropriately identified, supported and protected	A We will lead the commissioning of services to promote healthy lifestyles and address ill-health amongst all children, young people and families	A Healthy Families Programme for 0-19's was commissioned and the contract commenced on 1st April 2017. The new model of service delivery saw the establishment of 20 locally based Healthy Family Teams across Nottinghamshire aligned to children's centre boundaries, and supporting children, young people and families. One of the key roles of the Healthy Families Programme is to identify children and young people with specific needs and risks and provide targeted support.
Improved outcomes for children, young people and families accessing our safeguarding and family services, as a result of high quality interventions		



Commitment 3 - Children and Young People go to good schools

Success means	Activities to progress the outcome	Progress
Children and young people are provided with sufficient early years provision and school places in their local communities	<p>A We will commission a Healthy Families Programme to support school readiness, secure improved emotional and physical health of school age children, and contribute to reducing the number of young people not in education, employment or training due to unplanned pregnancy.</p> <p>P Ensure delivery of high quality, good value school places to meet basic need</p>	<p>A Healthy Families Programme for 0-19's was commissioned and the contract commenced on 1st April 2017. The range of activity includes:</p> <ul style="list-style-type: none"> • Level one interventions for emotional and mental health issues including depression, low mood, self-harm, anxiety, risk-taking behaviour, and anger management, working closely with schools and families • Support around healthy relationships, contraception and sexual health, including pregnancy testing and chlamydia screening <p>In addition, bookable Healthy Child sessions for parents/carers of primary school age children provide further access to one to one support; drop-in sessions for young people are established in or near each secondary school.</p>
<p>Vulnerable children are less likely to miss education</p> <p>Educational outcomes for vulnerable children improve</p> <p>More than 90% of Nottinghamshire schools are classified as "good" or "outstanding" by Ofsted</p> <p>Fewer young people are not in education, employment or training (NEET)</p>		<p>The Education Funding and Skills Agency has recently confirmed that Nottinghamshire created 6,172 primary school places from 2009/10 to 2016/17. We are judged as being a high performing authority ranked in the top ten of all 141 authorities for delivering new places in good and outstanding schools. Nottinghamshire demonstrates in the primary sector very good value for money a primary place in Nottinghamshire costs £9,240 against a national average of £16,088. In secondary there is less evidence as we are only beginning to see the high primary numbers moving through to the secondary sector. Nottinghamshire produced 481 secondary places in the period 2015/16 to 2016/17. As yet there is no national indicator on whether the places created were in good or outstanding schools. However we are again delivering very good value for money, a secondary place in Nottinghamshire costing £15,646 against a national average of £21,448.</p>
	Develop an innovative schools capital programme, replacing the Orchard school in Newark and opening a new school in Bestwood Village	Proposals to replace the Orchard School received committee approval. Programme Governance arrangements have been put in place and an emerging planning application is in process.
	Devise and agree a revised Developer Contributions Strategy	Work is underway to prepare a revised developer contribution strategy which is due to be presented at Policy Committee in September 2018



Your Nottinghamshire Your Future Council Plan

Priority 2 - A great place to fulfil your ambition

Our commitments measuring our success

Commitment 4 - Nottinghamshire has a thriving jobs market

Success means	Council Plan Key Measures of Success	Latest	Target	Good is	Previous	National
People leave education with better qualifications and skills	A Number of people supported by the Council in apprenticeships and placements related to social care and public health	7 (2017/18)	6	Maintain at same level	6	n/a
More people are in higher paid and skilled jobs	P Number of apprenticeship opportunities available	2	12	High	2	n/a
More apprenticeships available for people of all ages		within Via EM				

Commitment 5 - Nottinghamshire is a great place to live, work, visit and relax

Success means	Council Plan Key Measures of Success	Latest	Target	Good is	Previous	National
People live in communities supported by good housing and infrastructure	P Satisfaction levels at Rufford Abbey Country Park	98%	90%	High	93%	n/a
	Number of visits to libraries	2,582,283	2,500,000	High	1,937,899	n/a
People enjoy a wide range of leisure and cultural activities	% of household waste sent to reuse, recycling or composting	45.2%	45%	High	45.3%	n/a
People can travel safely and quickly across urban and rural Nottinghamshire	Number of properties with enhanced levels of flood Protection	21	100	High	-	n/a
	% of transport projects within target	100%	-	High	100%	n/a

Commitment 6 - People are healthier

Success means	Council Plan Key Measures of Success	Latest	Target	Good is	Previous	National
Healthy life expectancy increases	A Average number of years people live in good health (male/female)	61.7 (m) 62.4 (f) (2014-16)	Increase	High	61.1 (m) 62.2 (f) (2013-15)	63.3 (m) 63.9 (f) (2014-16)
Life expectancy rises fastest in those areas where outcomes have previously been poor	Reduction in the proportion of adults who smoke,	15.7% (2016)	Reduce	Low	15.7% (2015)	15.5% (2016)
	are overweight,	64.4% (2016/17)			65.0% (2015/16)	61.3% (2016/17)
	or who are physically inactive	23.2% (2016/17)			22.0% (2015/16)	22.2% (2016/17)
	Proportion of eligible population who are offered / invited an NHS Health Check	Cumulative offered a health check: 61.9% Cumulative uptake (offered and received a health check) 57.5% (2013/14 Q1 – 2017/18 Q3)	60% (invites) 66% (uptake)	High	Figs are cumulative	Cumulative offered a health check: 86.4% Cumulative uptake (offered and received a health check) 48.5% (2013/14 Q1 – 2017/18 Q3)



Key activities that support delivery of the council plan

Commitment 4 - Nottinghamshire has a thriving jobs market

Success means	Activities to progress the outcome	Progress
People leave education with better qualifications and skills	A We will promote careers in social care and public health for young people, through apprenticeships and placements	From September 2017 the Public Health division contributed to an Expression of Interest (EoI) in a new apprenticeship framework for Public Health practitioners as part of a trailblazer group led by Public Health England. The EoI was approved in March 2018 and a full apprenticeship standard is now in development.
More people are in higher paid and skilled jobs	P Work with partners and business to develop the Apprenticeship programme	Work commenced to develop coordinated Employer Engagement Activities and this will be progressed during the next 12 months of the departmental strategy
More apprenticeships available for people of all ages	Develop an action plan for expanded delivery with Futures Advice, Skills & Employment and INSPIRE, related to skills	Targeted work has been initiated in partnership with Futures and the Growth Hub for Young People (16-24) with greater complexity of need. This is expected to develop during the next 12 months of the departmental strategy
More graduates choose to stay in Nottinghamshire for work or further study	Implementation of the Area Based Review's recommendations, including addressing quality and the alignment of the curriculum with employer needs	Targeted work is underway to address skills gaps – working with employers to identify current and futures skills needs, and with schools, FE and careers advice (including Futures) to ensure that young people/adults offer the skills and competencies required.

Commitment 5 - Nottinghamshire is a great place to live, work, visit and relax

Success means	Activities to progress the outcome	Progress
People live in communities supported by good housing and infrastructure	A We will work with partners to develop housing, built environment, and transport which supports healthy lifestyles and reduces exposure to poor air quality.	The Council has engaged with Environmental Health Leads with an offer of support for strategic planning related to air quality. A Framework and Plan for improving air quality across the county is being drafted by Public Health to progress this action further.
People enjoy a wide range of leisure and cultural activities	We will work with partners to develop housing that will meet the needs of an ageing population and increasing numbers of people with disabilities.	A 'Housing with Care' Strategy has been developed through a Member working Group to offer older people the privacy of their own self-contained home and security of tenancy or ownership rights, within a community setting which provides readily accessible personal care support. The Council will be consulting with stakeholders on the detail of a delivery plan for the strategy, and undertaking initial soft market testing to develop the partnerships required to produce the required 'housing with care' places.
People can travel safely and quickly across urban and rural parts of the county	P Review and monitor Flood Risk Assessments and plans for towns and villages at risk	A countywide village resilience programme has been developed and will be rolled out over the next 24 months. All outstanding Section 19 reports have been completed and published. The Authorities update of our PFRA has been successful and approved by Defra.
People look after and enjoy the local environment	Deliver a comprehensive and efficient Public Transport network in partnership with commercial providers, community providers and County Council fleet	The Council has continued the integration of the adult social care fleet with local buses to maximise efficiencies and commenced work on the formulation of different delivery model for rural bus services.
	Bring forward revised Minerals and Waste Local Plans for approval	A report is being presented to Communities and Place Committee in July to seek approval to consult on a draft Minerals Local Plan
	Review and update the Rights of Way Management Plan	A draft Rights of Way Management Plan has been developed and is subject to a 12 week consultation ending in mid-April 2018. A draft plan to reflect the consultation will go to Committee in July 2018.

Commitment 6 - People are healthier

Success means	Activities to progress the outcome	Progress
Healthy life expectancy increases	A We will commission services which provide support for residents seeking a healthier life-style including reducing their exposure to substance misuse, tobacco, excess weight and low physical activity, and sexually transmitted infections.	Previously commissioned, separate services are currently in place to address substance misuse, tobacco, excess weight and low physical activity, and sexual health. Performance is reported quarterly to the Adult Social Care and Public Health Committee. Preliminary work took place during 2017 to review existing provision, assess current need and appraise options for future service delivery, in order to inform future recommissioning plans. In Feb 2018, ASC&PH Committee approved consultation on proposals to recommission services to support healthier lifestyles, some will form a new integrated service starting from 1 April 2020. Recruitment began a dedicated project team to take this work forward during 2018/19.
Life expectancy rises fastest in those areas where outcomes have previously been poor		



Your Nottinghamshire Your Future Council Plan

Priority 3 - A great place to enjoy later life

Our commitments measuring our success

Commitment 7 - People live in vibrant and supportive communities

Success means	Council Plan Key Measures of Success	Latest	Target	Good is	Previous	National
Older people are treated with dignity and their independence is respected	A % of safeguarding services users who were satisfied that their outcomes were fully achieved	73.8%	80%	High	73.6%	17/18 figure not yet available
Our most vulnerable residents will be protected and kept safe from harm	P Number of tailored interventions to protect vulnerable residents	376	250	High	249	n/a
Communities will support each other through volunteering and involvement in local organisations	Increase in number of approved traders	69	-	High	-	n/a

Commitment 8 - People live independently for as long as possible

Success means	Council Plan Key Measures of Success	Latest	Target	Good is	Previous	National
Carers receive the support they need	A Number of carers who are supported	6,786	-	High	7,615	17/18 figure not yet available
People will have the opportunity to live independently in their local community	Number of people who receive financial or benefits advice	3074	-	High	2750	n/a
Better access to financial advice so that older people can make more informed decisions	Number of people who receive short term services to recover, recuperate and maximise independence	4340	-	High	4160	17/18 figure not yet available

Commitment 9 - People can access the right care and support

Success means	Council Plan Key Measures of Success	Latest	Target	Good is	Previous	National
People's needs are met in a quick and responsive way	A Proportion of people whose needs are resolved at the first point of contact	75%	-	High	-	n/a
Services improve as a result of a better integration of health and social care	Proportion of older people (65 and over) who were still at home 91 days after discharge from hospital into reablement/ rehabilitation services (effectiveness of the service)	78.8%	85.0%	High	85.0%	82.7%
	Average daily rate of delayed transfers of care attributable to social care	0.2	0.7	Low	0.2	n/a



Key activities that support delivery of the council plan

Commitment 7 - People live in vibrant and supportive communities

Success means	Activities to progress the outcome	Progress
Older people are treated with dignity and their independence is respected	A We will work with people to connect them to their community and local networks in order to remain as independent as possible.	Services such as Connect (for people over 65) and Notts Enabling Service for younger adults have had considerable recent success in supporting people to make links and obtain support in their local communities.
Our most vulnerable residents will be protected and kept safe from harm	We will work with people to ensure they feel safe in their homes and communities. Where people experience abuse and neglect, we will provide support that is responsive to their needs and personalised	The percentage of completed safeguarding assessments where the risk was reduced or removed is in line with the national average. As the cultural shift towards Making Safeguarding Personal focused work continues, staff are supporting people to manage existing risks where this is in line with people's 'desired outcomes'. Regular audits and peer review of the Council's safeguarding adults assessments have been introduced to ensure the support we provide is appropriate and responsive.
Communities will support each other through volunteering and involvement in local organisations		

Commitment 8 - People live independently for as long as possible

Success means	Activities to progress the outcome	Progress
People will have the opportunity to live independently in their local community	A We will provide information, advice and guidance to support people to live independently	The Adult Social Care Strategy has been refreshed and focuses on working with people's strengths and supporting them to live as independently as possible for as long as possible. The Notts Help Yourself directory - a comprehensive online source of information on support, services and community groups across the county - continues to be updated and developed.

Commitment 9 - People can access the right care and support

Success means	Activities to progress the outcome	Progress
People's needs are met in a quick and responsive way	A We will provide good quality advice, information and support to people with disabilities and long term health conditions to enable them to lead productive and independent lives for as long as possible	The latest submission of national statutory returns for 2017/18 shows that the proportion of people who use services who find it easy to locate information about services has increased to 73% (from 68% in 2016/17). This reflects the work that the Council has undertaken to ensure that people can access the support they need.
Services improve as a result of a better integration of health and social care	We will provide intensive support at times of crisis and care needs will be reviewed once the immediate crisis has passed.	The Council's START team provides reablement support to support discharge from hospital and prevent admission. In December 2017 we expanded the Home First Response Service (provided by the Carers' Trust) to provide a county-wide service. The HFRS is a short term rapid response home care service which supports people who have social care needs in their own home for a short period of time of up to seven days. There are two parts to the service; hospital discharge and community crisis which is for people who are at home but at risk of being unnecessarily admitted to hospital or short term care due to a short term crisis, including carers' crisis. Between mid-December 2017 and the end of April 719 people have been supported by the service.
	We will work with the health service colleagues to provide more seamless services (where there is a benefit), with people at the centre of the care and support provided.	In March 2018 Notts was ranked as the 12th best performing council nationally (out of 151 local authorities) in relation to the number of delays for people in hospital who are ready to be discharged. Over the last year we have been rated as high as 8th in the country. This is the result of considerable investment, largely through the Better Care Fund, in social care staff in hospitals and care support as mentioned above, and is a significant achievement given the pressures on the Health Service and the care sector over the winter months.
	We will provide statutory specialist advice to NHS commissioners and co-ordinate joint strategic needs assessment across health and social care.	Advice has been provided to public health leadership, governing bodies, committees and workstreams of CCGs in Nottinghamshire including advice on evidence of clinical effectiveness to support prioritisation and commissioning decisions. Advice has been provided to Health and Wellbeing Board, JSNA Steering Group and JSNA owning groups to ensure the JSNA continues to provide a robust evidence base regarding health and wellbeing issues for our population. PH is leading a review of the JSNA, including governance, process and products to ensure continual improvement.



Your Nottinghamshire Your Future Council Plan

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

Our commitments measuring our success

Commitment 10 - Nottinghamshire is a great place to invest and do business

Success means	Council Plan Key Measures of Success	Latest	Target	Good is	Previous	National
An increased amount of inward investment in the county	P Number/value of successful investments - business births - Five year survival rates	3476	-	High	3840	n/a
		45.1%	-	High	43.3%	44.0%
Increased economic productivity across the county	No of successful HIF Bids	1	1	n/a	0	n/a

Commitment 11 - Nottinghamshire is a well-connected county

Success means	Council Plan Key Measures of Success	Latest	Target	Good is	Previous	National
Improved roads and transport infrastructure with better connectivity across the county and region	P Total value of successful bids for broadband	£2.7m	-	High	Approx £30m to date	n/a
	Total value of NCC investment on broadband programme	£600,000	£600,000	High	-	n/a
Improved superfast broadband coverage	Total value of successful bids for government funding for transport and highway projects	£1.6m for pothole repairs	-	-	-	n/a
Local people have the right skills to benefit from employment opportunities generated by HS2 and other major infrastructure developments	Number of successful bids for new technology pilots	0	1	High	n/a	n/a

Commitment 12 - Nottinghamshire has a skilled workforce for a global economy

Success means	Council Plan Key Measures of Success	Latest	Target	Good is	Previous	National
People have a higher level of skills	P Number of apprenticeship opportunities taken up	8550 (2016/17)	-	High	-	n/a
There is a flexible and varied workforce that is able to meet the needs of local businesses in the future	Number of adult learners	6535	-	High	-	n/a



Key activities that support delivery of the council plan

Commitment 10 - Nottinghamshire is a great place to invest and do business

Success means	Activities to progress the outcome	Progress
An increased amount of inward investment in the county	P Develop and deliver the 'Investing in Opportunity Areas' commissioning programme	A board has been set up and to undertake the scoping of the programme and to set up monitoring systems to take forward developments over the next 12 months of the departmental strategy.
High quality business accommodation is available for businesses to start and grow	Develop proposals for the integration of the three Nottinghamshire Innovation Centres	A review of the Innovation Centre contract is underway to inform new arrangements to be progressed during the next 12 months.
Increased economic productivity across the county	Generate investment opportunities and trade as part of the Midlands Engine and Friendship Agreement with China	The Council has engaged with the work of the Midlands Engine (ME) Strategic and Task & Finish Groups, working towards the outcomes set out in the Vision for Growth and maximising their impact upon Nottinghamshire
More visitors spending more money in our county	Develop and deliver the 'Investing in Economic and Social Regeneration' programme	A board has been set up and to undertake the scoping of the programme and to set up monitoring systems to take forward developments over the next 12 months of the departmental strategy.
Increased economic vibrancy and improved appearance of market towns	Develop a Visitor Economy Strategy and delivery plan	A review of the Council's approach to the Visitor Economy has commenced which includes consideration of future arrangements for managing the succession and legacy issues from the Marketing NG relationship.
	Develop and adopt a D2N2 Town Centre Strategy	A contract with the D2N2 Local Enterprise Partnership (LEP) has been finalised with the first year projects assessed, contracted and delivery commencing.
	Develop a Property Strategy and Asset Management Plan to align use of Council Assets to strategic priorities	The Diagnostic stage of a review by Turner & Townsend Property has been completed. A report on the findings and next stages is scheduled for consideration by Policy Committee in June.
	Expand the Trading Standards Checktrade approved traders service	The Registration Service Fees for 2018/2019 & 2019/2020 were agreed at C&P Committee November 2017.

Commitment 11 - Nottinghamshire is a well-connected county

Success means	Activities to progress the outcome	Progress
Improved roads and transport infrastructure with better connectivity across the county and region	P Develop and deliver the 'Investing in Opportunity Areas' and 'Economic and Social Regeneration' commissioning programmes	A board has been set up and to undertake the scoping of the programme and to set up monitoring systems to take forward developments over the next 12 months of the departmental strategy.
Improved superfast broadband coverage	Lead the development of HS2 at Toton Nottinghamshire, including the Innovation Campus and network of 'garden villages'	A Programme Director has been appointed and recruitment to the remaining programme team members to support this work is underway. HS2 investment opportunities have been promoted through DIT and Midlands Engine Pitchbook activity and the Council is supporting the development of the Employment, Skills and Supply Chain Action Plans with EMC and HS2 partners.
Local people have the right skills to benefit from employment opportunities generated by HS2 and other major infrastructure developments	Develop plans for the County's first terabit school and (if appropriate) apply to the Government's Local Full Fibre Network (LFFN) Challenge Fund	An application was made to support this across the whole of the D2N2 Local Enterprise Partnership area but was unsuccessful. This has since been superseded by a national programme which is now 'live' and operational across the county
	Work with operators to establish a 5G testbed for the Midlands Engine to trial Augmented Reality (AR) on the rural visitor experience	An exploratory meeting has taken place with a range of partners to progress this action. Further work to involve a mobile network operator is being explored.
	Review Highway maintenance and integrated transport measures policy framework including with Via East Midland	The review is substantially complete and has resulted in a realignment of the capital programme and significant additional investment of £24m over the next four years.

Commitment 12 - Nottinghamshire has a skilled workforce for a global economy

Success means	Activities to progress the outcome	Progress
People have a higher level of skills	P Develop a European Social Investment Funding (ESIF) Skills programme	Work has been undertaken to support the D2N2 Local Enterprise Partnership with the development of the final European Structural Investment Fund (ESIF) programme
There is a flexible and varied workforce that is able to meet the needs of local businesses in the future	Support the NTU Anchor Institution programme	Account management has progressed with both universities to enhance the business support and skills offer to Nottinghamshire businesses, this includes assisting in the development of specifications for Open Calls



Your Nottinghamshire Your Future Council Plan

Council plan approaches

Our approaches measuring our success

Council plan approach - Put local people at the heart of everything we do

Success means	Council Plan Key Measures of Success	Latest	Target	Good is	Previous	National
Information is shared so that residents can express their views and engage with decision-making	% of people who agree that they can influence decisions affecting the local area	31%	Increase	High	30%	n/a
	% of people who are satisfied with the way the Council runs things	64%	61%	High	59%	n/a

Council plan approach - Spend money wisely

Success means	Council Plan Key Measures of Success	Latest	Target	Good is	Previous	National
The Council makes best use of resources to deliver value for your money	% of people who agree that the Council provides value for money	46%	46%	High	45%	n/a
	% of planned audits completed	92%	90%	High	-	n/a
	% of audit recommendations implemented	88%	75%	High	-	n/a
	Total debt level	£26.2m	-	Low	£22.7m	n/a
	% of debt greater than 6 months	22%	-	Low	24%	n/a

Council plan approach - Be creative and work in new ways

Success means	Council Plan Key Measures of Success	Latest	Target	Good is	Previous	National
Technology and business intelligence are used to improve service delivery	Employee engagement index (under development as part of the workforce strategy)	A Draft People Strategy is being prepared for consideration at Personnel Committee July 2018				

Council plan approach - Stand up for local people

Success means	Council Plan Key Measures of Success	Latest	Target	Good is	Previous	National
Local people feel more in control of the work taking place to improve their communities and engage with councillors	% of people who feel well informed about the services and benefits the Council provides	51%	55%	High	52%	n/a
	Approval of the Annual Governance Statement	Yes	Yes	Yes	Yes	n/a
	Number of events attended by the Chairman	47	-	High	n/a	n/a
	% FOIA requests responded to within deadlines	83%	85%	High	84%	n/a
	% of complaints upheld	27.3%	n/a	Low	23.1%	n/a
	Number of data breaches	149	-	Low	121	n/a



Council plan approach - Be creative and work in new ways

Success means	Council Plan Key Measures of Success	Progress
Technology and business intelligence are used to improve service delivery	The ICT strategy 2017-20 sets out the roadmap for how ICT will drive and support organisational change and transformation. The emphasis of the strategy is on delivering increasingly joined up services that are effective, affordable and designed around the needs of the service user.	The ICT Strategy has been structured across four strategic themes to support business transformation across the County Council: <ul style="list-style-type: none"> • Smarter working • Health and social care technology integration • Business intelligence • Cloud services (off-premise data centres) Progress has been made against a range of projects contributing to these themes and this has been reported in detail on a quarterly basis.
	The next phase of the Business Reporting Management Information project will build on the data warehouse and business intelligence hub which is making data more accessible and readily available.	Phase 3 of the Project was successfully completed by April 2018 increasing the availability of structured data to support the performance management and improvement of Council services. The phase also delivered some automation of data structures to support analysis of customer journeys, unit costs and contract management to support the planning and transformation of services
	The emerging business intelligence strategy will provide a framework to ensure that decision making is underpinned by a timely, high quality, reliable evidence base.	The Business Intelligence Strategy was approved in March 2018. The Strategy sets a framework for future developments in the way that data can be used for services and transformation. A BI Programme to implement the Strategy will be developed in 2018-19.

Council plan approach - Stand up for local people

Success means	Council Plan Key Measures of Success	Progress
Local people feel more in control of the work taking place to improve their communities and engage with councillors	We will continue to improve our information management to ensure that data is appropriately and securely processed, shared, stored and used to drive decision making.	The Council agreed a new Information Governance Framework; Information Rights Policy; Information Compliance Policy; and Information Security Policy in March 2018 to comply with new regulations and support the workforce to understand and implement our revised approach to information governance.

Council plan approach - Empower people and support their independence

Success means	Council Plan Key Measures of Success	Progress
Fulfil our responsibilities and support those who need our services the most	We will champion the equalities agenda and ensure that appropriate equality impact assessments are carried out to assess the impact of a change to services or policy on people with protected characteristics.	The Council introduced an initial analysis of the Council's Gender Pay Gap in response to changes to the public sector duty under the Equality Act 2010 (Gender Pay Gap Information) Regulations. The Council also identified priority actions to reduce its Gender Pay Gap and to compliment the range of employment policies, procedures and practices already in place which will support the Council to tackle gender imbalance over the longer term



25th June 2018

Agenda Item:6

REPORT OF SERVICE DIRECTOR FINANCE, PROCUREMENT & IMPROVEMENT

PROGRESS REPORT ON DELIVERY OF IMPROVEMENT AND CHANGE PROGRAMMES, PROJECTS AND SAVINGS

Purpose of the Report

1. The purpose of this report is to:
 - provide an update on departmental Improvement and Change Programmes.
 - inform the Sub-Committee on the progress towards delivery of the Council's current savings and strategically significant projects

Information

1. The Council's Departmental Strategies were considered and approved by Policy Committee in January 2018. These set out the 'departmental Improvement and Change Portfolios being undertaken or planned'.
2. Responding to these developments, a revised reporting format has been developed and is appended to this report at **Appendix A**.
3. This report focuses upon the detail in the following appendices.
4. **Appendix A** provides a summary of progress in delivering departmental Improvement and Change Portfolios.
5. **Appendix B** provides a full status report as at March 2018, 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.
6. The overall financial position set out in the Project 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 the Finance and Major Contracts Management Committee.

Overall Savings Position

7. **Appendix A** to this report outlines in detail the delivery status of individual projects.
8. Across all portfolios the total savings target across the four years 2017/18-2020/21 is £41.9m. When taking into consideration savings at risk, slippage and over delivery it is projected that this target will be over achieved by £1.6m.
9. The breakdown of savings delivery, by Portfolio across the four years 2017/18-2020/21 as at March 2018 is as follows:

- ASCH Portfolio - total savings target of £28.2m which is projected to be over achieved by £2.5m.
- CFCS Portfolio - total savings of £4.9m with £172k currently assessed as being at risk.
- Place Portfolio - total savings of £4.1m with £686k currently assessed as being at risk.
- Resources Portfolio - total savings of £4.772m which are projected to be delivered as planned.

Projects at risk or compromised

10. Promoting Independence in supported living and outreach services

This project involves reviewing supported living and outreach services with a view to reducing day hours and/or replacing sleep in night provision. Building on the success of the project to date, an extension to the project was approved by ASCH Committee on 9 October 2017, resulting in the project's savings target increasing by a further £2.225m over 2017/2018 to 2020/2021.

Savings to date have been made through reviewing and identifying people who no longer need the level of support they initially did. Work has started on a more proactive form of review which is identifying where provider intervention may enable a person to be more independent with a view to reducing packages, especially sleep-in nights, further down the line once mitigating actions have been put in place to manage risks. However, the pace and success of the work relating to sleep-ins has been slower than anticipated, due to the time taken with providers and families to undertake the necessary work regarding risk assessments and planning.

It is assessed that achieving the £1.250m savings target set for 2018/19 will be challenging within the timescales and £0.250m has been flagged as at risk. The project is undertaking mitigating activity to try to increase the pace and success of the work relating to sleep-ins and identify other sources of savings.

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

This project has been working to reduce the number of adults living in Long Term Care by developing more alternative services and moving suitable individuals from long-term residential care into supported living. 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. In addition, some moves have been required to meet business priorities but has resulted in increased costs.

As previously reported, the Council played an active part in the successful consultation about funding arrangements from 2019 and offered support to providers to offset risks. There has also been a continued focus on filling existing vacancies in supported living settings. Such dialogue with developers has helped to provide improved confidence in the market.

Over 25 moves are anticipated to take place in the first quarter of 2018/19 and these are expected to deliver higher savings. The project status has however been maintained as At Risk pending additional planned accommodation becoming available.

12. **Contracts Review**

It was approved in February 2016 that £1.080 million of contract savings would be made by 2018/2019.

When the project was originally scoped 3.1% of savings (£1.08m) from a net budget of £34.9 million were proposed. However the scope of the project has subsequently been reduced to exclude care type contracts, which are to be considered under wider commissioning proposals and cultural service type contracts as a result of departmental restructures. This meant the £1.08 million of efficiency savings has needed to be delivered from a substantially reduced value of contracts.

Contract Efficiencies to the value of £400k have been delivered in 2017/2018 and £443k have been identified for 2018/2019. The department are currently investigating alternative ways to deliver the remaining £237k. The project status will remain as compromised pending the outcome of these investigations.

13. **Statutory School Transport**

It was approved in February 2016 that the Council would cease to provide school bus services and discounted season passes for non-statutory travellers. It was proposed that the new statutory-only service would be implemented from September 2018. This approval was agreed on the basis that this would bring us in line with the services offered by many of our neighbouring County Councils.

The decision has been made not to proceed with the previously approved proposal on the basis that organisational priorities have changed since the original proposal was put forward. The service is actively reviewing the £686k 2018/19 saving target but recognises that there may be a requirement to write it off as part of a future report to the Improvement and Change Sub-Committee.

The service continues to investigate alternative areas where significant savings could be made. Following on from work with FutureGov a number of potential avenues for transformation have been identified and work is underway to translate these, alongside the Place Plan, into activity that will result in the cost base being decreased and/or demand being managed.

Other Options Considered

14. None.

Reason/s for Recommendation/s

15. To ensure opportunities for the effective and proportionate performance management of departmental Improvement and Change Portfolios and savings and strategically important Projects.

Statutory and Policy Implications

16. 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

17. The delivery of the projects set out in **Appendix B** is a key component of the Council's Medium Term Financial Strategy.

RECOMMENDATION/S

It is recommended that Improvement and Change Sub Committee:

- 1) Consider the departmental Improvement and Change Portfolio update
- 2) Consider the Quarterly Projects and Savings Update

Nigel Stevenson

Service Director, Finance, Procurement & Improvement

For any enquiries about this report please contact:

Celia Morris, Group Manager Performance and Improvement (0115 9772043)

Constitutional Comments (CEH 14/06/18)

18. The recommendations fall within the delegation to the Improvement and Change Sub-Committee under its terms of reference.

Financial Comments (SES 13/06/18)

19. The financial implications are set out in paragraph 9 in the report.

Background Papers

None

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

The ASCH Improvement and Change Portfolio – March 2018 Update

Programme 1 - Deliver the next stage of the Adult Social Care Strategy

Programme Outline: This programme will focus on helping more people to help themselves through the provision of good quality advice and information, resolving queries in a timely and responsive way and providing a proportionate and appropriate response where people have social care needs, with the aim of maximising their independence.

Overview of progress: Work on the milestones described below continues to progress.

Key Milestones	Implementation Date	Delivery Status, key updates and risks to delivery
Testing and evaluation of new models to resolve people's needs as quickly as possible	April 2018	A pilot was undertaken in Broxtowe to test the 3 tier model, a new approach which aims to resolve people's needs at the earliest possible opportunity. The learning from the pilot is being used to roll the approach out across all districts. Some delays have been experienced in agreeing a roll-out model however this has been resolved and is now moving forwards.
Expansion of social care clinics in community settings	June 2018	The Department has introduced the scheduling of appointments across all older adults' social care and occupational therapy teams. This means that where someone requires a social care assessment they can be booked into an available appointment over the phone. In addition to scheduling appointments the Department has also increased the use of different methods of assessments and reviews. These include the use of clinics for new assessments and reviews undertaken by telephone. As a result, the number of assessments completed within 28 days of contact has increased from 56.3% in 2014/15 to 71.5% in 2017/18. The number of reviews completed has increased from 46% of all people with long term support needs in April 2016 to 74% of people with long term support needs in March 2018.
Review of the carers' strategy with partners to enable carers to access good quality advice, information and support	September 2018	Taking into consideration the views of carers received in response to a carer consultation exercise, the Department is developing the way in which support is provided to carers. This work will be reported to Committee later in the year.

Programme 2 - Commercialisation of the Council's directly provided social care services

Programme Outline: Working with the Council's Commercial Development Unit to explore and develop a range of initiatives to generate new business opportunities and income within the Council's directly provided social care services, subject to Local Authority powers to trade; promote greater community use of the services and their assets; and create opportunities for people who fund their own care to purchase support from the Council's direct service provision.

Overview of progress: A proposal to reduce the annual running costs of the County Horticulture & Work Training Service is being implemented. Work continues, with over sight from the Council's Commercial Development Unit, to assess the commercialisation potential of County Enterprise Foods.

Key Milestones	Implementation Date	Delivery Status, key updates and risks to delivery
Project: Redesigning the strategic management of assets to generate a revenue return for the County Council.		
A commercial business case for the Council's County Horticulture Service	March 2018	A business case, to reduce the annual running costs of the County Horticulture & Work Training Service, was developed in conjunction with the Council's Commercial Development Unit and shared with service users, their carers and staff during a period of consultation.
Consultation on the business case for the Council's County Horticulture Service	April 2018	The Adult Social Care & Public Health Committee considered the outcome of the consultation and approved proposals to proceed with improvements to the Brooke Farm site, to vacate the site at Skegby and to cease all grounds maintenance activity. An implementation plan is being developed.
Assessment of the commercialisation potential of County Enterprise Foods	April 2018	Work on this continues, with over sight from the Council's Commercial Development Unit.

Programme 3 - High quality and sustainable public health and social care services

Programme Outline: The vast majority of adult social care services are commissioned from independent sector providers, with a mixture of large and small, national and local, private organisations and some not for profit/ charitable organisations. There are various pressures faced by the care and support providers and there is wide recognition that the care market is facing considerable challenges to deliver sufficient volumes of care and support services to meet needs due to difficulties in staff recruitment and retention. The Council is working with care providers to understand their pressures and to ensure the fees paid for care services reflect the cost of delivery of good quality care.

The public health budget is invested in a range of evidence-based services which fulfil statutory duties, and deliver clear public health outcomes and a good return on investment for public money. Many of these services will be due for reprocurement in the period of this plan. Previous rounds

of procurement have yielded significant savings and service improvements. The challenge will be to identify ways to sustain outcomes and secure improved value for money using a reduced budget and public health workforce. The scope will include all public health commissioned services, emerging evidence from other areas of innovations which are proving effective, best available intelligence about the national and local market for service provision, and consideration of how best to engage with these markets to get best value for money.

Overview of Progress: This programme is progressing on target and in line with the identified milestones.

Key Milestones	Implementation Date	Delivery Status, key updates and risks to delivery
Tender for home care services to commence	Autumn 2017	The Council has been exploring outcome based approaches to commissioning home based care. This approach focuses on the delivery of support to help a service user achieve identified goals rather than payment by hours of care delivered alone. The Council has worked closely with existing care providers to pilot different approaches and better understand how an outcome based model could work. Current provider contracts have been extended until September 2018 to allow for a period of transition, following the start of new contracts in July 2018. A Dynamic Purchasing System (DPS) has also been set up to allow a fast efficient procurement system for individual or discrete packages of work.
Home care contracts awarded and services to commence	Autumn 2018	There are 2 elements to this: traditional long term home based care, and a short term countywide hospital discharge and community based support service. The Council is currently evaluating the applications received from home based care providers.
Fair Price for Care review (fees paid for care homes for older people) – procurement of expert partner to support review	March 2018	Procurement exercise has been completed and consultants, Laing & Buisson, are in place to carry out the review.
Fair Price for Care review – fees survey	September 2018	All providers will be asked to engage with the fees survey - there is a risk that if any providers choose not to engage with the survey that data collected about the cost of care delivery in care homes may not be representative of the County as a whole.
Fair Price for Care review – report to ASCPH Committee on outcome of survey and any resulting proposals	December 2018	Report to be presented to Committee.

Development of commissioning intentions to confirm proposed approach to recommissioning key Public Health services, incorporating consideration of options for developing their reach and effectiveness	December 2017	Preliminary work took place during 2017 to review existing provision, assess current need and appraise options for future service delivery, in order to inform future recommissioning plans. In February 2018, ASC&PH Committee approved consultation on proposals to recommission services to support healthier lifestyles, some of which will form a new integrated service starting from 1 April 2020.
Commence recommissioning of Public Health Services	April 2018	Recruitment has commenced to a dedicated project team to take this work forward during 2018/19. Public Health services will be recommissioned as existing contracts expire.

Programme 4 - Work with our local health services

Programme Outline: We are working with health partners to develop and evaluate new models of care that meet both the social care and health needs of people in the county.

Overview of Progress: This programme is progressing on target and in line with the identified milestones.

Key Milestones	Implementation Date	Delivery Status, key updates and risks to delivery
Agree a vision for 7 day working for social care staff across health and social care settings	March 2018	This work is complete – next steps will be to work closely with partners to agree opportunities for implementation.
Embed a home first approach in hospitals to ensure people are only assessed for long term services outside of a hospital setting	September 2018	The Department is moving towards ways of working that ensure all decisions about the need for a long term care are taken in a community setting and not in a hospital setting. For example, in the south of the county 85% of assessments for long term care are now completed in the community.
Agree best practice models for local integrated care teams (joint teams with health and social care)	March 2018	This work is complete. Work commissioned from Nottingham Trent University has helped the Department to identify and agree a best practice model for a local integrated care team.
Countywide roll out of best practice model for an integrated care team	March 2019	A Project Manager, who will lead on the countywide roll out, has been appointed and commences on 4 June 2018.
Develop a multi-agency toolkit on prevention and early intervention for key staff groups and pilot	September 2018	Guidance and practical tools are being developed that will help embed a shared understanding of the prevention and early intervention agenda across health, social care and partner staff, and that will support staff to understand how they can

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		introduce the agenda into their contacts with service users and patients. Approval for the tool kit will be sought from the Sustainability and Transformation Plan Board (STP).
Deliver IT project at Kings Mill Hospital to share information more easily between health and social care staff	Early phases went live in May 2018, remaining phases to be completed by October 2018	The project to transfer Kings Mill Hospital information directly into the Mosaic social care system is now live and ahead of the July 2018 implementation date originally anticipated. This is the first stage (by removing manual processing time and improving information sharing between teams) to improving the referral process from hospital discharge in to social care.
Roll out of IT project to share information between health and social care staff to all other county hospitals	March 2019	Following the success of the Kings Mill pilot to improve system to system sharing with health, this approach will be rolled out countywide. Progress has already been made in Bassetlaw Hospital to share social care information with Emergency Teams. Work with Nottingham University Hospitals has also commenced.

Programme 5 - Promote decision-making across the Council and with partners which prioritises health and sustainability

Programme Outline: The range of functions for which the Council and our partners are responsible means that more or less everything we do can make a difference to people's health. This goes beyond the specific public health and social care responsibilities of the Adult Social Care and Public Health department, and extends to (for example) economic development, transport, leisure, trading standards, community safety, education and housing, each of which make a significant and cumulative contribution to the way our social and physical environment shapes our health and the health of generations who follow.

Overview of Progress: The Council resolved in March to adopt 'Health in all Policies', guidance that supports local government organisations to think about the impact that every strategic decision may have on the health of local residents. Good progress has already been made in sharing this approach with partners through the Health and Wellbeing Board.

Key Milestones	Implementation Date	Delivery Status, key updates and risks to delivery
Propose changes to embed a systematic consideration of the impact of decisions on health equity and sustainability in Council processes.	April 2018	Policy Committee resolved in March 2018 that the Local Government Association's Health in all Policies approach be adopted. The offer of free support for implementation from the LGA has been taken up by the Council.

Implement changes in Council processes.	September 2018	This work continues. For example, the spatial planning and health guidance and checklist has been used by County and District Councils to inform planning decisions. This process is currently being reviewed and updated to ensure continuous improvement in the way spatial planning decisions prioritise health and sustainability.
Secure ownership for equivalent changes in the decision-making processes of other organisations, starting with Health and Wellbeing Board partners.	March 2019	The Joint Health and Wellbeing Strategy 2018–2022 includes “Healthier Decision Making” as one of its 4 ambitions. A workshop with locality stakeholders was held in May 2018 to consider how Health In All Policies can be implemented in practice.

Programme 6 - Provide specialist Public Health advice to support commissioning of health and social care services to improve health and wellbeing

Programme Outline: To address the gaps in health and wellbeing, care and finance we will promote a system-wide commitment to embedding prevention in all clinical pathways, a relentless focus on commissioning according to evidence of need and systematically implementing what is known to be clinically and cost effective. The Council has a statutory duty to provide specialist public health advice to local NHS commissioners and assessments of need including the evidence of what works. This will also ensure that the local health and social care system has access to timely public health intelligence with which to prioritise prevention of ill health.

Overview of Progress: Public Health capacity has been aligned to ensure appropriate support across health and social care services, including the allocation of dedicated consultant support aligned to the CCGs and dedicated capacity to support the County’s Sustainability and Transformation Plan (STP).

Key Milestones	Implementation Date	Delivery Status, key updates and risks to delivery
Realign specialist public health capacity to emerging CCG, ACS and STP structures and governance processes.	April 2018	Delivery of specialist advice continues as before, pending the establishment of these new structures and appointment to senior Public Health.
Secure commitment from the STP to enabling health and social care staff and pathways to systematically offer brief advice and referrals to public health services for residents at risk from their exposure to tobacco, excess weight and low physical activity, alcohol or substance misuse.	March 2019	The STP has reaffirmed its commitment to delivering an improvement of three years in healthy life expectancy and requested a strategy for prevention. This is due for completion during summer 2018.

The Childrens Improvement and Change Portfolio – March 2018 Update

Programme 1 - Remodelling Social Work Practice

Programme Outline: The objective of Remodelling Social Work Practice is to ensure that our social work practice in Nottinghamshire supports the delivery of the vision for Children's Social Care: "To give the most vulnerable children and young people in Nottinghamshire the support and protection they need to be safe, secure, happy and to achieve their full potential"

Overview of progress: Continued focus on Social Work practice to ensure service are efficiently provided and staff are well supported.

Key Milestones	Implementation Date	Delivery Status, key updates and risks to delivery
Managing Demand in the Multi Agency Safeguarding Hub - Implement new structure and launch of new MASH website and online referral form	March 2018	The new structure is now implemented with all additional posts recruited to. The new website to go live from 26 th April 2018. The online referral form launch is currently on hold pending the approval of the Data Protection Impact Assessment. Work to manage demand continues which includes a number of events with partner agencies to provide information about the role of the MASH and making a safeguarding referral.
Review of recruitment and retention initiatives	March 2018	The Social Work Support Officers have been extended for a further year until 31 st March 2019 whilst the department undertakes further work regarding case load progression.

Programme 2 - Remodelling Children's Care

Programme Outline: The objective of Remodelling Children's Care is to deliver consistent and improved care outcomes for children and young people whilst reducing the overall cost of care provision.

Overview of progress: A number of proposals under development and implementation to achieve efficiencies, whilst maintaining good outcomes for children and young people.

Key Milestones	Implementation Date	Delivery Status, key updates and risks to delivery
The new operational structure agreed for the Integrated Placement and Commissioning Service	Autumn 2018	In progress

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Growth of internal fostering placements achieved	April 2018	A recruitment campaign is currently under way to recruit carers for specific children and young people, in order to reduce reliance on external placements. The placements budget will be reduced by £79k in April 2018.
New price structure for Children's Disability Homes determined	April 2018	The new price structure has been determined and will be in place since April 2018.
Social Impact Bond Edge of Care – Procurement process completed	September 2018	The original planned date for the completion of the procurement process was May 2018. However, following a market engagement day with providers in December 2017 they requested a longer period before the start of the procurement to form consortia. The procurement process started in March 2018 and is expected to be completed by September 2018.
Social Impact Bond Edge of Care - launch of project	October 2018	The delayed start of the procurement means the launch of the service will now be October 2018 following completion of the procurement process.
Social Impact Bond Care Leavers – outcome of submission for funding known	January 2018	A high number of submissions for grant funding were received and the government decided not to provide Nottingham City Council and Nottinghamshire County Council with funding for this Social Impact Bond.
New Short Breaks offer that has been co-produced with families	Assessments: July 2018 Applications: September 2018	<p>Following approval at Childrens and Young Persons Committee in March the assessments of existing packages will start to be processed from July with new applications going live from September 2018. The project is on track from a technical point of view and potential risks identified around the timescales for implementation of the MOSAIC requirements are being mitigated. Recruitment to key posts is ongoing, extra time has been allocated within the implementation plan to ensure posts are filled successfully.</p> <p>General Data Protection Regulation considerations are being investigated in relation to the security of the online application form. The Data Protection Impact Assessment has indicated that there are no 'Very High' risk categories and additional time has been allowed for the implementation of new applications to mitigate any risk.</p>

Programme 3 - Future of Education Support

Programme Outline: A review of our current service provision in relation to education.

Overview of Progress: Review of accademisation process has been completed, future milestones are being defined

Key Milestones	Implementation Date	Delivery Status, key updates and risks to delivery
Review of Academisation Support and preparation work for the implementation of recommendations undertaken	April 2018	Review complete, new process implemented and accademisation time scales will continue to be monitored

Project 4 - Remodelling Early Help

Programme Outline: A review of our Early Help provision in Nottinghamshire and includes the following activity

Overview of Progress: Project work is focused on provision of services to the most vulnerable.

Key Milestones	Implementation Date	Delivery Status, key updates and risks to delivery
Continue to monitor and maximise take up of new childcare entitlements	September 2017 – September 2018	<p>Since the launch of the new funded childcare initiative for 3 and 4 year olds in September 2017, the take up has increased from 3,634 in Autumn 2017 to 6,191 in Summer 2018. This means that over 6,000 3 and 4 year olds are accessing 30 hours of funded childcare per week.</p> <p>This is a new initiative and Nottinghamshire saw the highest number of parents receiving eligibility codes prior to the September start date nationally. Numbers of parents claiming these entitlements has continued to rise following successful marketing from NCC and local early years providers.</p>
Implement the review of the ICDS structure	April 2018	On going, recruitment linked to short breaks implementation outlined in programme 2 above.

The Place Improvement and Change Portfolio – March 2018 Update

Programme 1 - Our internal journey of improvement

Programme Outline: Putting in place the foundations to move towards excellence and strengthening our approach to, Intelligence, Technology, Programme Management, Performance Management, Integrated Assurance, Business Continuity and Leadership development

Overview of progress: Good progress made in all areas and all milestones have been achieved. In some areas ongoing work is taking place and we will continue to monitor our progress to ensure outcomes are achieved.

Key Milestones	Implementation Date	Delivery Status, key updates and risks to delivery
Leadership skills/behaviours diagnostic phase complete	February 2018	Diagnostic phase has been completed, we have now committed to a Leadership Programme rolling out the behaviours and values identified during the diagnostic phase throughout the whole department.
Department Programme Board established	February 2018	Programme Board now established and has met once to agree ToF R and ways of working. Programme board to meet on a quarterly basis to oversee all departmental development activity.
Risk Assessments review complete	February 2018	Departmental Risk Assessment refreshed
Business Continuity Plans refreshed	February 2018	Departmental Business Continuity Plans refreshed and work ongoing to refresh operational business continuity plans
Definition of values/behaviours	February 2018	New Values and Behaviours identified and work now taking place to ensure these are adopted across the department
Systems Leadership programme	March 2018	Phase 1 complete, Phase 2 will continue through 2018/2019
New core data set established	April 2018	Identified with departmental strategy and now working with Performance team to establish new performance reports.

Programme 2 - Investment and commercial returns

Programme Outline: This programme focuses on the development of proposals that generate new sources of income for the County Council to help reduce the public subsidy for the services we provide for residents and businesses. This is comprised of a number of projects.

Overview of progress: Progress has been made with all milestones. The Strategic Management of Assets and Catering and Facilities Management are large projects and detailed plans for how they will be delivered are being developed. These will be used to monitor our progress.

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Key Milestones	Implementation Date	Delivery Status, key updates and risks to delivery
Project: Redesigning the strategic management of assets to generate a revenue return for the County Council.		
Diagnostic Phase complete	April 2018	Turner & Townsend Property Review Diagnostic stage is now complete and a report is going to Policy Committee in June to discuss findings and agree next stages.
Review findings implemented	April 2019	
Project: Catering and facilities management commercial model to generate a surplus for reinvestment by the Council		
Options appraisal for Committee approval	March 2018	Options are being investigated and will be taken forward through the Committee system.
Full business case approved	September 2018	
New models live	April 2018	
Project: Increasing income in trading standards and registration and celebratory services		
Fees approved by Committee	March 2017	Revised Registration Service and Trading Standards fees were approved at Communities and Place Committee in November 2017 and March 2018 respectively.
Fees structures in place	April 2018	New fees structures is in place for 2018/2019

Programme 3 - Doing things differently with less

Programme Outline: This programme is focused on getting the maximum value from our reducing resources. Taking a fresh look at how we operate and aligning our priorities across service areas in a joined-up approach. This is comprised of a number of projects.

Overview of Progress: Good progress against milestones. Will continue to monitor our progress and ensure comprehensive plans are in place for our larger projects.

Key Milestones	Implementation Date	Delivery Status, key updates and risks to delivery
Project: Libraries and youth art service		
Annual review of Cultural Strategy	June 2018	The Cultural Strategy is on track to be reviewed and presented to Committee in July 2018.
Project: Integrated Local Improvement Scheme supporting communities and the voluntary sector		
Initial funding announcements	April 2018	A new Communities function was approved at C&P Committee in March which brings together the previous community/voluntary sector and community safety teams. The combined function creates specialist resource to support the delivery of the Council's Local Improvement Scheme
Project: Future Transport - Potential partnership working with NHS Commissioning groups		

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Senior Leadership approval to carry out further detailed scoping work with the Nottinghamshire and Nottingham City Clinical Commissioning Group's to develop more integrated transport solutions for Nottinghamshire residents.	February 2018	Discussions have begun with the NHS/ CCG about an alternative NEPTS model from Summer/Autumn 2019, following some feasibility work undertaken in March 2018.
Communities and Place Committee approval to proceed with different transport solution for the provision of Non-Emergency Patient Transport (NEPTS) and Notts County Council Transport.	June 2018	This is dependent on the outcome of the detailed discussions with the project partners.
Implementation of new joint NEPTS and Notts County Council transport provision.	June/ October 2019	
Project: Future Transport – Community Transport Sector		
To seek approval to appoint a new Development officer to develop Community Transport provision and Demand Responsive Transport (DRT) / Taxi/ Bus provision	March 2018	A Proposed Staffing restructure which will include the recruitment of a Community Transport Officer has been formulated and is under consideration by the Group Manager and Service Director.
To develop Community Transport Strategy to build capacity within the sector to provide further transport options to strengthen residents connectivity to work, training and essential services including Health.	April 2019	This is predicated on the recruitment of the Community Transport officer.
Project: Future Transport - Local bus, alternative delivery options:		
Further investigation of 'alternative', delivery models	April 2019	A Proposed Staffing restructure which will include the recruitment of a dedicated resource to investigate and devise an alternative delivery model over the medium to long term, is going through the approvals process.
Develop further Demand Responsive Transport (DRT) / Taxi pilots and seek approval to implement	Sept/Oct 2019	These proposals will be developed as part of the project and some feasibility work is currently being undertaken with the East Midland Enterprise Gateway Steering Group to tackle identified accessibility issues to existing and emerging employment opportunities in the area. The implementation of any pilots is subject to sufficient funding.
Implement a DRT, Taxi/bus or similar pilots replacing existing contracted services	June 2020	These will follow successful trials of alternative local bus solutions.

The Resources Improvement and Change Portfolio – March 2018 Update

Programme 1 - Designing Services in a Digital Age

Programme Outline: This programme presents the chance to look afresh at how we meet the needs of service users in a digital world making maximum use of the technology available to us. Companies such as Airbnb have shown how customer need can be met without adopting traditional and well-established models of delivery. This programme is exploring how user-centred design can do the same for local government i.e. services are designed around the customer and the outcome that is being sought across the whole customer journey.

Overview of progress: Phase 1 of programme complete. Outcomes and learning from first phase being used to review and develop approach and proposals for the next phase of work for consideration by members in September.

Key Milestones	Implementation Date	Delivery Status, key updates and risks to delivery
Consideration of the outcome of the pilots		Currently under review as part of a wider review of programmes of work within the new Chief Executive's Department
Agree the vision and strategy		
Agree a series of services to undergo service redesign		

Programme 2 - Business Intelligence

Programme Outline: Successful organisational change and transformation increasingly relies on effective information to support better decision making. Through the Business Intelligence Strategy the Council will develop the technology and approaches that it uses for the collection, analysis, and presentation of that information and the data that it is derived from. Our business intelligence will be driven by service needs and designed to reflect our business processes; strengthening our approach to performance, analysis and advanced analytics - building a much richer picture of our customers.

Overview of progress: The Council agreed a Business Intelligence Strategy in March which provides the framework of activity for the Programme to deliver. Following the successful recruitment of a Programme Manager work will soon be commencing to take forward this work in 2018-19. During the year the Business Reporting and Management Information Project has further developed the Council's data warehouse introducing new data structures known as cubes. This data is supporting the provision of improved management information to meet business needs for reliable and timely data and analysis.

Key Milestones	Implementation Date	Delivery Status, key updates and risks to delivery
Development of a new business intelligence strategy		The Business Intelligence Strategy was completed and approved by Policy Committee in March 2018. The Strategy sets a framework for future developments in the way that data can be used for services and transformation.

Development of a generic unit cost model	April 2018	Work to bring together and automate data to support analysis of customer journeys and unit costs for Adults services was completed by the end of April. These data structures will be used to support the planning and transformation of services and are due to be rolled out during the next phase of the project.
Development of a generic service user journey model which will initially provide data on the pathways service users take through Adult Social Care services	April 2018	

Programme 3 - Information Governance

Programme Outline: The purpose of the information governance improvement programme is to improve our approach to the management of information across the Council to ensure we retain the trust and confidence of our residents and are compliant with legal requirements. The programme is split into two phases over two years. Phase one is focussed on preparing the Council for General Data Protection Regulation compliance, the new legislation which comes into force in May 2018. The second phase, due to commence in September 2018, will focus on document management.

Overview of Progress: Full overview of progress reported to Governance and Ethics Committee 13th June 2018

Key Milestones	Implementation Date	Delivery Status, key updates and risks to delivery
Completion of information asset registers	May 2018	Maintenance of the information asset register will need to be an ongoing exercise. The new Information Governance Team will determine how best to achieve that and will monitor the performance of actions arising from the initial IAR exercise.
Revision of Information Governance and Information Security policies and procedures	July 2018	A new Information Governance Framework and associated policies were approved by Policy Committee in March 2018. Key procedures were approved by Information Governance Group between January and May 2018. Residual procedures will follow by July 2018.
Gain assurance of third party compliance where needed	September 2018	Procurement has risk assessed Council suppliers and informed them of the intention to vary existing contracts in line with the Government's recommended standard for data protection compliance. An exercise has taken place to established data processing requirements of suppliers to form part of the contract variations. A prioritised plan is in place to undertake the contract variation programme.

		New procurement criteria and due diligence questions have been piloted to ensure future suppliers are able to meet data protection requirements.
Designing the approach to phase two of the programme - document management	October 2018	Some slippage owing to lack of business as usual and programme resources. This has latterly meant that the reduced programme team has been fielding business as usual work, particularly given increased demands owing to heightened awareness and the need to provide GDPR compliance advice and support. Recruitment now underway to address business as usual capacity.

Project 4 - Our Workforce

Programme Outline: People are the Council's greatest asset and we need to ensure that we have a work force that is flexible and has the right knowledge and skills to respond to the needs of the Council. The workforce strategy will be refreshed as we develop new approaches to delivering the Council Plan, to continue our ambition to be an employer of choice. We will look at how we encourage and support staff to develop, nurture talent and encourage the right culture of engaging, motivating and empowering people to work together as one organisation to deliver the commitments set out in the Council Plan.

Overview of Progress: Personnel Committee have approved the action plans setting out the next phases of activity in relation to this area of work and will continue to receive regular reports on progress.

Key Milestones for next year :	Implementation Date	Delivery Status, key updates and risks to delivery
Refresh the workforce strategy	August 2018	Report to Personnel Committee July 2018.
Review implementation of apprenticeship programme	May 2018	Reviewed progress to date and agreed revised Action plan at Personnel Committee April 2018.
Update the Wellbeing Action Plan	May 2018	Agreed revised Wellbeing Action Plan at Personnel Committee in May and approved target for 2018/19.
Employee Focus Groups/workshops	Summer 2018	Employee focus groups and workshops across the County with the Chief Executive to discuss "what it's like to work at the Council" and proposals for saving money.

Programme 5 - Commercial Strategy

Programme Outline: Many Councils are recognising that we need to take a more ‘business-like approach’ to how they design and deliver certain services. We developed the Commercial Development Unit with the purpose of identifying services that would be appropriate for such an approach, and over the past year have supported nine service areas to explore their commercial potential. During the next year we will look at how we develop this approach further. We will also develop an approach to ensure that the Council is getting the maximum return on all of its assets, whether they be land, money, buildings or people. This will include reviewing our approach to contract management and compliance.

Overview of Progress: Plans are being developed to build upon the work undertaken by the Commercial Development Unit helping services to maximise their commercial potential. Further services will be support and the approach will be developed to ensure that the Council is getting the maximum return on all of its assets, whether they be land, money, buildings or people. This will include reviewing our approach to contract management and compliance.

Key Milestones	Implementation Date	Delivery Status, key updates and risks to delivery
A further 12 services will go through the Commercial Development Unit		Currently under review as part of a wider review of programmes of work within the new Chief Executive's Department.
Review of Services for Schools		
Explore options for the contract management function		
Exploring the potential for some shared resources services with another County Council.		

Programme 6 - Health and Social Care Technology Integration

Programme Outline: The Local Digital Roadmap (LDR) sets out how Nottinghamshire Health Trusts and local authorities support the improvement of health and wellbeing of the local population through technology enabled integrated health and social care services. This underpins the delivery of the Sustainability and Transformation Plan (STP). The focus is on improving the productivity and efficiencies of the health and social care workforces, improving services to service users (particularly with regard to assessments, discharges and transfers of care provision), improving professional collaboration and supporting independent living.

Overview of Progress: Progress in this programme is included in the ICT Q4 performance report (section 3 paras iv, v, viii & ix) included on the agenda for this sub-committee meeting. It should be noted that while progress on the delivery of the LDR across the Health and Social Care community has been constrained by a delay in the allocation of national funding, the funding secured from the improved better care fund has enabled this authority to make progress on the elements that significantly improve workflows and aim to reduce delayed transfers of care.

Key Milestones	Implementation Date	Delivery Status, key updates and risks to delivery
Improving workflows with King's Mill Hospital and other hospital trusts	May 18	Following a successful proof of concept to pass information electronically between NHS and NCC systems, the first phase proper

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		- automation of assessment notices out of Kings Mill Hospital system directly into the NCC Mosaic social care system - went live 21st May. Second phase scheduled for Autumn 18
Developing a secure technology approach for automating workflows amongst a number of health and social care partners	May 18	The underpinning technology platform has been deployed to enable this capability to be scaled at pace. The first instance of this successfully deployed at Kings Mill as part of the project above. Future deployments, for example, at Bassetlaw, to incorporate this technology.
Implementing a standard for Wi-Fi access for staff and partners across health and local authority sites	Ongoing	Public/guest wifi (provided by o2) now in key NCC sites, such as County Hall and Trent Bridge House. The national standard 'device.wifi' has gone live in both County and City councils.
Use of portal technology for sharing agreed information between health and social care practitioners	September 18	Project under way with other NHS partners (NUH, Healthcare Trust and Sherwood Forest) to allow NCC social care access to clinical information. Hosted by NUH using the Graphnet Carecentric solution.
Use technology to support improvements to home based care services	June 18	Homefirst Proof of Concept scheduled to go live 21st June. Using the NCC Hospital Discharge and Community teams develop a Portal that is shared by NCC and providers to improve workflows.

Programme 7 - Smarter Working

Programme Outline: Over the past few years, we have seen a major change in the style of working in our offices bases. The vision for the smarter working programme is “A workforce able to work flexibly, where and when it best suits them, their customers and service users and managed by results”. The smarter working programme continues to respond to the changing shape of the organisation, changing working patterns, and new technologies.

Overview of Progress: A Smarter Working Update report is included on the agenda for this sub-committee meeting.

Key Milestones	Implementation Date	Delivery Status, key updates and risks to delivery
Changes in County Hall which will see the number of full time equivalent staff based in the building increase from 736 to 1,030 to enable the process of rationalising our building stock	June 2018	This phase will conclude in June with the move of ICT into County Hall.
The move from desktop PC working to mobile solutions to create more flexible working	March 2020	We are currently on track to complete this within the three years of the programme.
The transition to a new data and mobile voice contract with EE, saving £300k per annum.	December 2018	All tablet devices have now had their sim card replaced. Phones are having their sim cards replaced and this is being done in conjunction with a project to replace standard talk and text phones with smart phones

An extension in the use of technology for scheduling workforce activities.	Ongoing	The use of scheduling for the reviews of service user needs is being developed for ASCH
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Programme 8 - The Cloud (off-site data centres)

Programme Outline: The move to the Cloud is one of the themes of the ICT Strategy. The target is to move away from owning and operating a data centre to using off-site solutions, known as cloud services, by the end of 2019. The programme will involve identifying the full requirements, assessing the most cost-effective options, procuring and implementing the solutions, along with designing the ongoing support for the systems.

Overview of Progress: Progress on this programme of work is included in the ICT Q4 performance report (section 3 para i) included on the agenda for this sub-committee meeting. Microsoft technical specialists are now on-site and are working alongside technical staff within ICT services. Design workshops are ongoing with a number of key technical decisions being made. The programme remains on track to deliver all services migrated from the current data centre by the end of 2019.

Key Milestones	Implementation Date	Delivery Status, key updates and risks to delivery
Options appraisal of possible cloud solutions	Completed	
Commence the procurement of the chosen solutions	Completed	Microsoft Azure and Microsoft office 365 will provide the majority of the new services. Applications and services not suitable for hosting in Azure will be hosted in 3rd party datacentre(s)
Migrate to an Office 365 platform.	June 18 – November 18	Design workshops with Microsoft have commenced. Migration will be phased until November 2018
Transition a range of applications and databases to off-site solutions	June 18 – April 19	Design workshops with Microsoft have commenced. Application assessment has been started. Migration will commence over the summer 2018.

Project Status Report as at March 2018

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Status Key

On Target	Successful delivery of the project to time, cost and quality is achievable and there are no major outstanding issues at this stage that threaten delivery
Experiencing Obstacles	Successful delivery is probable, however, there are minor issues which need resolving to ensure they do not materialise into major issues threatening delivery. This is an early warning category, if the minor issues are resolved in a timely manner, it is unlikely that project savings will be put / remain at risk.
At Risk	Based on available evidence, successful delivery still appears feasible but significant issues exist with scope, timescales, cost, assumptions and/or benefits. Issues appear resolvable, but action is required
Compromised	Based on available evidence, successful delivery of the project appears to be at significant risk. There are major issues with project scope, timescales, cost, assumptions and/or benefits. Immediate action required to resolve issues.
Closed or Completed	Project benefits have been achieved, or there has been an official change to the benefits profile (through change control) so the project is complete or declared undeliverable
No Status	Awaiting major points of clarification / decision-making to enable PID and plan to be completed.

Portfolio	Project Name	Project Status (Last Month)	Project Status (This Month)	2017/18 (£000)s	2018/19 (£000)s	2019/20 (£000)s	2020/21 (£000)s	Total (£000)s	2017/18 (£000)s	2018/19 (£000)s	2019/20 (£000)s	Total (£000)s	Savings delivered in an alternative way	Net at risk amount
Adult Social Care & Health	Targeted Reviews (C07)	On Target	On Target	2,010	2,010	2,000	2,000	8,020	-279			-279		-279
Adult Social Care & Health	Care and Support Centres (OFC C03)	On Target	On Target	292	804	1,927	831	3,854						
Adult Social Care & Health	Direct Payments (OFC C01 2015 & C04 2016)	On Target	On Target	580	1,280			1,860						
Adult Social Care & Health	Various options to reduce the cost of the intermediate care service	On Target	On Target	800				800						
Adult Social Care & Health	Early Resolution (Consulted on as - C05 New operating model for the Social Care Pathway)	On Target	On Target	176	432	319	416	1,343						
Adult Social Care & Health	Partnership Homes	On Target	On Target	292				292						
Adult Social Care & Health	Transitions	On Target	On Target	60	60	50	50	220						
Adult Social Care & Health	Charge for Money Management service	On Target	On Target	134				134						
Adult Social Care & Health	Investment in Shared lives	On Target	On Target	60	60			120						
Adult Social Care & Health	Review of partnership expenditure in Mid-Notts	On Target	On Target	67				67						
Adult Social Care & Health	Brokerage for Self-Funders - full cost recovery	On Target	On Target	12	28			40						
Adult Social Care & Health	START scheduling service users visits	On Target	On Target	6	33			39						
Adult Social Care & Health	Cessation of First Contact	On Target	On Target	21				21						
Adult Social Care & Health	ASCH Strategy Phase II	Experiencing Obstacles	Experiencing Obstacles	750	375			1,125	189	-189				
Adult Social Care & Health	Further Expansion of Assistive Technology to Promote Independence (C08)	Experiencing Obstacles	Experiencing Obstacles	543	174	154	-28	843						

Portfolio	Project Name	Project Status (Last Month)	Project Status (This Month)										Savings delivered in an alternative way	Net at risk amount
				2017/18 (£000)s	2018/19 (£000)s	2019/20 (£000)s	2020/21 (£000)s	Total (£000)s	2017/18 (£000)s	2018/19 (£000)s	2019/20 (£000)s	Total (£000)s		
Adult Social Care & Health	Reducing the Costs of residential Placements - Younger Adults (OfC C06)	Experiencing Obstacles	Experiencing Obstacles		500			500	-455	406		-49		-49
Adult Social Care & Health	Maximise the income available to the Council's directly provided adult social care services	Experiencing Obstacles	Experiencing Obstacles	60	70			130	60	70		130	60	70
Adult Social Care & Health	Increase in transport charge	Experiencing Obstacles	Experiencing Obstacles	80				80	80	-80				
Adult Social Care & Health	Promoting Independence in supported living and outreach services. (C02 2014 & C01 2016)	At Risk	At Risk	1,000	1,250	625	100	2,975	-144	250		106		106
Adult Social Care & Health	Reduction in long-term care placements (C03 2014 & B04 2016)	At Risk	At Risk	300	435	35		770	150	-65	-180	-95		-95
Adult Social Care & Health	Integrated Community Equipment Loan Scheme (ICELS)	At Risk	At Risk	350				350	120			120		120
Adult Social Care & Health	Improving Collection of Continuing Healthcare funding	Closed or Completed	Closed or Completed	2,550	500			3,050	-2,380			-2,380		-2,380
Adult Social Care & Health	HPAS	Closed or Completed	Closed or Completed	167				167						
Adult Social Care & Health	Gain alternative paid employment for remaining Sherwood Industries staff	Closed or Completed	Closed or Completed	35				35						
Adult Social Care & Health	Supporting the use of best practice in the commissioning of Older Adults' care services	No Status	No Status		130	130	199	459						
Adult Social Care & Health	Reabling more older people to regain their independence by increasing capacity in the START Service	No Status	No Status		185			185						
Adult Social Care & Health	New ways of working for carers	No Status	No Status		75	75		150						
Adult Social Care & Health	Extension of Extra Care and Assessment bed targets	No Status	No Status		62	85		147						
Adult Social Care & Health	Commissioning of hospital discharge packages	No Status	No Status		5	125		130						
Adult Social Care & Health	Ensuring cost-effective services for younger adults through alternative accommodation	No Status	No Status			124		124						
Adult Social Care & Health	County Horticulture and Work Training Service	No Status	No Status		51	33	12	96						

Portfolio	Project Name	Project Status (Last Month)	Project Status (This Month)										Savings delivered in an alternative way	Net at risk amount
				2017/18 (£000)s	2018/19 (£000)s	2019/20 (£000)s	2020/21 (£000)s	Total (£000)s	2017/18 (£000)s	2018/19 (£000)s	2019/20 (£000)s	Total (£000)s		
Adult Social Care & Health	Merger of Commissioned Crisis Prevention Service for Carers and Rapid Response Service (now called Home First Response)	No Status	No Status		50			50						
Adult Social Care & Health Totals				10,345	8,569	5,682	3,580	28,176	-2,659	392	-180	-2,447	60	-2,507

Exceptions Details by Project		
Portfolio & Status	Project Name	Detail
Experiencing Obstacles	ASCH Strategy Phase II	Recruitment delays mean that a proportion of savings may slip into 2018/19, this is currently assessed as being £189k, however, cost avoidance saving resulting from the support planning work and the Learning Disability progression savings are currently being validated and it is anticipated that they will reduce any in year under delivery.
	Further Expansion of Assistive Technology to Promote Independence (C08)	ICT and the Performance Team have re-written the Business Intelligence Hub savings report for Assistive Technology after errors were found in the calculations from previous reports. The savings report has been rerun and analysis is being undertaken to confirm achieved savings.
	Reducing the Costs of residential Placements - Younger Adults (OfC C06)	Approved savings across all years is now £1.265m, an over achievement of £587k. Despite this overdelivery the decision has been made to maintain the Experiencing Obstacles status to reflect the outstanding work still required to complete negotiations with providers and the ongoing difficulties in achieving this. It is also important that the savings delivered by this project do not mask wider cost, quality and sustainability issues on the YA Residential Care market.
	Maximise the income available to the Council's directly provided adult social care services	In order to progress the income maximisation work, the Council's Direct Services have been engaging with the Commercial Development Unit to deliver additional income of £0.060m in 2017/18 and £0.070m in 2018/19. As the commencement of this work was delayed the 2017-18 savings were delivered in an alternative way and the method of delivery for 2018/19 savings is being assessed.
	Increase in transport charge	Introduction of the price increase for 2017-18 was not implemented. Project status to revert to on target once price rise is implemented, this is proposed to take place from 1st April 2018.
At Risk	Promoting Independence in supported living and outreach services. (C02 2014 & C01 2016)	2017/2018 savings target over achieved by £144k. Savings to date have been made through reviewing and identifying people who no longer need the level of support they initially did. Work has started on a more proactive form of review which is identifying where provider intervention may enable a person to be more independent with a view to reducing packages, especially sleep-in nights, further down the line once mitigating actions have been put in place to manage risks. However, the pace and success of the work relating to sleep-ins has been slow, due to the time taken with providers and families to undertake the necessary work regarding risk assessments and planning. The slow pace has been compounded by project staff vacancies, with recruitment activity ongoing. As achieving the additional £1.250m savings target set for 2018/19 will be challenging within the timescales, £0.250m has been flagged as being at risk and will be kept under close review.
	Reduction in long-term care placements (C03 2014 & B04 2016)	In total that project has underdelivered by £251k over this and previous years, it is projected that all savings will be delivered by 2019/20 as additional accommodation is developed. The decision has been to maintain the At Risk Status pending more accommodation becoming available. 25 from long term care are anticipated in the first quarter of 2018-19, which represents a significant increase on the trend in 2017/18.
	Integrated Community Equipment Loan Scheme (ICELS)	This project intended to achieve its savings target by negotiating with partners to reduce the Council's contribution to the ICELS pooled budget, in line with a reduction in the Council's prescribing activities and the loaning of community equipment. However, it has since been agreed with partners that there will be no changes to the split of funding, and so alternative methods to deliver the savings are being sought. The project will remain on the project status summary pending delivery of budget savings.

Portfolio	Project Name	Project Status (Last Month)	Project Status (This Month)										Savings delivered in an alternative way	Net at risk amount
				2017/18 (£000)s	2018/19 (£000)s	2019/20 (£000)s	2020/21 (£000)s	Total (£000)s	2017/18 (£000)s	2018/19 (£000)s	2019/20 (£000)s	Total (£000)s		
Childrens & Families	Looked After Children placements (B16 2014 & OICA09 2015)	On Target	On Target	451				451						
Childrens & Families	Line by line budget review	On Target	On Target	201	102			303						
Childrens & Families	Investment in Personal Advisor Posts to reduce residential placement costs for Looked After Children	On Target	On Target		140			140						
Childrens & Families	Restructure of the Quality and Improvement Group	On Target	On Target	125				125						
Childrens & Families	Efficiency Savings, Support to Schools	On Target	On Target	100				100						
Childrens & Families	Youth Service - Mobiles	On Target	On Target		98			98						
Childrens & Families	Alternative Delivery Models for NCC Children's Homes OIC - Mainstream	On Target	On Target		66			66						
Childrens & Families	Removal of the assisted boarding education framework	On Target	On Target	16	35			51						
Childrens & Families	Youth Service - Mgt Restructure	On Target	On Target	50				50						
Childrens & Families	Remodelling Children's Care - Integrated Commissioning	On Target	On Target		50			50						
Childrens & Families	Early Childhood & Help Services	On Target	On Target	45				45						
Childrens & Families	Youth Service - deletion of two Young People's Centres (YPC)	On Target	On Target		40			40						
Childrens & Families	Service efficiencies in the Quality and Improvement Group	On Target	On Target		30			30						
Childrens & Families	Outdoor Education - Income generation and efficiency savings	On Target	On Target	25				25						
Childrens & Families	Restructure of School Swimming Service	On Target	On Target	10	10			20						
Childrens & Families	CFCS Management Structure Review	Experiencing Obstacles	Experiencing Obstacles							-65		-65		-65

Portfolio	Project Name	Project Status (Last Month)	Project Status (This Month)										Savings delivered in an alternative way	Net at risk amount
				2017/18 (£000)s	2018/19 (£000)s	2019/20 (£000)s	2020/21 (£000)s	Total (£000)s	2017/18 (£000)s	2018/19 (£000)s	2019/20 (£000)s	Total (£000)s		
Childrens & Families	Contracts Review	Compromised	Compromised	400	680			1,080		237		237		237
Childrens & Families	Integrated Family Support Model (OfCB09 2015 & B08 2016)	Closed or Completed	Closed or Completed	1,000				1,000						
Childrens & Families	Rufford Abbey Country Park (B12 2015)	Closed or Completed	Closed or Completed	303				303						
Childrens & Families	CDS/SEND/Health Integration (B07 2016)	Closed or Completed	Closed or Completed		300			300						
Childrens & Families	CYP Sports & Arts - Service redesign including arm's length operation	Closed or Completed	Closed or Completed	150				150						
Childrens & Families	Sports Development - Reduction of revenue funding	Closed or Completed	Closed or Completed	108				108						
Childrens & Families	Libraries, Archives, Information and Learning (B13, OfCA15 2015 & B12 2016)	Closed or Completed	Closed or Completed		80			80						
Childrens & Families	Relocation of Adoption Team & EDT	Closed or Completed	Closed or Completed	78				78						
Childrens & Families	Remodelling Early Help - Early Years Sold Offer	No Status	No Status		50	75	100	225						
Childrens & Families Totals				3,062	1,681	75	100	4,918		172		172		172

Exceptions Details by Project		
Portfolio & Status	Project Name	Detail
Experiencing Obstacles	CFCS Management Structure Review	The remaining outstanding savings are anticipated to be delivered 2018/19
Compromised	Contracts Review	2017/18 contract savings delivered, £237k remains to be identified from the 2018/19 savings target. The project status remains compromised pending departmental investigation to identify alternative ways to deliver the outstanding savings.

Portfolio	Project Name	Project Status (Last Month)	Project Status (This Month)										Savings delivered in an alternative way	Net at risk amount
				2017/18 (£000)s	2018/19 (£000)s	2019/20 (£000)s	2020/21 (£000)s	Total (£000)s	2017/18 (£000)s	2018/19 (£000)s	2019/20 (£000)s	Total (£000)s		
Place	Road Lighting Energy	On Target	On Target	225	225			450						
Place	Efficiency Savings: Transport and Travel Service Budget	On Target	On Target	150	179			329						
Place	Property Services and FM - Base Budget Reductions	On Target	On Target	187	100			287						
Place	Concessionary Travel Scheme	On Target	On Target	100				100						
Place	Reduction of provision of parking, traffic management and small-scale community works service	On Target	On Target	70				70						
Place	Passenger Transport Facilities Charge	On Target	On Target	25				25						
Place	Publicity & Transport Infrastructure	On Target	On Target	20				20						
Place	Broadband	On Target	On Target											
Place	Commercialisation of Business Support and Advice	On Target	On Target	50	75			125						
Place	Increase in fees for Registration services	On Target	On Target	10				10						
Place	Sherwood Forest (OfC A15 & A16)	On Target	On Target	100	295			395						
Place	Removal of sports funding	On Target	On Target		108			108						
Place	Reduction of arts funding	On Target	On Target		63			63						

Portfolio	Project Name	Project Status (Last Month)	Project Status (This Month)										Savings delivered in an alternative way	Net at risk amount
				2017/18 (£000)s	2018/19 (£000)s	2019/20 (£000)s	2020/21 (£000)s	Total (£000)s	2017/18 (£000)s	2018/19 (£000)s	2019/20 (£000)s	Total (£000)s		
Place	Country Parks and Green Estate: Service Efficiencies - grounds maintenance & staffing (November 2017 Communities and Place Committee)	On Target	On Target		30			30						
Place	Service transformation – Conservation – Greenwood / Green Estates (Dec 17 Communities and Place Committee)	On Target	On Target		10			10						
Place	Reduction in net cost of the Trading Standards through increased income	On Target	On Target		13	132		145						
Place	Serco Contract efficiencies - Holme Pierrepont	On Target	On Target			50		50						
Place	Statutory School Transport	Compromised	Compromised		686			686		686		686		686
Place	Highways JV (OfC B13)	Closed or Completed	Closed or Completed	550	400			950						
Place	Reducing Local Bus Service Costs (OfC C09)	Closed or Completed	Closed or Completed	220				220						
Place	Integrated Transport Programme	Closed or Completed	Closed or Completed											
Place	Devt Mgmt restructuring - staff reductions. Income generation.	Closed or Completed	Closed or Completed											
Place Totals				1,707	2,184	182		4,073		686		686		686

Exceptions Details by Project		
Portfolio & Status	Project Name	Detail
Compromised	Statutory School Transport	The decision has been made not to proceed with the previously approved policy change on the basis that organisational priorities have changed since the original proposal was put forward. The service continue to actively review the £686k 2018/19 savings target.

Portfolio	Project Name	Project Status (Last Month)	Project Status (This Month)										Savings delivered in an alternative way	Net at risk amount
				2017/18 (£000)s	2018/19 (£000)s	2019/20 (£000)s	2020/21 (£000)s	Total (£000)s	2017/18 (£000)s	2018/19 (£000)s	2019/20 (£000)s	Total (£000)s		
Resources	Business Support Services Review (ASCH&PP and CFCS) (A07/A15)	On Target	On Target	495	700	300		1,813						
Resources	Efficiency Savings – Finance and Procurement Groups	On Target	On Target		540			540						
Resources	Business Management System - Change of Support Partner (Jan 18 Personnel Committee)	On Target	On Target		307			307						
Resources	Business Support Centre- Maintain an in-house service and explore the opportunities to sell services to other organisations	On Target	On Target	300				300						
Resources	Revised Integrated Human Resources Workforce Planning and Organisational Design Structure	On Target	On Target		221			221						
Resources	To retain the Customer Service Centre in-house and identify new opportunities to develop the services on offer	On Target	On Target	200				200						
Resources	Review of ICT Operating Model (Nov 17 - Improvement and Change Sub Committee)	On Target	On Target				200	200						
Resources	A revised staffing structure for Democratic Services to meet future demand and changed requirements.	On Target	On Target		165			165						
Resources	Ongoing development of digital improvements to legal services procedures	On Target	On Target	150				150						
Resources	Review of the in-house Document Services team	On Target	On Target	140				140						

Portfolio	Project Name	Project Status (Last Month)	Project Status (This Month)										Savings delivered in an alternative way	Net at risk amount
				2017/18 (£000)s	2018/19 (£000)s	2019/20 (£000)s	2020/21 (£000)s	Total (£000)s	2017/18 (£000)s	2018/19 (£000)s	2019/20 (£000)s	Total (£000)s		
Resources	HR - CSC: New Operating Model	On Target	On Target	90	35			125						
Resources	HR - Operational and Strategic HR: Further development of the integrated HR Business Partnering Operating Model	On Target	On Target	86	33			119						
Resources	Legal: Continuing electronic working and office efficiencies	On Target	On Target	46	33			79						
Resources	Reprioritisation of resources and efficiencies - Performance	On Target	On Target		67			67						
Resources	Communications & Marketing: Staff and operational efficiencies	On Target	On Target	65				65						
Resources	Budget reductions in communications and marketing (Jan 18 Policy Committee)	On Target	On Target		22	35		57						
Resources	Network rationalisation (Nov 17 - Improvement and Change Sub Committee)	On Target	On Target			50		50						
Resources	Saving money on print and postage costs	On Target	On Target	29	11			40						
Resources	Democratic Services: Reduction in members' allowances	On Target	On Target	34				34						
Resources	Complaints and Information - Efficiencies in complaints and information	On Target	On Target	18	12			30						
Resources	Democratic Services: Further service efficiencies	On Target	On Target	20	8			28						
Resources	Reductions in Communications and Marketing	On Target	On Target	25				25						
Resources	Performance and Improvement: Efficiencies in research, policy and equalities	On Target	On Target	17				17						
Resources	BRMI	On Target	On Target											
Resources	Smarter Working	On Target	On Target											
Resources	Corporate Services Review	On Target	On Target											
Resources	ICT services efficiency programme	Closed or Completed	Closed or Completed	299	115			414						
Resources	ICT Service Staff Re-organisation	Closed or Completed	Closed or Completed	154				154						
Resources Totals				1,715	2,154	385	200	4,772						

25 June 2018

Agenda Item: 7

**REPORT OF TRANSFORMATION DIRECTOR, ADULT SOCIAL CARE AND
PUBLIC HEALTH & SERVICE DIRECTOR FINANCE, PROCUREMENT &
IMPROVEMENT****MONITORING OF SAVINGS IN ADULT SOCIAL CARE****Purpose of the Report**

1. The purpose of this report is to seek approval for an amended approach to monitoring savings across Adult Social Care.

Information

2. On 12th March, Adult Social Care and Public Health Committee approved a new programme of change across Adult Social Care to deliver savings of £17.831 million between 2018/19 and 2020/21.
3. The new change programme will have 3 main programmes of work which all of the existing and newly approved savings projects within ASCH will be contained within. They are:
 - a. **Early Resolution activity** which will generate savings of £1.31 m
 - b. **Promoting Independence Interventions** which will generate savings of £12.676 m and will focus on:
 - Short term interventions, such as reablement and better use of short term care provision, and interventions for adults aged 65+, which will include promoting best practice in support planning, and ensuring consistency across operational teams working with adults aged 65+.
 - Interventions for adults aged 18-64, such as promoting independence in current settings (e.g. residential care and supported living), promoting best practice in support planning, ensuring consistency across operational teams working with adults aged 18-64, moving suitable individuals out of residential care and into supported living; and in turn moving appropriate individuals out of supported living into other suitable alternatives.
 - Cross cutting interventions, such as targeted reviews, reducing the cost of direct payments, better use of Assistive Technology, the application of the Adult Social Care Strategy, and income generating projects
 - c. **Commissioning activity** including better use of Direct Services, which will generate savings of £3.838m.

The amended approach to monitoring savings

4. The approach that has traditionally been taken to monitoring savings is to look at individual projects as single entities. The amended approach is to monitor savings at a programme level under the programme groupings identified in **paragraph 3**.
5. This brings the monitoring of savings in line with the structure of the change programme designed by Adult Social Care, in accordance with the advice received from the external savings partner Newton Europe. This takes a more streamlined approach to grouping projects together under programmes where the following conditions are met:
 - Where they affect the same groups of service users.
 - Require changes to the same service areas or teams.
 - Where there is a clear link between the impacts of delivering one project on another.
 - The savings are derived from the same budget.
6. This change in approach also adopts Newton Europe's advice that in order to support continued savings, a greater emphasis on performance management and continuous improvement at all levels of the department would be required, which would mean a new approach to monitoring savings.
7. Their advice was that, in order to make savings more meaningful and achievable for individuals and teams, key activities should be monitored at project level and keep the focus on cashable savings at a programme level.
8. This programme approach is also proposed in response to the scale and complexity of the challenge, in order to manage the increased number of areas of interdependencies between projects.

Assurance of project status

9. Whilst there is a clear rationale to move to a programme approach, there will still be an ongoing requirement to track, understand and report on the current position within individual projects.
10. Under the proposed programme level approach, individual projects would still have their own activity measures against which progress can be assessed. Where projects already have established mechanisms and methodologies for capturing and reporting savings, these would continue to be used. Where these do not exist, savings would be calculated by setting measures that have a pre-agreed average saving per unit, so that if these are achieved, the savings will follow. Periodic sampling and review of the assumptions underpinning the unit savings would take place, to ensure they continue to be valid.
11. The level of scrutiny applied to projects will not be reduced. Instead, there will be an improved focus on monitoring the impact of the project activity on contributing to the cashable savings at a programme level. These project activities measures will be validated by Finance colleagues so that assurances can be given that the right activities are being measured. This will then resolve the growing issue of interdependencies between projects and the work required to unpick this.
12. The new approach will demonstrate:

- If the change programme and each project within it is on track to deliver successfully.
 - If it is the project (or something else) that is delivering the change.
 - If the objectives and outcomes are achieving more than the cost of delivering the activity.
13. Reporting arrangements will remain unchanged and Adult Social Care will continue to submit monthly project highlight reports to the Corporate Programme Management Office, to inform status update reports to the Improvement and Change Committee and the Council Leadership team.
14. It is proposed that both the existing and the new proposed monitoring of savings would initially run concurrently, until there is complete assurance that the new approach is appropriate.
15. An example of the new proposed monitoring and reporting summary for savings and efficiencies across Adults is attached at **Appendix A**, as draft to serve as an illustration for future reports.

Other Options Considered

16. Continuing with the existing monitoring arrangement was considered but, as outlined in the body of the report, was considered inappropriate going forward.

Reason/s for Recommendation/s

17. To efficiently and effectively monitor the achievement of savings across Adult Social Care between 2018/19 and 2020/21.

Statutory and Policy Implications

18. 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.

RECOMMENDATION/S

1. That committee consider and approve an amended approach to monitoring savings across Adult Social Care.

Jane North

Transformation Director,
Adult Social Care & Public Health

Nigel Stevenson

Service Director, Finance, Procurement & Improvement
Resources

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Constitutional Comments (CEH 14/06/18)

19. The recommendation falls within the delegation to the Improvement and Change Sub-Committee under its terms of reference.

Financial Comments (SES 13/06/18)

20. The financial implications are set out in paragraph 3 of 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.

- [ASSESSMENT AND ADVICE PROVIDED BY EXTERNAL SAVINGS PARTNER](#) – March 2018 ASCH+PH Committee Report
- [ASSESSMENT AND ADVICE PROVIDED BY EXTERNAL SAVINGS PARTNER APPENDIX](#) – March 2018 ASC&PH Committee Report Appendix

Electoral Division(s) and Member(s) Affected

- All

Prog Ref	Programme & Brief Overview	Project Status (Last Month)	Project Status (This Month)	Trend	Savings Targets (£000)s				Savings at Risk / Slippage / Overdelivery (£000)s				Savings delivered in an alternative way	Net at risk amount	Department/Finance/PMO Comments for CLT	
					2018/19 (£000)s	2019/20 (£000)s	2020/21 (£000)s	Total (£000)s	2017/18 (£000)s	2018/19 (£000)s	2019/20 (£000)s	2020/21 (£000)s				Total (£000)s
ASCH 801	Promoting Independence Interventions This programme of work will look at changes across 3 main areas detailed below:	On Target	On Target	Worse	7,027	3,328	2,321	12,676	-4,057	-207	-186	0	-4,450	0	-4,450	The overall programme status is on target. There are a number of projects within the Younger Adults Promoting Interventions sub programme that are experiencing obstacles and at risk (detail is provided below). These are being addressed and mitigating actions put in place. The Programme Status remains On Target as there are a number of other projects expected to over achieve within the wider programme, including Targeted Reviews.
	#####	On Target	On Target	Same	Reablement: Work to increase capacity in Reablement is progressing well, with a review of the scheduling activity and increased Occupational Therapy input well underway. This project is on target to increase the number of people successfully reabled by 363, as initially forecast. Best Practice in Support Planning: An audit of Support Plans shows that practice and decision making is improving, with a greater focus on Promoting Independence, meaning reduced levels of on going care are required. This project is on target to over achieve. Short Term Provision: Work to reduce the number of people placed in short term care, where an alternative outcome could offer better outcomes, is on target. Negotiations with Health Care and private providers to secure more alternative provision is going well. The process for referring to Short Term Care is also being reviewed, and brought under a central point of management to ensure greater consistency.											
	#####	Experiencing Obstacles	Experiencing Obstacles	Same	Reduction in Long Term Care Placements: Total savings of £251k have slipped from previous years. It is projected that all savings will be delivered by 2019/20, ie a year later than originally scheduled (as previously reported, the lack of supply of suitable housing in Nottinghamshire, compounded by the uncertainty in the market over central government's proposals over housing benefit, meant that less people were moved out of residential care and into supported living than planned during 2017/18). 8 service users have moved out of residential care so far this financial year, with 25 moves anticipated in the first quarter of 2018-19. The project has already achieved in year savings for 18-19 of £251k and is anticipated to slightly exceed its savings target this year, but this is required to make up for shortfall in previous years. A Community Living Network has successfully been established in Bassetlaw. Reducing Costs of Residential Placements: The project has over achieved its previous years' savings targets by a total of £595k. However, the project's status remains as <i>Experiencing Obstacles</i> to reflect the outstanding work still required to complete negotiations with providers, and the ongoing difficulties in achieving this. In view of this, and the predicted small returns from outstanding negotiations and any new review work, the project resource has now been reassigned to the <i>Promoting independence in supported living and outreach services</i> project. However, savings against this year's target will continue to be monitored, as negotiations with providers are finalised. Promoting Independence in supported living and outreach services: Savings to date have been made through reviewing and identifying people who no longer need the level of support they initially did. Work has started on a more proactive form of review which is identifying where provider intervention may enable a person to be more independent, with a view to reducing packages, especially sleep-in nights, further down the line once mitigating actions have been put in place to manage risks. However, the pace and success of the work relating to sleep-ins has been slow, due to the time taken with providers and families to undertake the necessary work regarding risk assessments and planning. The slow pace has been compounded by project staff vacancies, which are now resolved. As achieving the additional £1.250m savings target set for 2018/19 will be challenging, despite surpluses achieved in previous years, £0.250m has been flagged as at risk. This will be monitored closely, and a mid-term review has been scheduled. Preparing for Adulthood:											
	#####	On Target	On Target	Same	Targeted Reviews: This project is projecting to over achieve on its savings targets for for 18/19. In March 2018, 1992 Targeted Reviews were completed, with 808 of these resulting in reduced on going package costs. The Reviewing Team for adults aged 18-64 has now commenced reviewing, with the initial priority being adults aged 18-64 overdue a review with a Direct Payment and this is having early successes, with 140 reviews completed by the end of March 2018. Performance of reviews within timescale for 2017/18 is anticipated to stands at 74%, therefore short of the target 80%. This is as a result of recruitment delays in the Reviewing Team for adults aged 18-64 and vacancies in Central Reviewing Teams. Delays with data cleansing activities have also had an impact. Direct Payments: Direct Payment recoup figures have reduced during 2017/18 compared to 2016/17. However, the project's savings target and income budget have been achieved overall for 2017/18. This has been supported by the reallocation of Direct Payment recoups to this project. During 2018/19 Direct Payment recoups are anticipated to remain at the 2017/18 level. Policy Committee approved consultation on the DP Policy at 16th April ASCH Committee, and consultation has now commenced. The follow up report is scheduled to go back to Policy Committee 18th July. Assistive Technology: Since migration onto a new reporting system, there has been issues with the automated report required to evidence the cost avoidance / cashable savings from the use of AT. However, it has been demonstrated that the report is under and not over-estimating project benefits. The reporting issues are being resolved with Performance Team, ICT and Finance, and once done, Finance can undertake year end validation of the cost avoidance from AT interventions for 2017/18. In the meantime, the project's status remains as Experiencing Obstacles. However, no savings are at risk, and indications suggest the project is on target to meet its savings target. Income Generating Projects: These projects are on target to deliver. ASCH Strategy: This project is made up of four different workstreams: • Care and support planning. • Nottinghamshire Enabling Service (NES). • Improving Lives in Learning Disability (LD). • Community Empowerment and Resilience. It is the NES and Improving Lives in LD workstreams that have been <i>Experiencing Obstacles</i> , due to: difficulties attracting the required number of applicants to posts in NES; on-going work to increase the number of referrals to the Community Independence Workers (CIWs) to the level required to achieve associated savings targets; and work to increase the number of progression reviews being undertaken by Community Learning Disability Teams (CLDTs). However, results are now being seen and whilst the NES and Improving Lives elements have fallen short of their 2017/18 savings targets, Finance has confirmed that this shortfall will be offset by cost avoidance savings delivered by the support planning workstream.											

Prog Ref	Programme & Brief Overview	Project Status (Last Month)	Project Status (This Month)	Trend	Savings Targets (£000)s				Savings at Risk / Slippage / Overdelivery (£000)s					Savings delivered in an alternative way	Net at risk amount	Department/Finance/PMO Comments for CLT
					2018/19 (£000)s	2019/20 (£000)s	2020/21 (£000)s	Total (£000)s	2017/18 (£000)s	2018/19 (£000)s	2019/20 (£000)s	2020/21 (£000)s	Total (£000)s			
ASCH 802	#####	On Target	Experiencing Obstacles	Worse	507	394	416	1,317								<p>Early resolution: Further roll out of the Three Tier Model, as piloted in Broxtowe, has not been agreed by all involved operational managers. As a result of this, the Adult Access Service and the Customer Service Centre are now working with the ASC&PH Transformation Team to develop a new plan for embedding the model and for delivery of the savings. As there are savings attached to this project in year, the status has been amended to <i>Experiencing Obstacles</i>, until a plan is in place and the benefits model validated by Finance and SLT. The expectation is still that roll out will be in place by October 2018.</p> <p>There is confidence that the savings can be achieved as the pilot activity shows that 89.5% of queries can be resolved at the front end before the need for assessments. Once scaled up, this will achieve the target of 637 less long term care assessments required, as needs are being met and resolved earlier in the social care process.</p> <p>Carers: This project is on target and achieving its agreed operational activity targets.</p>
ASCH 804	#####	At Risk	At Risk	Same	1,035	1,960	843	3,838	180	70			250	60	190	<p>Due to a number of projects in the programme not achieving their forecasted savings levels, this programme and its savings remain at risk of under delivery of savings.</p> <p>Care and Support Centres: At its May meeting, ASC&PH Committee approved: 1) the procurement process to establish a Dynamic Purchasing System to ensure future adequate provision of short term and assessment/re-ablement beds. 2) the recommended next phase of the closure of the remaining Care and Support Centres, which is planned to be: St Michael's View in March 2019 and Leivers Court in June 2019, dependent on the successful procurement of alternative services. 3) decisions about closure dates for Bishop's Court and James Hince Court being deferred until the market is tested. 4) the extension of 1 fte Social Worker (Band B) post from 31st May 2018 to 31st July 2019, to continue to work with existing residents and their families to support the closure programme.</p> <p>In the meantime, work is ongoing to ensure Woods Court closes by the end of May 2018, as scheduled.</p> <p>ICELS: This project intended to achieve its savings target by negotiating with partners to reduce the Council's contribution to the ICELS pooled budget, in line with a reduction in the Council's prescribing activities and the loaning of community equipment. However, it has since been agreed with partners that there will be no changes to the split of funding, and so alternative methods to deliver the savings are being sought. The project will remain on the project status summary pending delivery of budget savings.</p> <p>Maximise the income available to the Council's directly provided adult social care services: In order to progress the income maximisation work, the Council's Direct Services have been engaging with the Commercial Development Unit, in order to deliver additional income targets of £60k in 2017/18 and £70k in 2018/19. However, the commencement of this work was delayed due to a lengthy decision making process in respect of proposals developed and lack of capacity to take a further service through the CDU process until 2018. 2017-18 savings have been delivered in an alternative way. The method of delivery for 2018/19 savings is being assessed by the relevant Service Director.</p>
					8,569	5,682	3,580	17,831	-3,877	-137	-186	0	-4,200	60	-4,260	

Successful delivery of the project to time, cost and quality is achievable and there are no major outstanding issues at this stage that threaten delivery
#####
Based on available evidence, successful delivery still appears feasible but significant issues exist with scope, timescales, cost, assumptions and/or benefits. Issues appear resolvable, but action is required
Based on available evidence, successful delivery of the project appears to be at significant risk. There are major issues with project scope, timescales, cost, assumptions and/or benefits. Immediate action required to resolve issues.
Project benefits have been achieved, or there has been an official change to the benefits profile (through change control) so the project is complete or declared undeliverable
Awaiting major points of clarification / decision-making to enable PID and plan to be completed.

25th June 2018

Agenda Item: 8

REPORT OF THE SERVICE DIRECTOR, ICT

ICT PROGRAMMES AND PERFORMANCE QUARTER 4 2017-18

Purpose of the Report

1. To provide the Improvement & Change Sub-Committee with the 4th quarter progress update on key projects and performance measures for ICT Services and to outline the major planned activities over the next 6 month period.

Information and Advice

Programmes Update

2. The ICT Strategy 2017-20 identifies the four ICT strategic themes supporting business transformation across the County Council. These themes shape much of the activity and priorities within ICT Services (covered in the progress and planning sections of the report - paragraphs 3 and 4). The four key themes are:
 - **Smarter working:** *Technology supporting a workforce able to work flexibly, where and when it best suits them, their customers and service users and managed by results*
 - **Health and social care technology integration:** *Improving the health and wellbeing of the local population through technology enabled integrated health and social care services*
 - **Business intelligence:** *Technology providing robust, timely and accessible information that drives informed decision making, service commissioning and business transformation*
 - **Cloud services** (off-premise data centres): *A flexible, scalable and secure cloud infrastructure where service cost is tied to applications and usage and user experience is managed*
3. Progress has been made across the priority ICT projects over the last quarter and a summary of progress is as follows:

- i. A programme of work is ongoing to plan, scope and deliver the transition of ICT services away from the County Hall data centre to *cloud* based solutions by the end of 2019. The procurement and contractual arrangements have been completed and Microsoft, our partners for this piece of work, are on site and work is underway. The planned composition of the cloud service model is as follows:

Model	Description
Software as a Service (SaaS)	<p>This model enables an organisation to rent an application and its underlying infrastructure. This is often chargeable on a per user per month basis.</p> <p>The first solution delivered through this model will be Microsoft Office 365. This is Microsoft's SaaS solution for the delivery of their office productivity software e.g. Outlook (e-mail, calendar, contacts), Word, Excel, PowerPoint, SharePoint (team and project spaces), OneNote, OneDrive (file and folder storage and sharing), Skype for Business etc.</p>
Infrastructure as a Service public cloud (IaaS)	<p>Microsoft will provide and support the server infrastructure that the software, databases and data are hosted on using their Azure platform. This is delivered through their UK data centres in the form of <i>virtualised</i> servers (physical servers that are segmented to run multiple systems) and accessed through secure network connections. The County Council retains responsibility for the provision and support of the systems.</p>
Co-location model	<p>The County Council will retain a small amount of infrastructure and some systems in the Node 4 data centre. This is because not all technologies currently lend themselves to the above 2 models.</p>

- ii. The Smarter Working Programme is providing mobile technology over the next 3 years to replace much of the desktop computer estate. This will assist many more staff to be able to work more flexibly and allow for better use of the property assets. Following the successful repurposing of accommodation and deployment of new technology at Lawn View House, work has now begun in rolling out new technology (tablet/laptop, monitors, docking station solution) to support the restacking at County Hall.
- iii. A new managed print service contract has been awarded to SCC (M2) and Inepro. The Docupro software which runs on the printers will be upgraded from version 4 to 7. The current networked estate of 350 Konica devices will be replaced with new Ricoh devices

- iv. The new *public* Wi-Fi solution, provided through O2, which has been installed as a replacement for the *guest* Wi-Fi solution has now been rolled out to 20 sites including County Hall. Further deployment is being planned and impact on the network continues to be monitored.
 - v. The new “device.wifi” *corporate* Wi-Fi solution (for staff and partners) has been piloted and is now being rolled out. This replaces the previous “staff” Wi-Fi” access arrangement providing greater security and also facilitating a flexible, shared working environment with other organisations adopting the solution. It enables users to auto-connect to their own organisation from each other’s sites. This solution has been adopted by Connected Nottinghamshire for a shared wireless network, and is initially being deployed in the City and County Councils.
 - vi. The project to transition mobile voice and data services from Vodafone to EE is under way. Tablet devices are being migrated first and are expected to be completed by the end of June. It is anticipated that savings of £300k per annum will be delivered, once the transition from Vodafone has been completed.
 - vii. A full technical review of the technology infrastructure supporting the Business Intelligence Hub has been completed and actions arising from it are under way.
 - viii. Sherwood Forest Hospital Trust has recently been nominated for the Health Service Journal Awards in relation to the interoperability work we have undertaken with them at Kings Mill Hospital. This follows the shortlisting of the innovative work recently reported to this sub-committee on health and social care technology integration for the 2018 Local Government Chronicle Awards.
 - ix. The next phase of workflow automation with King’s Mill Hospital, which includes automatic assessment notices, discharges and shared health data, has been scoped and initiated.
 - x. Work is ongoing on the renewal of the contracts with Inspire and VIA and is expected to be concluded shortly.
 - xi. Serious security flaws (known as Meltdown and Spectre) in processors designed by Intel, AMD and ARM were identified for desktop, laptop, tablet and smartphone devices. The fixes have been deployed to all network connected devices
4. Over the next 6 months the major focus of activity will include the following:
- i. Delivery of the Cloud Programme will begin.
 - ii. As part of the Smarter Working Programme, phase 1 of the delivery of mobile devices at County Hall will be completed. A number of older desktop computers at other sites will also be replaced as part of an ongoing ICT equipment refresh programme.

- iii. The Smarter Working delivery plan for 2018-19 will be agreed.
- iv. The Staff Wi-Fi solution (which has been replaced by the Device Wi-Fi solution for staff and partners) will be decommissioned
- v. Following Microsoft's announcement that it will no longer focus on developing its Windows 10 operating system for smartphones, a technology roadmap and supporting plans have been developed to define the future direction for smartphones. The first phase will be to replace Windows 8.1 smartphones that are not supported beyond July 2019
- vi. The next phase of the Corporate Performance Reporting Project for the further development of the business intelligence hub will be scoped and initiated.
- vii. The automatic assessment notices which are part of the next phase of workflow automation with King's Mill Hospital will be delivered. Health and Social Care integration activities with Bassetlaw and NUH will be scoped and initiated
- viii. Options for the better use of technology will be explored and reviewed ahead of the next tender for home care services in 2018.
- ix. Some planning activity will be undertaken in readiness for introducing the Microsoft Windows 10 operating system on computers.
- x. The project to transition mobile voice and data services to EE will be completed.
- xi. New ICT contracts with Inspire and VIA will be signed off, as the initial two year contracts established when the ASDMs were created have now expired.

Performance Update

- 5. To provide a balanced assessment of performance, ICT Services measures four groups of indicators that cover business activities, customers, staff and finance. Performance for the 4th quarter of 2017-18 is attached as an Appendix.

Business Activity Indicator

- 6. The business activity indicators measure some of the key day to day operational performance areas, with the two most significant being systems availability and incident resolution. The focus is to ensure that business critical systems are operational during business hours and that any incidents are resolved speedily and within service level agreement (SLA). Systems availability continues to remain at high levels with aggregate availability of 99.88% in the quarter.
- 7. The speed with which ICT Services and suppliers respond to incidents improved over 2016-17 to bring performance up to the target level. Performance against this KPI has levelled out to just below the target of 92%. A Continual Service Improvement Plan is in place to identify areas where further improvements are required.

8. The County Council is increasingly reliant on its ICT provision and so disruptions to services need to be avoided wherever possible. During this period some Nottinghamshire schools have had a degradation in the delivery of their broadband service. This was identified as a system fault within the Virgin Media Business managed network and was resolved by them as part of an emergency change procedure. However, periodically performance issue still present themselves on the schools network and these are currently under investigation by VMB. An issue with Lync supplier Daisy's infrastructure caused some Lync telephony issues during this period. Although to some extent this is outside of our control further mitigation has been implemented to reduce the risk of recurrence.
9. The business activity indicators also show two project performance indicators that are used by CIPFA (Chartered Institute of Public Finance and Accountancy). The project delivery index is used to measure conformance to good project management standards e.g. adoption of PRINCE 2 methodology, business case produced, delivery to timelines, business benefits achieved etc. Performance against this indicator remains consistently good since we reorganised the service and incorporated dedicated programme and project management resources. The second indicator is related to delivery of milestones, and measures the overall percentage of milestones delivered by the planned timelines. Progress has been very good in the period, see paragraph 3, with 86% achieved in the quarter.

Customer Indicator

10. The access channel into ICT Services is the Service Desk which receives and handles incidents, service requests and enquiries. The efficiency and effectiveness of this function is crucial for the user perception of the whole range of services provided. Daily customer satisfaction feedback is collected from corporate and school users of the Service Desk and is being measured against a target score of 4.5 (score 1-poor, 5-excellent). The feedback from users' remains very positive and above target. A new incident reporting system is being used in ICT Services and will enable easier reporting and tracking as these features are introduced.

Staff Indicator

11. The average number of sick days per staff member in ICT Services is above the corporate annual target level with higher than normal levels of sickness due to colds and flu over this quarter. Training activity for ICT Services staff is crucial to ensuring that the relevant and required skills are available, with training delivery continuing to be above the target level as we introduce and transition to new technologies.

Financial Indicator

12. Revenue spending for the year was in line with the overall annual budget plans and planned financial savings of £479k were also delivered following the recent staffing restructure. The profile of capital spend was in line with budgets apart from the Cloud Services Programme. Now that contracts have been signed, this will be reprofiled for 2018-19 and 2019-20.

13. ICT Services also continues to provide very favourable cost comparisons with other public sector bodies with the cost of ICT support within the lowest cost quartile of the current annual CIPFA benchmarking.

Reason for Recommendation

14. To raise awareness of progress on the key ICT programmes and performance indicators for 2017-18.

Statutory and Policy Implications

15. 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.

RECOMMENDATION

That members consider the opportunities arising from this progress report and agree to receive a further report for the next quarter.

Sue Milburn

Group Manager, Build Change and Engagement (ICT)

For any enquiries about this report please contact: Ivor Nicholson on 0115 9773196

Constitutional Comments: (GR 29/05/2018)

Pursuant to the Nottinghamshire County Council's constitution the Improvement & Change Sub Committee has the delegated authority to receive and approve the recommendations contained within this report.

Financial Comments: (CSB 30/05/18)

Financial performance is outlined in paragraphs 12 and 13. ICT Services continues to monitor against key performance indicators to improve value for money.

Background Papers








None





Electoral Division(s) and Member(s) Affected







All



ICT Services Overall Performance: Quarter 4 2017-18



Key symbols table:







Status	Indicators	Trend	Base this on change from same period last year
	Below target by more than 10%		Improving trend
	Below target by up to 10%		Deteriorating trend
	On or above target		No change
	No reported data or no target		





Business Activity Indicator	Performance 2017-18							Comments
	Q1 Actual	Q2 Actual	Q3 Actual	Q4 Actual	Q4 Target	Status	Trend	
Average availability to users of NCC's business critical services during business hours	99.86%	99.94%	99.95%	99.88%	99.8%			There are 96 services identified as Business Critical to the County Council e.g. e-mail, internet, Mosaic, BMS, Capita ONE etc. Contributory factors to this high level of availability are the investment in the ICT infrastructure (such as the network, servers, cabling and data centres), a proactive approach to infrastructure alerts and monitoring (taking pre-emptive action where necessary), plus the rapid response of technical teams should issues occur.
% of Mobile devices within the ICT estate (a mobile device is classed as a Laptop or Tablet PC. Smartphones are excluded from this indicator)	42%	44%	41%	45%	44%			At the end of Q4 there were 8631 devices connected to the ICT network. Laptop and tablet computer devices accounted for 45%. With the advent of the Smarter Working Programme many desktop computers and small form factor tablets are being replaced with tablets/laptops.

Business Activity Indicator	Performance 2017-18							Comments
	Q1 Actual	Q2 Actual	Q3 Actual	Q4 Actual	Q4 Target	Status	Trend	
% Incidents resolved within agreed service levels	91.5%	88.2%	91.9%	91.2%	92%			This indicator assesses the performance of the ICT function in restoring service and responding to incidents within our Service Level Agreement (SLA). In this quarter there were 7,683 incidents reported (7,824 last quarter). Performance is now almost back to the level of the SLA.
% of ICT changes successfully completed	99%	98.4%	99%	99%	98%			The ICT change management process aims to ensure that upgrades and new services are implemented without any negative impact on service provision and ensure that all changes to business critical services have been comprehensively planned, tested and authorised before being carried out. In this quarter there were 286 changes of which 3 failed. One of these was a simple redirect for SharePoint not working as expected, the other two for Adobe software where issues regarding user access rights caused unexpected problems. All of these have now been resolved, referring them to 3 rd parties where needed.
Compliance to CIPFA project delivery index	9	8.7	9	8.2	8.0			This indicator measures the effectiveness of ICT project management and delivery by assessing approved projects completed in the quarter against a set of 9 defined criteria established by CIPFA and based around PRINCE 2. Five projects were closed in this quarter.









Business Activity Indicator	Performance 2017-18							Comments
	Q1 Actual	Q2 Actual	Q3 Actual	Q4 Actual	Q4 Target	Status	Trend	
% of project milestones delivered	80%	81%	89%	86%	85%			Each project and priority activity incorporates a series of milestones (both for ICT Services and the business) that are the basis for assessing progress. These can be updated by Project Boards to reflect revisions to scope, priorities etc. Progress has been made against all priorities as outlined in paragraph 3 of the report. In this period there have been some delays associated with the procurement of cloud services but these have now been resolved.

Customer Indicator	Performance 2017-18							Comments
	Q1 Actual	Q2 Actual	Q3 Actual	Q4 Actual	Q4 Target	Status	Trend	
Customer satisfaction score: Corporate / School users	4.3/4.9	4.6/4.9	4.3/4.6	4.7/4.5	4.5			The access channel into ICT Services is the Service Desk which receives and handles the incidents, service requests and enquiries. The efficiency and effectiveness of this function is crucial for the user perception of the whole range of services provided. ICT Services collects information regarding customer's satisfaction (score 1-poor, 5-excellent) of the ICT incident management process for both corporate and school users (weekly sample sizes are approximately 30 corporate users and 20 school users).

Customer Indicator	Performance 2017-18							Comments
	Q1 Actual	Q2 Actual	Q3 Actual	Q4 Actual	Q4 Target	Status	Trend	
Service Desk 1 st call resolution	46%	58%	59%	61%	50%			First call resolution measures the effectiveness of the Service Desk at first point of call. The 50% target of incidents resolved at 1 st point of call is a balance of being able to manage the call volumes through the desk and maintaining a high percentage success rate within the allocated call period (6 minutes).
Average Service Desk call duration	5.41mins	5.45mins	5.4mins	6.04mins	6 mins			In order to manage call volumes and achieve a lower call abandonment rate, a target of 6 minutes (ICT industry practice) is allocated to each call to the first line Service Desk.
% dropped calls on Service Desk	8.72%	5.1%	7%	7.47%	10%			This measures the proportion of calls unanswered by the Service Desk (including calls that are terminated by the user having heard recorded incident updates). Significant improvements have been made throughout the last year in call handling management. This is reflected in a more ambitious target for 2017/18 (from 12% to 10%).

Staff Indicator	Performance 2017-18							Comments
	Q1 Actual	Q2 Actual	Q3 Actual	Q4 Actual	Q4 Target	Status	Trend	
Average Number of sick days per staff member	1.27	3.01	5.72	8.22	7.0			27% of the sickness levels can be attributed to colds and stomach bugs.
Average number of professional training days per member of staff	1.06	2.08	3.6	4.96	3.0			The annual target is 3 days per member of staff and based on completed timesheets. Training levels are above target. The approach

								incorporates attending training courses, gaining internal knowledge transfer/coaching across ICT and 'CBT' for people studying/exams for various technology disciplines.
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Financial Indicator	Performance 2017-18				Comments
	Actual	Target	Status	Trend	
Expenditure against revenue	100%	100%			Planned budget reductions of £479k have been delivered in 2017-18. Spending for 2017-18 is in line with budget plans.
Expenditure against capital	100%	100%			Capital Spending for the Smarter Working Programme, Microsoft Licensing and infrastructure upgrades were in line with plans. Capital spending on the Cloud Services Programme has been reprofiled into 2018-19 and the Capital Budget was adjusted in line with this.
Cost of ICT support per user	£223	£217			Our current cost of £223 per user puts the County Council at the lowest cost quartile of CIPFA 2015 benchmarking. The target of £217 is based on remaining at the lowest cost quartile.
Cost of ICT support per workstation	£190	£243			Our current cost of £190 per workstation puts the County Council in the lowest cost quartile of CIPFA 2015 benchmarking. The target of £243 is based on remaining within the lowest cost quartile.

25th June 2018

Agenda Item: 9

REPORT OF THE SERVICE DIRECTOR, FOR FINANCE, PROCUREMENT & IMPROVEMENT

SMARTER WORKING PROGRAMME

Purpose of the Report

1. The purpose of this report is to provide an overview on the progress of the Smarter Working Programme (SWP), details of the future deployment schedule across the County and to seek approval to review the governance arrangements for the programme.

Information

Background

2. The vision for the Smarter Working Programme is:

“A workforce able to work flexibly, where and when it best suits them, their customers and service users and managed by results “

3. In November 2016, Policy Committee agreed funding for the SWP for the provision of new ICT equipment and the reconfiguration of office buildings over a three year period. We are now into the second year of this programme.
4. Given the recently agreed re-structures within Place and Resources and the establishment of a Chief Executives department, it has been recognised that there is a need to review the existing governance arrangements for the SWP to ensure that they remain fit for purpose.

Progress

5. In 2017 the SWP delivered the following:
 - Scheduling of appointments was rolled out for all Social Work and Occupational Therapy teams in Adult Social Care & Health (ASC&H), making further use of the TotalMobile functionality.
 - Scheduling of appointments for the START re-ablement service was rolled out across all teams
 - A successful pilot project saw a mail scanning process put in place for teams based at Lawn View House (LVH)

- A review of ICT support for staff based at Queens Medical Centre (QMC) resulted in the introduction of Lync telephony, improved WIFI access and the deployment of new ICT equipment for staff
- Staff at Chancery Lane were deployed with new ICT equipment
- LVH has been reconfigured and new ICT equipment has been deployed
- Deployment of new ICT equipment started at County Hall which also involves some minor changes to the configuration of office space to support a greater level of flexible working

6. In 2018 the SWP has so far delivered the following:

- An upgrade in the scheduling software was rolled out across all Social Work and Occupational Therapy teams in Adult Social Care & Health (ASC&H) that has provided an improved functionality for staff
- The deployment of new ICT equipment and a reconfiguration of the office space in County Hall has seen an additional 335 staff working out of County Hall

Future schedule of deployment

7. Once the work at County Hall is complete, we will continue with the deployment of new ICT equipment across the main office sites and the reconfiguration of some office buildings. This will provide more staff with the benefits of greater flexibility and reduce the impact of any future office moves as, once deployed, the mobile technology would move with the member of staff.

8. The high-level schedule for this work is shown in the following table:

Timescale	Building
2018/19	Trent Bridge House
	Prospect House
	Sir John Robinson House
	Sherwood Energy Village (I)
2019/20	Sherwood Energy Village (II)
	Meadow House
	County House
	Mercury House
	The Piazza

9. Following the success of the work undertaken at QMC, we have also agreed a priority order for all hospital sites that will be actioned alongside the schedule for the main office bases.

Role of the deployment steering group

10. As with the deployment of the original mobile devices for staff in 2015, there will always be teams across the Council that could justify an earlier date for their deployment of new equipment. For this reason, we have put in place a process for teams to make submissions for an earlier deployment and we have established a deployment steering group to review these requests. This group has representatives from all departments, officers from ICT and the SWP team.
11. The deployment steering group review & approve/reject requests and determine the priority order for those that are approved. To date, a consensus has always been reached but if this was not possible requests would be escalated to the SWP Board for resolution.

Spend against funding secured in November 2016

12. In November 2016, Policy Committee approved £3.6m of capital funding for the SWP- which was profiled over three years from April 2017 through to March 2020.

	2017/18	2018/19	2019/20	Total
	£ '000	£ '000	£ '000	£ '000
ICT equipment	1,040	980	554	2574
Lync Telephony	25	25	25	75
Audio Visual equipment	25	0	0	25
Sub - total 1	1,090	1,005	579	2,674
Furniture and refurbishment	350	437	148	935
Sub-total 2	350	437	148	935
Total	1,440	1,442	727	3,609

13. The out-turn for spend against this allocation in 2017/18 was exceeded by £0.2M. This slight acceleration of the programme has allowed the more rapid deployment of equipment and the funding was re-profiled accordingly.
14. Approval to re-profile the funding approved for SWP had been obtained from this committee in December 2017.

Revised governance arrangements

15. The current governance arrangements for the SWP have been in place since 2015. Since this time there have been structural changes to departments that include:
- A re-structure of the Place Department
 - Resources Department being replaced by a re-structured Chief Executives Department
16. Therefore, it was felt that this would be a good time to review the existing governance arrangements to ensure that officers can keep Members informed about the progress of the

programme and support them to make timely and informed decisions. The intention will be to complete the review as part of the wider review of the Chief Executives Department and report back to this Committee no later than October 2018.

Other Options Considered

17.No other options were considered.

Reason/s for Recommendation/s

18.To update the Committee on progress of the Smarter Working Programme and seek approval to undertake a review of the existing governance arrangements and to bring back proposals for any identified changes to a future meeting of the committee.

Statutory and Policy Implications

19.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.

RECOMMENDATION/S

- 1) That the Improvement & Change Sub-Committee notes progress of the SWP
- 2) That the Improvement & Change Sub-Committee approves the request for a review of the existing governance arrangements for the programme and for any identified proposals for changes to those arrangements to be brought back to a subsequent meeting of this committee.

Nigel Stevenson

Service Director, for Finance, Procurement & Improvement

For any enquiries about this report please contact:

**Iain Macmillan, Programme Manager, Programme & Projects Team
(0115 9772341)**

Constitutional Comments ([KK 14/06/2018])

20.The proposals in this report are within the remit of the Improvement and Change Sub-Committee.

Financial Comments ([SS 13/06/2018])

21. There are no specific financial implications arising 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' or start list here

Electoral Division(s) and Member(s) Affected

- 'All' or start list here

25 June 2018

Agenda Item: 10

REPORT OF THE CORPORATE DIRECTOR OF RESOURCES

WORK PROGRAMME

Purpose of the Report

1. To review the Committee's work programme for 2018/19.

Information and Advice

2. The County Council requires each committee to maintain a work programme. The work programme will assist the management of the committee's agenda, the scheduling of the committee's business and forward planning. The work programme will be updated and reviewed at each pre-agenda meeting and committee meeting. Any member of the committee is able to suggest items for possible inclusion.
3. The attached work programme includes items which can be anticipated at the present time. Other items will be added to the programme as they are identified.

Other Options Considered

4. None.

Reason/s for Recommendation/s

5. To assist the Committee in preparing and managing its work programme.

Statutory and Policy Implications

6. 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.

RECOMMENDATION

That the Committee considers whether any amendments are required to the work programme.

Jayne Francis-Ward
Corporate Director - Resources

For any enquiries about this report please contact:

Keith Ford, Team Manager, Democratic Services Tel. 0115 9772590

E-mail: keith.ford@nottsc.gov.uk

Constitutional Comments (SLB)

The Committee has authority to consider the matters set out in this report by virtue of its terms of reference.

Financial Comments (NS)

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.

None

Electoral Division(s) and Member(s) Affected

All

IMPROVEMENT AND CHANGE SUB-COMMITTEE - WORK PROGRAMME (AS AT 15 JUNE 2018)

<u>Report Title</u>	<u>Brief summary of agenda item</u>	<u>Lead Officer</u>	<u>Report Author</u>
25 June 2018			
Business Change Analysis	This report and presentation will update Members on the work of the business change analysis function within the Council.	Nigel Stevenson	Celia Morris
Smarter Working Programme Update	To provide an update to the Committee and to approve the deployment of resources for the final two years of the programme.	Nigel Stevenson	Iain McMillan
Council Plan – Review of Progress Quarter 4	Overview of progress against the Council Plan	Nigel Stevenson	Celia Morris
Programmes, projects and savings - Quarter 4	Progress report on delivery of programmes, projects and savings	Nigel Stevenson	Celia Morris
ICT Programmes and Performance – Quarter 4	Progress report on ICT programmes and projects	Nigel Stevenson	Sue Milburn
4 September 2018			
Programmes, projects and savings - Quarter 1	Progress report on delivery of programmes, projects and savings	Nigel Stevenson	Celia Morris
ICT Programmes and Performance – Quarter 1	Progress report on ICT programmes and performance.	Nigel Stevenson	Sue Milburn
Departmental Update on Improvement & Change	Update on progress within one of the Council's Departments from the relevant Corporate Director or Chief Executive (Date and Department TBC)	TBC	TBC
5 November 2018			
Approaches to project management	To consider difference project management approaches such as Prince 2 and agile project management.	Nigel Stevenson	Sue Milburn
Transformation Strategy	To consider the Council's new transformation strategy	Nigel Stevenson	
Programmes, projects and savings - Quarter 2	Progress report on delivery of programmes, projects and savings	Nigel Stevenson	Celia Morris
ICT Programmes and Performance – Quarter 2	Progress report on ICT programmes and performance.	Nigel Stevenson	Sue Milburn
Smarter Working Programme Update	To provide a progress report to the Committee	Nigel Stevenson	Iain McMillan
7 January 2019			
Departmental Update on Improvement & Change	Update on progress within one of the Council's Departments from the relevant Corporate Director or Chief Executive (Date and Department TBC)	TBC	TBC

Council Plan – Six Monthly Review of Progress	Overview of progress against the Council Plan	Nigel Stevenson	Celia Morris
4 March 2019			
Programmes, projects and savings - Quarter 3	Progress report on delivery of programmes, projects and savings	Nigel Stevenson	Celia Morris
ICT Programmes and Performance – Quarter 3	Progress report on ICT programmes and projects	Nigel Stevenson	Sue Milburn
30 April 2019			
Departmental Update on Improvement & Change	Update on progress within one of the Council's Departments from the relevant Corporate Director or Chief Executive (Date and Department TBC)	TBC	TBC
Smarter Working Programme Update	To provide a progress report to the Committee	Nigel Stevenson	Iain McMillan
24 June 2019			
Council Plan – Review of Progress Quarter 4	Overview of progress against the Council Plan	Nigel Stevenson	Celia Morris
Programmes, projects and savings - Quarter 4	Progress report on delivery of programmes, projects and savings	Nigel Stevenson	Celia Morris
ICT Programmes and Performance – Quarter 4	Progress report on ICT programmes and performance.	Nigel Stevenson	Sue Milburn
Departmental Update on Improvement & Change	Update on progress within one of the Council's Departments from the relevant Corporate Director or Chief Executive (Date and Department TBC)	TBC	TBC