

## **Improvement and Change Sub-Committee**

**Monday, 27 January 2020 at 10:30**

**County Hall, West Bridgford, Nottingham, NG2 7QP**

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### **AGENDA**

- |    |  |         |
|----|--|---------|
| 1  | Minutes of the last meeting held on 25 November 2019   | 3 - 6   |
| 2  | Apologies for Absence  |         |
| 3  | Declarations of Interests by Members and Officers:- (see note below)<br>(a) Disclosable Pecuniary Interests<br>(b) Private Interests (pecuniary and non-pecuniary) |         |
| 4  | MyNotts App Development and Implementation - Progress Update   | 7 - 10  |
| 5  | Update Report on the Replacement of Windows Smartphones  | 11 - 14 |
| 6  | Technology Update  | 15 - 18 |
| 7  | Children and Families - Departmental Update on Improvement and Change  | 19 - 32 |
| 8  | Your Nottinghamshire Your Future - Council Plan Review of Progress 2019-2020   | 33 - 54 |
| 9  | Update on Progress with Future Approach to Transformation and Change   | 55 - 58 |
| 10 | Work Programme   | 59 - 62 |

## **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 Sara Allmond (Tel. 0115 977 3794) 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 25 November 2019 (commencing at 10.30 am)

**Membership**

Persons absent are marked with an 'A'

**COUNCILLORS**

Reg Adair (Chairman)

John Cottee  
Jim Creamer  
Kate Foale  
Tony Harper

Richard Jackson  
David Martin  
Diana Meale  
Philip Owen

**ALSO PRESENT**

Councillor John Longdon

**OFFICERS IN ATTENDANCE**

Sara Allmond  
Adam Crevald  
Iain Macmillan  
Neil Marriott  
Sue Milburn  
Marie Rowney  
James Silverward  
Nigel Stevenson  
Ben Taylor  
Marjorie Toward

Chief Executive's Department

Derek Higton

Place Department

**1. MINUTES**

The Minutes of the last meeting held on 23 September 2019, having been previously circulated, were confirmed and signed by the Chairman.

**2. APOLOGIES FOR ABSENCE**

The following apology for absence was submitted:-

- Councillor David Martin – other reasons

### **3. DECLARATIONS OF INTERESTS**

None

### **4. MYNOTTS APP DEVELOPMENT AND IMPLEMENTATION – PROGRESS UPDATE**

Marie Rowney, Group Manager Customer Service introduced the report and responded to questions.

#### **RESOLVED 2019/032**

That a further progress report be received by committee in January 2020

### **5. IMPROVEMENT AND CHANGE IN THE PLACE DEPARTMENT**

Derek Higon, Service Director Place and Communities introduced the report and responded to questions.

#### **RESOLVED 2019/033**

That there were no actions arising from the report.

### **6. SMARTER WORKING PROGRAMME**

Iain Macmillan, Programme Manager introduced the report, gave a presentation and responded to questions.

#### **RESOLVED 2019/034**

That the proposed closure of the Smarter Working Programme be approved.

### **7. UPDATE ON ROLLOUT AND ADOPTION OF MICROSOFT OFFICE 365**

Neil Marriott, Group Manager Operational Delivery, Environment and Resources introduced the report, gave a presentation and responded to questions.

#### **RESOLVED 2019/035**

That an update report be received by Committee in the next six months.

### **8. UPDATE ON THE SOCIAL CARE DIGITAL PATHFINDERS FUNDING BIDS**

Adam Crevald, Group Manager Customer and Service Design introduced the report and responded to questions.

#### **RESOLVED 2019/036**

That an update on the status of the bids and any resulting progress be received by committee in the next three months

## **9. ICT OPERATIONAL PERFORMANCE QUARTER 2 – 2019-20**

Neil Marriott, Group Manager Operational Delivery, Environment and Resources introduced the report and responded to questions.

### **RESOLVED 2019/037**

That a further report be received by committee in six months.

## **10. PROGRESS REPORT ON DELIVERY OF IMPROVEMENT AND CHANGE PROGRAMMES, PROJECTS AND SAVINGS**

Sue Milburn, Group Manager, Transformation and Change introduced the report and responded to questions.

### **RESOLVED 2019/038**

That an exceptions update report for quarter 3 2019/20 be received by committee in March 2020.

## **11. UPDATE ON WIDE AREA NETWORK TENDER**

Adam Crevald, Group Manager Customer and Service Design introduced the report and responded to questions.

### **RESOLVED 2019/039**

That an update report be received by committee in the next three months.

## **12. UPDATE REPORT ON THE REPLACEMENT OF WINDOWS SMARTPHONES**

Adam Crevald, Group Manager Customer and Service Design introduced the report and responded to questions.

### **RESOLVED 2019/040**

That an update report on the completion of the rollout of the replacement devices be received at the January 2020 committee.

## **13. WORK PROGRAMME**

### **RESOLVED 2019/041**

That the Work Programme be agreed.

The meeting closed at 12.09 pm

**CHAIRMAN**



27 January 2020

Agenda Item: 4

## **REPORT OF SERVICE DIRECTOR - CUSTOMERS, GOVERNANCE AND EMPLOYEES**

### **MYNOTTS APP DEVELOPMENT AND IMPLEMENTATION – PROGRESS UPDATE**

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

1. To update members on the MyNotts App project and the progress made to date.

#### **Information**

2. Since the last update which was provided in November, the MyNotts App will be ready to launch once final user testing has been completed. The work completed to date is as follows:
  - Accounts are set up in Google Apps and the Apps Store
  - MyNotts App can now be made available for anyone to download and use, once the button is pressed to make this live (it is currently only accessible in a test environment).
  - Testing has been completed on Android phones and is mid-testing for the i-phone version (we had delays getting access to the Apps Store).
  - Changes have been made on the Android version and as feedback is gathered for the i-phone version where more small changes will be made.
  - Testing was carried out initially by the project team, followed by staff from the Customer Service Centre and the Communication and Marketing team (as educated customers). The Citizens Panel members were also used in testing along focus groups suggested by colleagues in social care (e.g. Disabled Employees Support Network) - these groups covered a range of abilities and skills.
  - Information Governance has all been signed off
  - A comms plan is ready for launch and some internal communications have already begun
3. The final version of the MyNotts App has been reviewed against the original specification and what has been now been delivered. The final version meets all the required specifications required and agreed by members for Phase 1.
4. There are now measures in place to enable the project team and Customer Service colleagues to feedback the success of the MyNotts App to members once it has been fully launched, embedded and promoted.
  - New subscriber numbers – How many new people are signing up?

- Number of active users each month – Who is using it and how often?
- Top ‘tile’ clicks and views – Which buttons (services) are most popular?
- Feedback from the Apps Store (Apple and Google) – Do people like it? What are they saying about it?
- Feedback through other channels will also be evaluated to provide ongoing customer feedback. For example, a cohort of Nottinghamshire residents will provide ongoing feedback via the Citizens Panel.

## Other Options Considered

5. The Council could have continued without developing an App, but this would leave us behind many other authorities and not make best use of available technology to improve services and outcomes for service users, customers, businesses, visitors and the wider public. This also fits well and is aligned to the ‘Improving Customer Service through Digital Development’ Strategy and programme of work.

## Reasons for Recommendation

6. To promote Nottinghamshire and the work of the County Council, provide information and improve ease of access to a wide range of different services available across the County.

## Statutory and Policy Implications

7. 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

8. In Phase 1 there is no intention to capture personal information relating to customers and users within the App. Information Governance colleagues are being involved in the project at all stages to ensure compliance and security of data is considered throughout and any potential issues identified and risks mitigated. Phase 2 may include options for personalisation of the App which will require careful consideration and development.

## Financial Implications

9. The estimated additional costs of implementing and maintaining the MyNotts App are:

	2019/20 £	2020/21 £	Future Years £
Design and Implementation	90,900		
Staffing resources		35,000	35,000
Support and maintenance		12,000	6,000
<b>Total Estimated Costs</b>	<b>90,900</b>	<b>47,000</b>	<b>41,000</b>



10. The Finance and Major Contracts Management Committee on 18 July 2019 approved the additional costs to be funded from Contingency. Any savings in service areas resulting from the roll out and implementation of the MyNotts App will be used to provide capacity to support the App going forward or contribute to the overall savings position as set out in the Council's Medium-Term Financial Strategy.

### **Human Resources Implications**

11. Staffing resources are likely to be required on an ongoing basis from 2020 to ensure that the App is maintained, kept up to date and that it continues to develop and reflect changing services and the way in which people access them and to reflect evolving technology. This is reflected in the funding already approved by Finance and Major Contracts Committee for ongoing costs. 35k p.a.

### **Public Sector Equality Duty implications**

12. The MyNotts App will be built to government accessibility standards. The supplier has given assurances that their product complies with all the necessary accessibility standards and legislation. Customers and members of the Council's Disabled Employee Support Network will be involved in the testing phase to ensure the MyNotts App is easy to use and accessible to all.

### **Implications for Service Users**

13. The aim of the MyNotts App is to make it easier to access Council information, services and the wider Nottinghamshire organisations and to improve customer engagement. In reviewing processes, technological and automated developments, consideration will be given to the needs and abilities of all residents to access services to ensure that any approaches developed do not disadvantage particular groups.

## **RECOMMENDATION**

- 1) It is recommended that Members agree to the launch of the App, consider the contents of this report and agree to receive a further progress update and further recommendations 9 month's time.

**Marjorie Toward**

**Service Director - Customers, Governance and Employees**

**For any enquiries about this report please contact:**

**Marie Rowney, Group Manager Customer Service, Tel: 0115 9772054, Mobile: 07540 272161**

### **Constitutional Comments (GR 30/12/19)**

14. Pursuant to the Nottinghamshire County Council Constitution this committee has the delegated authority to receive this report and make the recommendation contained within it.

### **Financial Comments (SS 31/12/19)**

15. The costs of implementing the MyNotts App are estimated at £90,000 in 2019/20, £47,000 in 2020/21 and £41,000 in 2021/22. Finance and Major Contracts Management Committee have approved that these costs be funded from contingency.
16. Any savings in service areas resulting from the roll out and implementation of the MyNotts App will be used to provide capacity to support the App going forward or to contribute to the overall savings position as set out in the Council's Medium-Term Financial Strategy.

### **HR Comments (JP 30/12/19)**

17. Any relevant recruitment to the project will be in line with the appropriate HR procedure. Any new posts will require formal Job Evaluation.

### **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

**27 January 2020****Agenda Item: 5****REPORT OF THE SERVICE DIRECTOR, FINANCE, INFRASTRUCTURE AND  
IMPROVEMENT****UPDATE REPORT ON THE REPLACEMENT OF WINDOWS SMARTPHONES****Purpose of the Report**

1. The purpose of the report is to update Members on the rollout of replacement smartphones across the council.

**Information**

2. At the meeting of 25<sup>th</sup> November 2019, Members of the Improvement and Change Sub Committee received an update report on the rollout of new smartphones based on the android operating system and resolved to receive a further update report at the January 2020 meeting.
3. The November report laid out the approach to replacing Members smartphone devices and aspired to replace all devices prior to the Christmas 2019 break. Following the meeting, these plans were shared and refined with Members and further took into account the likely effect on Members time of a general election campaign.
4. This revised plan resulted in new devices being rolled out immediately following the general election in December 2019. The majority of Members did receive their new smartphones prior to the Christmas break with the remaining deployments scheduled for early January 2020. At the time of circulation, 45 Members have their new devices and 12 remain scheduled.
5. Work is continuing with colleagues in other local district and borough councils to provision dual access to council email services although all devices are able to access private email accounts alongside the services devilered by NCC. Testing has been successful with those councils able to provide access and as a community we are moving towards a consistent approach to the provision of these services.
6. Once the Member's rollout has been completed, resources will be reallocated to the replacement of the remaining staff devices. It is envisaged that this will be a rolling programme targeting priority users over the coming months and will be managed and reported on through existing reports.

**Other Options Considered**

7. This is an update paper and as such, no other options have been considered.

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

8. The report is for information only.

#### **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.

#### **RECOMMENDATION/S**

1) That Members of the Improvement and Change Sub Committee agree that no further reports on this subject need to be included in the work plan at this time.

**Nigel Stevenson**

**Service Director, Finance, Infrastructure and Improvement**

**For any enquiries about this report please contact:**

**Adam Crevald**

**Group Manager Design and Technical Architecture**

**Chief Executives Department - Finance, Infrastructure and Improvement**

#### **Constitutional Comments**

Improvement and Change sub-Committee is the appropriate body to consider the content of the report. LW 16/01/2020

#### **Financial Comments**

There are no specific financial implications arising directly from this report. (KRP 16/01/20)

#### **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



27 January 2020

Agenda Item: 6

## **REPORT OF THE SERVICE DIRECTOR, FINANCE, INFRASTRUCTURE AND IMPROVEMENT**

### **TECHNOLOGY UPDATE**

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

1. To brief Members on the purpose and content of the presentation titled 'Technology update 2020'.

#### **Information**

2. The presentation aims to brief Members on how the investment in new technology has enabled transformation of service delivery across a number of service areas and is divided into four themes:
  - Day Care and Home Based Care portals
  - Interoperability and Integration
  - Robotic Process Automation
  - Future technology

##### **Day Care and Home Based Care portals**

3. In the first quarter of 2020, two new ICT portals will go live and fundamentally change the way in which the council commissions, monitors and manages the services delivered by day care service providers and home based care service providers. This element of the presentation will showcase this new functionality and the benefits to both the council and our citizens.

##### **Interoperability and Integration**

4. The second theme of the presentation will provide an update on the further development and deployment of this type of technology has addressed some of the challenges and inefficiencies within the Health and Social Care system and has continued to deliver significant benefits to the Council, our health partners and the citizens of Nottinghamshire.

##### **Robotic Process Automation (RPA)**

5. The use of RPA technology presents opportunities for the Council to improve it's inward and outward facing processes delivering greater efficiency and an improved customer experience. This theme of the presentation will brief Members on how this

technology is being considered and where it can be targeted to deliver the most benefit.

#### **Future technology**

6. The opportunities to exploit new technology to change the way in which the Council delivers services are emerging and evolving rapidly. This theme of the presentation will provide an overview of the technology available and how it may be exploited to the benefit of the Council and its citizens.

#### **Other Options Considered**

7. This is an update paper and as such, no other options have been considered.

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

8. The report is for information only.

#### **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.

#### **RECOMMENDATION/S**

- 1) That Members of the Improvement and Change Sub Committee agree to receive update reports on the technologies highlighted in this report and that the presentation of these updates will be included in the work plan.

**Nigel Stevenson**

**Service Director, Finance, Infrastructure and Improvement**

**For any enquiries about this report please contact:**

**Adam Crevald**

**Group Manager Design and Technical Architecture**

**Chief Executives Department - Finance, Infrastructure and Improvement**

#### **Constitutional Comments**

Improvement and Change sub-Committee is the appropriate body to consider the content of the report. (LW 16/01/2020)



## **Financial Comments**

There are no specific financial implications arising directly from this report. (KRP 16/01/20)

## **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



**27 January 2020****Agenda Item: 7****REPORT OF THE SERVICE DIRECTOR, COMMISSIONING AND RESOURCES****CHILDREN AND FAMILIES - DEPARTMENTAL UPDATE ON IMPROVEMENT  
AND CHANGE****Purpose of the Report**

1. The purpose of this report is to update the Committee on the approach to service improvement and transformation within the Children and Families department and on progress since the last report in January 2019.

**Information**

2. Within the Children and Families department there are a number of key drivers for improvement and change. These include:
  - Improving outcomes for children, particularly the most vulnerable
  - Delivery of the Departmental Strategy to support the Council Plan
  - Meeting regulatory standards
  - Maximising value for money and productivity and meeting the challenges of increasing need and reducing resources.

**Improving outcomes for children**

3. The department has a monthly Continuous Improvement Board through which it coordinates plans to identify and deliver improvement activity. This includes a review of data and performance, complaints and compliments and audits of cases supported by structured visits of senior managers to teams and services.
4. On 18<sup>th</sup> March 2019 Children and Young People's Committee approved a proposal to embed strengths-based practice as a consistent practice model within Youth, Families and Social Work. Subsequently, this has been adopted as the practice model across the Children and Families department. Strengths-based practice is centred on working with colleagues, partners and children, rather than 'doing to', to assess, plan and manage cases. Across the department there are many examples of the workforce already using a strengths-based approach in their daily practice. Therefore, the ambition of the programme is to build

on this through creating consistency and ensuring that processes, workforce development and the way we work with each other reflects this approach.

5. In order to align daily processes with a strengths-based approach to practice, priority work areas have been identified by a task and finish group. Frontline staff and managers are supported by the Principal Social Worker, Social Work Practice Consultants and the Programmes and Projects team to review existing processes, develop new ways of working which align with restorative and relationship-based strengths-based approaches and embed changes. As a result, the following have been undertaken:
  - group reflective supervision has been implemented across frontline teams within Youth, Families and Social Work, the Fostering teams, Residential Children's Services and within the Independent Chair Service. This allows teams to spend time together reflecting on a case through the eyes of a child, using an informed strengths-based approach. The sessions also support the building of relationships and peer support within teams.
  - the Mansfield district is now using a strengths-based approach to plan assessments. This approach will be implemented across other teams on a phased basis.
  - work is underway to align Personal Education Plans for children who are Looked After with a strengths-based approach.
  - the Independent Chair Service is reviewing its approach to Child Protection Conferences by exploring ways of holding conferences used by other local authorities such as Leeds City Council and Lincolnshire County Council.
  - new intranet pages are being developed which will be a hub for information and tools relating to strengths-based practice, latest policies and guidance.
  - a comprehensive training plan is being developed which incorporates learning for all staff around strengths-based approaches and how these will be embedded across the service, as well as ensuring that there are learning and development opportunities to gain practice knowledge and skills.
6. Nottinghamshire continues to be an active partner in the Association of Directors of Children's Services' East Midlands Regional Improvement Alliance. The annual structured self-assessment has been completed and a "challenge conversation" involving senior members of two other local authorities, Lincolnshire and Leicester City, will take place in January with any recommendations featuring in the department's improvement plan.
7. Consultation on the County Council's draft Special Education Needs and/or Disabilities (SEND) Policy took place across November 2019. The draft policy sets out Nottinghamshire's values and principles together with the required 12 essential outcomes, and necessary next steps to achieve these over the next three years. Successful delivery of the Policy will require the support of all partners across social care, education and health. The final Policy will be considered by Policy Committee in April 2020.

### **Delivery of the Departmental Strategy to Support the Council Plan**

8. The revised Children and Young People's Departmental Strategy for 2019-2021 was approved by Policy Committee on 22 May 2019. Notable areas of progress are described below:

### **Commitment 1 – Families prosper and achieve their potential**

- One of our key success measures is that more children will achieve a good level of development by the end of reception year. Considerable developments are taking place with the Council working with colleagues across health and the education and early years sector. Two Joint Strategic Needs Assessment chapters entitled “Early Years and School Readiness” and “1001 Days - Conception to Age Two” have been approved by the Health and Wellbeing Board. Based on these key documents a “Best Start” strategy is being developed in 2020 with an action plan and delivery board.

### **Commitment 2 – Children are kept safe from harm**

- New arrangements for the Safeguarding Children Partnership commenced in January 2019. The revised meeting structure and Rapid Review process, following significant incidents, is now full embedded.
- The Regional Adoption Agency, led by Nottinghamshire County Council, went live on 3<sup>rd</sup> April 2019.
- The Troubled Families programme has been extended for a further year and a learning exercise has now taken place to understand which elements of the programme are proving most effective. These will be presented to Children and Young People’s Committee along with recommendations for future provision of early help services over the coming months.

### **Commitment 3 – Children and Young People go to good schools**

- The Strategy for Improving Educational Opportunities for All was considered by Children and Young People’s Committee on 14<sup>th</sup> October 2019 and recommended for approval by Policy Committee in January 2020. Updates on progress are presented to Committee every six months.

### **Meeting Regulatory Standards**

9. All aspects of children’s services provision are subject to a high level of legislation or statutory guidance. The ratings provided by Ofsted and other inspectorates can have significant implications for the reputation of the Council, for Council spending and for the recruitment of suitably qualified and talented staff to improve service provision.
10. In February 2019 Ofsted published a letter summarising the findings of a focused visit to Nottinghamshire County Council children’s services on 9<sup>th</sup> January 2019. Inspectors looked at the Local Authority’s arrangements for ‘front door’ responses to contacts and referrals of children potentially at risk or in need of support. They looked at a range of evidence, including case discussions with social workers, multi-agency safeguarding hub (MASH) officers and meetings with managers and at performance management and quality assurance information and children’s case records. They found that the vast majority of children and their families receive quick and appropriate responses from the MASH when enquiries for early help and support and safeguarding concerns are received. They commented that staff morale is high in the MASH and assessment teams and that senior leaders have responded well to a previous increase in demand for services at the front door, implementing plans to ensure that social workers have manageable workloads and children’s assessments are completed within appropriate timescales to meet their needs.

11. On 19<sup>th</sup> December 2019 Ofsted published a report on a full Inspection of Local Authority Children's Services in Nottinghamshire following a two week inspection process in October 2019. The overall effectiveness was judged as "Good" with the following sub-judgements:
  - The impact of leaders on social work practice with children and families - Good
  - The experiences and progress of children who need help and protection – Requires Improvement
  - The experiences and progress of children in care and care leavers – Good.
12. Ofsted commented that political and corporate support has remained a strength for children's services, with continued financial backing and increased commitment from district councils. Some notable achievements have been secured, such as increasing and stabilising the workforce. Strengthened performance management arrangements provide the Local Authority with sound information to help leaders better understand need and ensure that services are targeted to those who require help. An action plan addressing the areas for improvement will be produced in early 2020 with progress reported back to the Children and Young People's Committee.
13. Disabled Children's Support Services provided by Nottinghamshire County Council were inspected by the Care Quality Commission in March 2019. They commented that "children and young people received care and support in line with their assessed needs. Staff were well trained and felt supported to carry out their role effectively". Services were found to be "Good" overall with the following sub-judgments.
  - Safe – Good
  - Effective – Good
  - Caring – Good
  - Responsive – Good
  - Well-led - Good
14. There has been no further inspection activity in respect of Special Educational Needs and Disability or Youth Justice services, although this is expected over the coming year.

### **Maximising value for money and productivity**

15. In common with most local authorities across England the rising demand for children's services is placing a strain on Council finances. The reasons for this are a rise in the number of children in the care of the Local Authority and a shortage of children's social workers, necessitating the procurement of expensive agency staff. The department has an Effectiveness and Efficiency plan, progress against which is reported back to Children and Young People's Committee every quarter, which aims to manage these budgetary pressures.
16. An audit of financial management processes and culture within the department has been commissioned to understand if any changes are required to deliver the optimum oversight of value for money within the department. This is due to report back in early 2020.
17. The department's Digital Development Board, which includes representation from across the Chief Executive's department, has recently approved a digital transformation plan for

the next five years. This is attached as **Appendix 1**. It sets out that digital transformation should be at the centre of shaping departmental service delivery, strategy and culture. In implementing the strategy the department will continue to work with colleagues in ICT services and performance and intelligence to deliver a plan that aligns with corporate developments. This digital transformation will aim to improve service user and business outcomes by utilising digital opportunities to transform:

- the way service users and their families access and engage with our services
- the way individuals work and collaborate
- the way operational processes are executed
- the way the department understands and serves service users.

It is expected that the realisation of these ambitions will:

- deliver savings and efficiencies through digital transformation
- create opportunities for service improvement and
- support the departmental improvement and change portfolio.

18. Nottinghamshire County Council has been working with Nottingham City, Derby City and Derbyshire County Council on a range of collaborative commissioning initiatives. A joint framework for the provision of residential care and independent fostering agencies will commence at the end of January 2020 and a service funded through a Social Impact Bond, using a mixture of private and lottery funding as investment, is scheduled to commence in the spring. Further phases of work, including the provision of short breaks to disabled children and independent special school places, will follow.

### **Other Options Considered**

19. The matters set out in the report are intended to provide proportionate updates to the Sub-Committee of progress against key milestones and on the approach of the Children and Families department to transformation and service improvement.

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

20. 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 Departmental Plans are an extension of this, therefore this recommendation seeks to fulfil this requirement.

### **Statutory and Policy Implications**

21. 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**

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

## **RECOMMENDATION/S**

- 1) That the Improvement and Change Sub-Committee considers the approach to innovation and change within the Children and Families department and whether any actions are required in relation to the detail in the report.

**Laurence Jones**  
**Service Director, Commissioning and Resources**

**For any enquiries about this report please contact:**

Laurence Jones  
Service Director, Commissioning and Resources  
T: 0115 9773042  
E: [laurence.jones@nottsccl.gov.uk](mailto:laurence.jones@nottsccl.gov.uk)

## **Constitutional Comments (AK 02/01/20)**

23. The report falls within the remit of Improvement and Change Sub-Committee under its terms of reference.

## **Financial Comments (SAS 30/12/19)**

24. There are no 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.

[Improvement, Change and Transformation in the Children and Families Department – report to Improvement & Change Sub-Committee on 7th January 2019](#)

[Youth, Families and Social Work Framework for Practice – report to Children & Young People's Committee on 18th March 2019](#)

[Departmental Strategies and Council Plan Level Data Set – report to Policy Committee on 22nd May 2019](#)

[Approval of JSNA Chapter – 1001 Days, Conception to Age 2 – report to Health and Wellbeing Board on 4th September 2019](#)



[Approval of JSNA Chapter – Early Years and School Readiness – report to Health and Wellbeing Board on 6th November 2019](#)

[A Strategy for Improving Educational Opportunities for All – report to Children & Young People’s Committee on 14th October 2019](#)

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

All.

C1339





## Introduction

These Departmental ambitions sets out how children and families will achieve the relevant Council Plan commitments to ensure:

- Families prosper and achieve their potential;
- Children are kept safe from harm; and
- Children and Young People go to good schools

Digital transformation should be at the centre of shaping departmental service delivery, strategy and culture. This digital transformation will aim to improve service user and business outcomes by utilising digital opportunities to transform:

- the way service users and their families access and engage with our services
- the way individuals work and collaborate
- the way operational processes are executed
- the way the Department understands and serves service users.

It is expected that the realisation of these ambitions will:

- Deliver savings and efficiencies through digital transformation
- Create opportunities for service improvement
- Support the Departmental improvement and change portfolio

## Vision

*To support children, families and partners through appropriate and strategic deployment of our digital capabilities to establish high quality technology and digital service provision which provides value for money, high availability and delivers integrated intelligence capabilities to inform decision making that will improve the lives of children and families in Nottinghamshire as we strive towards digital maturity.*

## Ambitions

Through the course of this 5-year departmental Digital Transformation journey we aim to digitally transform our:

- Service Design and Delivery
- Partnerships
- Operations
- Intelligence
- Workforce

In implementing this digital transformation, the department will work closely with colleagues in ICT Services to ensure a jointly owned Research and Development plan that will exploit current capability, ensure alignment with the ICT strategy and reduce duplication of activity.



### ***Digital Service Design and Delivery***

- We will provide a digital front door for service users, practitioners, partners and providers to interact with services through digital channels, allowing users to access, share, process and validate appropriate information securely, improving collaboration and reducing the need for manual processing of data.
- We will digitalise our financial management to improve processing and payment times, improving both customer experience and operational efficiency as well as our financial intelligence.
- We will provide service users well sign-posted digital self-service materials, including live chat services, webinars, self-help videos and e-learning courses.

This will include:

- An online directory of digital early help resources to support the work of the Family Service and Children's Centres
- Online referrals for MASH, the Early Help Unit (EHU), Elective Home Education, Children's Centres, Family Service and Supported Accommodation
- Expansions of the use of Mind of my Own to increase collaboration with children and young people and an exploration of other solutions to further this work
- Investigation into the use of Live Chat tools to support officers responding to frequently asked questions in relation to school admissions and other high traffic areas

### ***Digital Partnerships***

- We will be able to securely share information and documents with partners, through shared digital work spaces and integrated systems, taking advantage of the benefits interoperability provides to deliver partnerships without boundaries.
- We will ensure information is appropriately governed with robust sharing protocols in place so that all practitioners, stakeholders and partners can communicate and share information securely to deliver integrated, efficient and effective frontline services to benefit service users.

This will include:

- A review of how we information share with our MASH and other partners more effectively, including how we receive domestic abuse notifications and how we best share details of children on a Child Protection Plan with the Police, potentially through interoperability
- Further rollout of partner access to Mosaic and the most appropriate tools to enable this, utilising portal technologies.
- Exploration of Office 365 capabilities for secure document sharing with partners.

### ***Digital Operations***

- We will continually review and rationalise systems across the department with the aim to reduce the duplication of functionality used within the department and ensure systems are fit for purpose.



- We will integrate systems across the department to ensure that all practitioners, stakeholders and partners have access to the relevant information on service users appropriate to their role to better facilitate child focussed service delivery.
- We will hold information electronically where possible, preferably using a secure, departmentally managed, information system to ensure all information is audited, reviewed and used to inform decision making and service delivery.
- We will ensure that the differing needs of services are reflected in the systems, tools and equipment that is available to support operations.
- We will automate manual tasks, such as scheduling, where possible to reduce the administrative burden and maximise practitioners time spent in the community.

This will include:

- A review of the digital needs of our Residential Homes, prioritising Clayfields, to identify where technology could support day to day operations.
- Integration of Mosaic and Capita One to automatically share risk factors between systems for ease of practitioners and partners.
- A review of needs of the Youth Service, School Swimming and foster carer payments in relation to their use of digital solutions or systems.

### **Digital Intelligence**

- We will use big data and predictive analytics to support strategic decision making by modelling demand for services, for example educational or looked after placements, to intelligently commission supply.
- We will utilise artificial intelligence to support the achievement of positive outcomes by utilising evidence of historic success.
- We will ensure high quality information is accessible and easily retrievable to provide managers and practitioners with child-focused management information to better support strategic and operational decision making.
- We will explore assistive technology and the 'internet of things' solutions to provide additional support for the children and families we work with, for example to better support the transition to independent living or to support families caring for children with additional needs in their own home.

This will include:

- Increased data warehousing to bring together information from all departmental information systems, exploring this for our social care, early help, youth justice and education data in the first instance.
- Using predictive analytics to identify likely future numbers of children in care, future additional family needs (AFN) funding and high-level needs (HFN) funding levels and early identification of young people likely to become NEET (not in education, employment and training).
- Using data to ascertain whether investment in early help services improves long term outcomes for children and young people in Nottinghamshire.



### ***Digital Workforce***

Our workforce will be technically savvy, able to select and utilise the most appropriate technology to effectively collaborate, co-produce and operationally manage their priorities.

To enable this, we will:

- Provide the technology to allow professionals to work in a mobile and flexible way, responding to business need through provision of flexible working solutions.
- Ensure appropriate training, training materials and support are available to enable staff to maximise the benefits of the available technology and information systems.
- Support staff to make best use of available digital solutions to deliver the priorities that will benefit staff and service users.
- Ensure staff can utilise digital solutions to respond quickly, effectively and efficiently to and deliver service improvements and respond to statutory requirements.
- Support staff to understand the available intelligence to support decision making and operational management.

### ***Digital Future***

- We will horizon scan across the public sector and beyond to identify new ideas, technologies and approaches to improve the departmental digital service offer.

## **What is required to support this transformation?**

To support the digital transformation of departmental services towards the goal of digital maturity, the following enablers will be necessary:

- Robust system development principles:
  - Effective prioritisation of requirements ensuring a minimal viable product development approach which decrease time to production, instilling a value driven development methodology.
  - Where possible full utilisation of system functionality and not replication of functionality, leveraging the assets available.
  - An 'always in support' model of system releases and patching ensuring contemporaneous alignment with vendor road maps.
  - Development in line with corporate and departmental priorities, with systems that meet corporate security guidelines and comply with data protection legislation, including adhering to appropriate retention and back up processes.
- Stable and resilient infrastructure where possible leveraging Software as a Service, Cloud services and hosting
- Procurement on case by case basis with an emphasis on rationalising and consolidating where appropriate along an assessment of product integration and digital capabilities.
- Horizon scanning of developments in relevant technologies and digital literacy amongst service users.
- Shared best practice with other Authorities and partners to gather lessons learned and identify opportunities for innovation.



- Strong inter-departmental governance and decision making underpinned by a Digital Development Board and the Design Authority
- Master data management via shared unique identifiers across systems to ensure interoperability between systems and data warehousing.
- Ensuring the quality of the information held within departmental systems is fit for the purpose of operational and strategic decision making
- Staff are provided with the appropriate tools and technology to deliver their responsibilities efficiently and effectively.
- Data and information is held in compliance with data protection legislation, securely, safely, shared appropriately and only kept for the right amount of time
- Information systems provide value for money, customer satisfaction and improve efficiency.

### **Success Measures**

We will know that these ambitions have been successfully achieved by being able to demonstrate that:

- User satisfaction increases by a to be determined percentile
- A demonstrable migration from phone, email, and letter to digital channels for transactions.
- Transactions (such as referrals etc.) completion rate increase by a to be determined order of magnitude through a transact once approach and thereby reduce costs in double handling and entry of data
- A reduction in phone traffic from Service users, allowing for time savings within business support functions





27 January 2020

Agenda Item: 8

## **REPORT OF SERVICE DIRECTOR FINANCE INFRASTRUCTURE AND IMPROVEMENT**

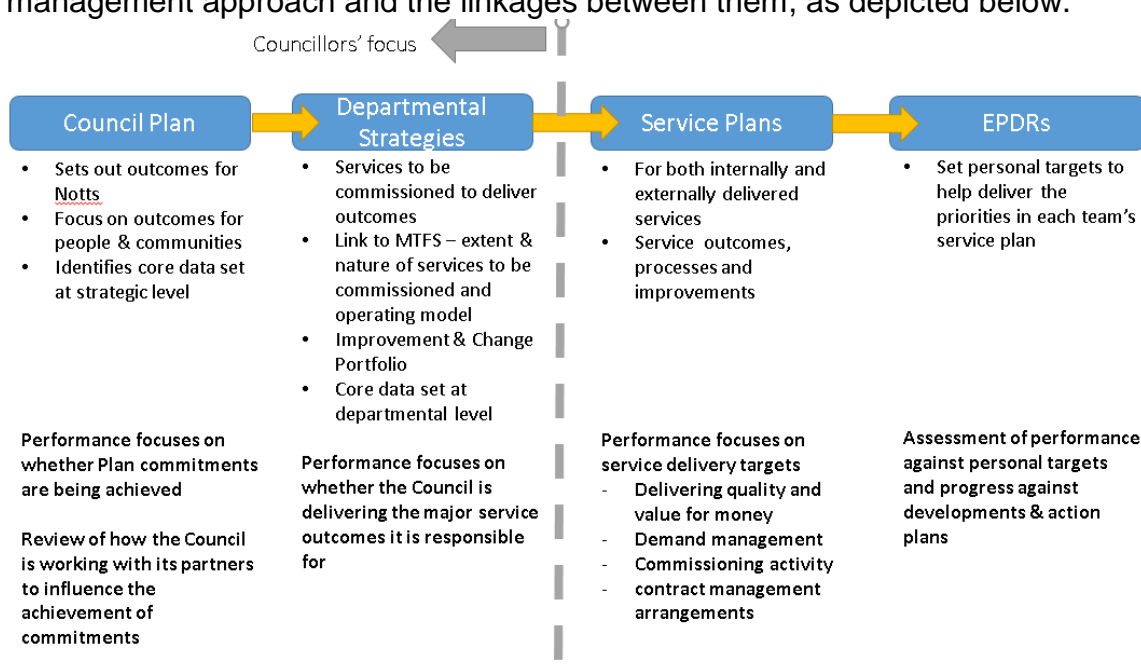
### **YOUR NOTTINGHAMSHIRE YOUR FUTURE – COUNCIL PLAN PROGRESS REVIEW 2019/2020**

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

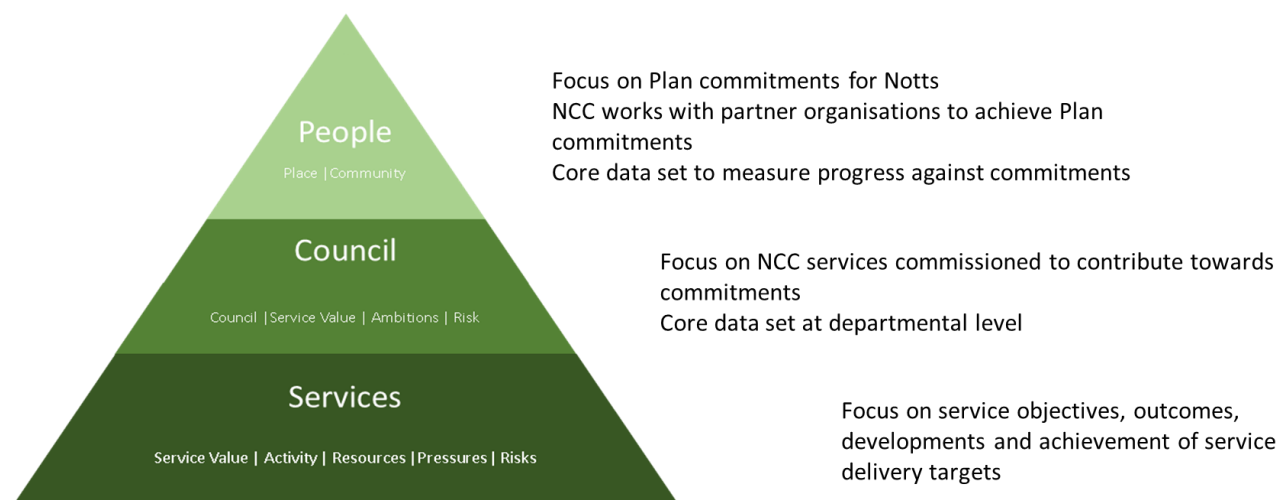
1. This report provides the Improvement and Change Sub-Committee with an assessment of progress against the Council Plan for the first half of 2019/20.

#### **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 and over-arching component of the Council's Planning and Performance Management Framework, a refresh of which was approved by Policy Committee in April 2019. The Framework sets the key components of the Council's performance management approach and the linkages between them, as depicted below.















4. An important aspect of the refresh in April 2019 was to recognise that, for many of the commitments in the Council Plan, the County Council has a significant part to play in their achievement but it must also work with its strategic partners to influence the contribution that others need to make. In order to draw out this distinction in the Planning & Performance Management Framework, the Council's core data set was restructured around the following hierarchy.















### ***Progress against the Council Plan Commitments***

5. This progress report focuses on the top two levels of the hierarchy. **Appendix 1** sets out concise details to inform the assessment of progress against each commitment, based on the following:
- An update on performance against the 'People' level core data set for each commitment in the Council Plan. The data set for this level was approved by Policy Committee in May 2019 as part of the report presenting the updated Departmental Strategies.
  - A summary of performance against the 'Council' level core data set and key activities and developments. The Council's service committees receive quarterly updates on progress against the core data set at this level in the hierarchy, along with six-monthly progress reports against the Departmental Strategies. Links to these more detailed reports are provided for ease of reference.
    - Adult Social Care and Public Health Committee – 9/12/2019, agenda item 6  
[Main report](#) - [appendix 1](#) - [appendix 2](#)
    - Children and Young People's Committee – 16/12/2019, agenda item 8  
[Main report](#) - [appendix](#)
    - Communities and Place Committee – 5/12/2019, agenda item 4  
[Main report](#) - [appendix](#)
  - The work of the Chief Executive's Department spans a number of Committees and is focused predominantly on the five core approaches in the Council Plan. Regular reports on progress against key objectives in its Departmental Strategy are taken to a variety of Committees during the year and the outcomes are summarised below in the section of the report dealing with the Council Plan approaches.

6. The following table summarises performance for April to September 2019.

Commitment	Council Plan level indicator	NCC delivery		
Priority 1: A great place to bring up your family				
1. Families prosper and achieve their potential	 Green (G)	Percentage of children in non-working households is ahead of target and has improved from previous value.	 G	The Council Plan is on track for all delivery targets for this commitment. Highlights for this period include securing Local Authority Accelerated Construction funding for Top Wighay, Lowmoor Road and Cauldwell Avenue.
2. Children are kept safe from harm	 G	Measures on Child Protection Youth Justice, and children in road traffic accidents are all performing within target and have improved from previous value.	 G	The Council Plan is on track for all delivery targets for this commitment. Highlights for this period include the positive outcome from the recent Ofsted inspection of Children's services (see para 7 below), the organisation of the Work Experience Readiness Programme, which will start in 2020, and the opening of the revised Short Breaks Offer to new families.
3. Children and young people go to good schools	 G	Very few primary and secondary schools are rated as inadequate by Ofsted.	 G	The Council Plan is on track for all delivery targets for this commitment. Highlights for this period include the opening of Hawthorne Primary School and The Flying High Academy in September 2019.
Priority 2: A great place to fulfil your ambition				
4. Nottinghamshire has a thriving jobs market	 Amber (A)	The median pay measure is showing progress, and the employment rate for people with long-term health conditions is improving ahead of target.	 G	The Council's activities in relation to this commitment are in their early stages, but all are progressing well. The Corporate Employment and Health work programme is seeking to increase employment opportunities and develop an appropriate employment strategy for those furthest away from work.
5. Nottinghamshire is a great place to live, work, visit and relax	 G	Measures on satisfaction with services are all on or above target.	 G	The majority of Council Plan targets are on track and progressing well. Strong performance is reported across a range of areas, including flood protection, street lighting, libraries and diverting waste from landfill.
6. People are healthier	 Red (R)	All measures relating to health are below target with mixed success from previous values.	 A	The Council Plan is showing improvements in some areas, and further progress is required to bring the indicators in line with Council targets. Highlights from this period include procurement of an integrated wellbeing service and all-age substance misuse service, and activities to both reduce smoking and to disrupt the

Commitment	Council Plan level indicator	NCC delivery
		supply of illegal tobacco across the county.
Priority 3: A great place to enjoy later life		
7. People live in vibrant and supportive communities	 R Measures on safeguarding services and Friends Against Scams are below target.	 A The Council Plan is showing good performance in some areas and further progress is required to bring the indicators in line with Council targets. The Shared Lives service achieved an 'outstanding' rating from the Care Quality Commission, and a Safeguarding Adults Prevention Strategy has been developed to support adults at risk. Other services, such as those to help people who experience domestic abuse, are pending their launch, and will impact on these indicators later in the year.
8. People live independently for as long as possible	 R Measures relating to residential or nursing placements are slightly below target, and performance has marginally deteriorated.	 A Some areas of strong performance are reported, notably in relation to delayed transfers of care. A new senior management structure has been put in place, so Council delivery of services and programmes to help meet indicator targets are in early stages. All are progressing well but it is too early to see any positive impact on some indicators.
9. People can access the right care and support at the right time	 A The measure on direct payments has seen a marginal drop in performance, and is now below target, while the measure on older people at home after hospital discharge has improved and is now performing above target.	 G The Council Plan is on track for all delivery targets for this commitment. Highlights for this period include the START programme of transformation, which is ahead of target. Positive outcomes are also reported for the Early Resolution project and the Adult Access Team. The Health and Care Portal is aiding effective joint working between health and social care staff, and the use of assistive technology continues to increase to help support people in their homes. Strategies are in place to attract more personal assistants (PAS).
Priority 4: A great place to start and grow a business		
10. Nottinghamshire is a great place to invest and do business	 G New enterprises and gross added value measures have remained above target and in line with previous performance.	 G The Council Plan is on track for all delivery targets for this commitment. Highlights for this period include the allocation of £2million in government funding for the HS2 Hub.
11. Nottinghamshire is a well-connected County	 G Measure for digital networks and average journey times continue to perform on target.	 G The Council Plan is on track for all delivery targets for this commitment. Highlights for this period include the ongoing work for the Better Broadband for Nottinghamshire

Commitment	Council Plan level indicator	NCC delivery
		programme, where 98.1% of premises have access to superfast speeds.
12. Nottinghamshire has a skilled workforce for a global economy	 R Percentage of population with NVQ level 3 or above remains below target, but performance has improved.	 A Progress on delivery of this commitment is in its early stages, and the Council is on target to deliver in these areas.

7. The Council's children's services were subject to an Ofsted inspection in October 2019, which resulted in the retention of the Council's "Good" rating. The report recognises the corporate and political support given to the growing and motivated front-line workforce, who continue to deliver effective services often in challenging circumstances. The Council was already aware of, and was taking action in, the discrete areas of service in which improvements are required.

### ***Progress against the Council Plan Approaches***

8. The Council Plan also establishes 5 approaches to guide delivery of the commitments:
- To put local people at the heart of everything we do
  - To spend money wisely
  - To be creative and work in new ways
  - To stand up for local people
  - To empower people and support their independence.
9. These approaches are of particular relevance to the business services delivered by officers in the Chief Executive's Department, working alongside colleagues in the other departments. **Appendix 2** presents a concise view of the significant programmes and projects the Chief Executive's Department is helping to drive, mapped against the Council Plan approaches and the Committees to which updates are reported. This may be summarised as below.

#### ***➤ Put local people at the heart of all we do***

The Local Government Association Peer Challenge was conducted during the summer and delivered a very positive message about the Council's services to local people and its plans for further development and improvement. This has helped shape a refreshed approach to transformation and change, which will incorporate the engagement of a strategic partner to support the Council on its journey.

#### ***➤ Spend money wisely***

The Council's impressive track record in project-based innovation has delivered savings while maintaining front-line services. This has enabled the Council to continue setting a balanced budget in a very challenging financial climate. The Medium Term Financial Strategy projects financial stability, and in-year budget monitoring is effective to promptly identify issues for corrective action. The Council's governance framework is delivering strong assurance around financial management, value for money and risk management. Ongoing opportunities for improvement continue to be recognised, in particular in the first half of the year through a revised Procurement Strategy and a refreshed approach to contract management.

➤ ***Be creative and work in new ways***

The Council can point to progress with a number of change programmes to demonstrate its commitment to challenging and refreshing its current ways of working. The Cloud Migration programme is advancing, and we continue to work ever more closely with strategic partners in the Health Services to build joined-up, data-driven health and social care services for the people of Nottinghamshire. There has also been a focus on the effective use of the Council's properties, through the Invest in Nottinghamshire programme. We recognise that all of this is delivered by our most valued asset, our staff and central to this is our review and continuing development of the Council's People Strategy and Workforce Plan.

➤ ***Stand up for local people***

The cross-Council Member Communications and Engagement Programme is a focal point for progressing this approach in the Council Plan. The programme is progressing on-track, driving forward improvements around: communications with Members; the arrangements for managing complaints and queries raised with Members; support for Members in delivering their roles; and Member training and development. The Council has continued its transparent approach to considering complaints and routinely capturing any learning from them. The Annual Residents' Survey provides a key means for engaging regularly with local people about the delivery of their services. The over-arching Local Code of Corporate Governance has been kept under review, along with progress against the Council's governance action plan. The Improving Customer Experience through Digital Development programme is providing an opportunity to review how the Council engages with local people through up-to-date approaches which fit with people's modern expectations.

➤ ***Empower people and support their independence***

This approach is a significant feature of the work of the care services departments, but colleagues in the Chief Executive's Department also make an important contribution, in particular to promote the equalities agenda. The Council's own Equality Plan 2019/20 was published, and the Council has continued to provide drive and leadership as a significant influencer in the county. The Council's own employment practices have been further developed through its accreditation as a Department for Work and Pensions 'Disability Confident' employer, and also through its work-readiness programme for care leavers and looked-after children. The Department is also supporting the Corporate Employment and Health work programme, which is seeking to increase employment opportunities for those furthest away from the work.

10. **Appendix 3** sets out a number of corporate health measures relating to the above approaches which are not already reported to Committees through the work of the Chief Executive's Department. These indicate positive levels of performance. A key area of challenge lies in tackling sickness absence levels in the Council's workforce, and this continues to be a primary area of focus for the Council's Personnel Committee.



## **Other Options Considered**

11. The matters set out in the report are intended to provide effective and proportionate performance management reporting to the Sub-Committee. The revised approach to reporting progress against the Council Plan was approved by the Policy Committee in April 2019 and subsequently endorsed by the Sub-Committee in June 2019. No other options were considered.

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

12. 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**

13. 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**

1) The Improvement and Change Sub-Committee considers the progress outlined in this report, and determines whether any actions are required to further scrutinise any aspects of Council performance.

**Nigel Stevenson**

**Service Director – Finance, Infrastructure and Improvement**

**For any enquiries about this report please contact:**

Rob Disney, Group Manager – Assurance

## **Constitutional Comments (CEH 10.01.2020)**

14. The recommendation falls within the remit of the Improvement and Change Sub-Committee under its terms of reference.

## **Financial Comments (SES 07/01/2020)**

15. 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



Below Target

On or Above Target

Select to view:

Council Plan Measures

Progress of Key Activities

Families prosper and achieve their potential

% children in non-working households (2018)

Target of
10.50
Good is:
Low
Previous Value
11.60



Children are kept safe from harm

% reduction in the number of children becoming subject of a child protection plan for a second or subsequent time within 2 years

Target of
18.70
Good is:
Low
Previous Value
12.40



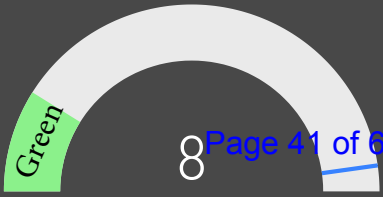
First time entrants to the Youth Justice System aged 10-17 (per 100,000).

Target of
<276
Good is:
Low
Previous Value
48



Number of children and young people seriously injured or killed in road traffic accidents

Target of
43
Good is:
Low
Previous Value
9



Children and young people go to good schools

Number of primary schools in an Ofsted category (Inadequate)

Target of
(Blank)
Good is:
Low
Previous Value
4



Number of secondary schools in an Ofsted category (Inadequate)

Target of
(Blank)
Good is:
Low
Previous Value
1



Below Target

On or Above Target

Select to view:

Council Plan Measures

Progress of Key Activities

## Families prosper and achieve their potential

### Success Means

Young people will have improved physical and mental health

More children will achieve a good level of development by the end of reception year

More families will be in work

More families will live in good quality housing

### Progress of Key Activities

The Lindhurst Groups proposal to dispose of plots 8a and 8b at Lindhurst to Linden Homes is underway. When the sale is completed this will conclude Phase One of the project. Work continues on the project to provide a new school for the White Hills Park Federation Trust. Design drawings, and independent appraisal of the development potential and a financial review are underway

The Council have secured the following Local Authority Accelerated Construction (LAAC) funding - £5.8 million for Top Wighay, £1.6 million for Lowmoor Road and £1.6 million for Cauldwell Avenue.

NCC will be extending the contract with Nottinghamshire Healthcare NHS Trust for an additional 4 years to deliver the Healthy Families programme until 2024.

A new care pathways is being piloted across the County for children with behaviours indicative of ASD/ADHD with the introduction of 'Small Steps', an early intervention behaviour support service for children.

A new all age Integrated Wellbeing Service has been procured and will promote and support the development of healthy lifestyles for families and young people. The service is currently in the mobilisation phase and delivery will commence from 1 April 2020.

## Children are kept safe from harm

### Success Means

Children at risk are appropriately identified, supported and protected

Improved outcomes for children, young people and families accessing our safeguarding and family services, as a result of high quality interventions

Looked After Children and care leavers are well supported through improved placement provision, health services and learning opportunities

Continued good quality, targeted youth services

### Progress of Key Activities

We have developed a work experience readiness programme for looked after children and care leavers. The first provision will support 40 Looked after children to access work experience in early 2020

The revised governance arrangements and robust financial controls introduced for specialist education placements have enabled spend to be contained within the budget for the first time in a number of years. Planning work continues with neighbouring local authorities to develop joint commissioning arrangements on a D2N2 footprint, starting with residential and foster care placements.

The multi-agency SEND Strategic Action Plan for 2019-2020 was agreed at the SEND Accountability Board meeting on 1 May 2019.

A revised Short Breaks Offer was opened to new families from 3 September 2019. Demand for the Standard Offer (24 hours per year) has been less than expected to date. Robust assessment and review processes are now in place for larger packages of Short Breaks.

A new road safety camera car is now operational from October 2019.

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## Children and young people go to good schools

### Success Means

Children and young people are provided with sufficient early years provision and school places in their local communities

Vulnerable children are less likely to miss education

Educational outcomes for vulnerable children improve

More than 90% of Nottinghamshire schools are classified as "good" or "outstanding" by Ofsted

Fewer young people are not in education, employment or training (NEET)

### Progress of Key Activities

Hawthorne Primary School and The Flying High Academy in Hucknall both opened in September 2019.

The 2019 Childcare Sufficiency Assessment (CSA) has identified that there is now sufficient childcare for 2-4 year olds across Nottinghamshire. We have seen a closure of a small number of preschools following the launch of 30 hours funded childcare for 3-4 year olds from working households, however this is outweighed by the number of new childcare places created since September 2018.

The Early Years Improvement Plan 2018-20 has evidenced a range of successes in the delivery of evidence based interventions to improve school readiness. The plan will be replaced with a new Best Start Strategy which will be launched in January 2020; this plan uses findings which has identified that interventions need to be strengthened during ante natal stages and for children under the age of 3.

The percentage of young people qualified to Level 3 (2 or more passes at A-Level or equivalent) shows no change from the previous academic year at 51.8% against a statistical neighbour average of 56.2%. Against all authorities nationally Nottinghamshire is placed 116th (out of 150, where 1st is best), which represents a slight improvement in rank from 121st last year.



Below Target

On or Above Target

Select to view:

Council Plan Measures

Progress of Key Activities

Nottinghamshire has a thriving jobs market

Median annual pay (gross)



Target of  
24,897

Good is:  
High

Previous Value  
22,960

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

% People satisfied with how we run things  
(2018/19)



Target of  
61.00

Good is:  
High

Previous Value  
64.00

People are healthier

Healthy Life Expectancy

All People



Target of  
63.60

Good is:  
High

Previous Value  
61.95

Reduction in the gap in employment rate for  
people with long term health conditions



Target of  
11.50

Good is:  
Low

Previous Value  
11.90

Customer satisfaction levels at libraries



Target of  
96.00

Good is:  
High

Previous Value  
(Blank)

Male

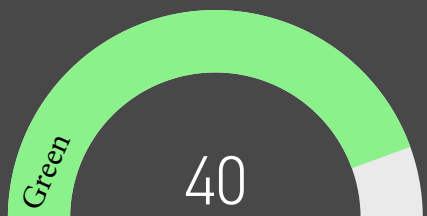


Target of  
63.40

Good is:  
High

Previous Value  
61.70

Number of people supported by the  
Council in apprenticeships and placements  
related to social care and public health



Target of  
(Blank)

Good is:  
Maintain at same level

Previous Value  
77

Overall satisfaction with the bus journey



Target of  
93.00

Good is:  
High

Previous Value  
93.00

Female



Target of  
63.80

Good is:  
High

Previous Value  
62.20

Below Target

On or Above Target

Select to view:

Council Plan Measures

Progress of Key Activities

Nottinghamshire has a thriving jobs market

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

People are healthier

Success Means

People leave education with better qualifications and skills

More people are in higher paid and skilled jobs

More apprenticeships available for people of all ages

More graduates choose to stay in Nottinghamshire for work or further study

Progress of Key Activities

Futures is currently developing a bid for two ESF Open calls - Active Inclusion and Health and Social Care Workforce Development. This will be a partnership approach and involves colleagues from Adult Social Care and Health.

Council's Personnel Committee also agreed to transfer up to 25% of the Council's Apprenticeship Levy to Futures for a 12 month period initially.

The department has set up rolling recruitment events and introduced a supply register that interested people can be added to so vacancies can be filled from this list.

Public Health continues to provide placements as part of rotational training programmes for Public Health Consultants and for doctors.

To engage with wider system partners a Health and Wellbeing Board workshop was held in September. The aims of this workshop were to: Explore the relationship between good work and health in Nottinghamshire; Understand the gaps in employment for those with health and complex social issues, and the barriers they face to employment; and Identify and commit to actions to improve opportunities for employment for these groups.

Working with the University of Nottingham to explore additional actions that can be done to encourage young people into higher education, particularly our priority groups, such as looked after children.

Success Means

People live in communities supported by good housing and infrastructure

People enjoy a wide range of leisure and cultural activities

People can travel safely and quickly across urban and rural parts of the county

People look after and enjoy the local environment

Progress of Key Activities

The Housing with Support Strategy for adults aged 18-64 years was approved at Policy Committee in June 2019. The strategy provides a framework which ensures that people with an assessed need are provided with housing options that are proportionate and appropriate to need and make the best use of the Council's available resources.

The delivery of the Southwell flood resilience scheme is progressing well with hard engineering measures, individual property flood resilience measures and natural flood management schemes delivered on the ground.

Site search being refreshed given current problems securing a suitable location in Rushcliffe for a new recycling centre.

Development of an Environment Strategy and Environmental Policy was approved at Policy Committee on 18 September 2019

Consultation has just ended on the revised minerals plan for Nottinghamshire. The plan will be submitted to the Planning Inspectorate with the examination expected to take place Spring 2020

Concerns with how the Mansfield Townscape Heritage Project is progressing are being followed up with the lead partner(MDC) - there have been no partnership meetings recently and MDC no longer has a Conservation Officer to oversee the heritage restoration works.

Success Means

Healthy life expectancy increases

Life expectancy rises fastest in those areas where outcomes have previously been poor

Progress of Key Activities

Change, Grow, Live have been procured to deliver the All Age Substance Misuse service from April 2020. Mobilisation is taking place between October 2019 and April 2020 with an event planned for December 2019 to inform stakeholders of the new model.

A Better Life (ABL) has been contracted to deliver the new Integrated Wellbeing Service from April 2020 which will replace the current stop smoking and obesity prevention and weight management contracts.

Trading Standards continue to take a proactive approach in tackling businesses and individuals who sell unsafe and harmful illicit tobacco products. Since April 2019 the team have:

- Seized over 2,000 packets of illicit cigarettes
- Seized over 680 packets of illicit hand rolling tobacco
- 9 criminal investigations have progressed against individuals involved in the supply of illicit tobacco



Below Target

On or Above Target

Select to view:

Council Plan Measures

Progress of Key Activities

People live in vibrant and supportive communities

Number of adults supported through prevention services to promote their independence, connect with community resources and address social isolation



Target of  
(Blank)

Good is:  
High

Previous Value  
(Blank)

People live independently for as long as possible

Number of younger adults supported in residential or nursing placements



Target of  
635

Good is:  
Low

Previous Value  
635

People can access the right care and support, at the right time

Proportion of service users receiving a direct payment



Target of  
42.00

Good is:  
High

Previous Value  
42.80

% of safeguarding service users (of above) who were satisfied that their outcomes were achieved

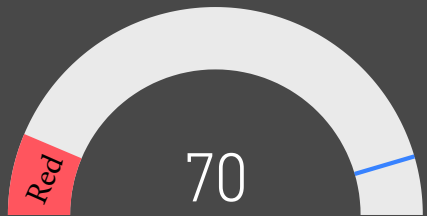


Target of  
80.00

Good is:  
High

Previous Value  
(Blank)

Growth of Friends Against Scams Schemes



Target of  
500

Good is:  
High

Previous Value  
351

Number of older adults supported in residential or nursing placements



Target of  
2,309

Good is:  
Low

Previous Value  
2,349

Proportion of older people at home 91 days after discharge from hospital (effectiveness of the service)



Target of  
83.00

Good is:  
High

Previous Value  
78.00

Below Target

On or Above Target

Select to view:

Council Plan Measures

Progress of Key Activities

People live in vibrant and supportive communities

## Success Means

Older people are treated with dignity and their independence is respected

Our most vulnerable residents will be protected and kept safe from harm

Communities will support each other through volunteering and involvement in local organisations

## Progress of Key Activities

The department has developed a Prevention Strategy underpinned by a multi-agency action plan to support adults at risk. Prevention is one of the core principles of safeguarding and as such now forms a fundamental part of the Board's work.

We have developed a framework contract to procure support services for all people who experience domestic abuse (women, men, young people and children). This has been completed in partnership with the Office of the Police and Crime Commissioner (OPCC). The procurement will be completed in December 2019 and the new services will commence from 1 April 2020.

Shared Lives, which is run by the Council's ASCH Direct Services has a team of 63 carer households around the county who offer a mixture of long-term support – where the service user lives in the carer's home full time – respite care and outreach services. The main benefit of Shared Lives is that the person lives as part of the carer's family and can become involved in activities in their local community.

Connect, Brighter Futures and the Notts Enabling Service continue to work with people to maximise their independence and keep them connected and supported within their local communities.

People live independently for as long as possible

## Success Means

Carers receive the support they need

People will have the opportunity to live independently in their local community

Better access to financial advice so that older people can make more informed decisions

## Progress of Key Activities

A departmental workforce review has been underway over the summer. A new senior management structure is now in place and the rest of the departmental structure will be presented for approval to consult with staff at December's committee. Within the proposed structure and linked to a Home First ethos, the new Maximising Independence Service (MIS) will provide the right framework, functions, staff roles and skills to assist older adults to retain and regain their independence.

During this period work has been undertaken to establish the new Carers Hub service contract which will commence 1st December 2019. The Carers Hub service provides advice, guidance, information and support to carers of all ages. The new contract will provide more of this including carer assessments, one-to-one support and clearer links with specialist and diagnostic services to identify carers at the earliest opportunity.

The Benefits Team within the Adult Access Service have advised and supported a total of 1504 service users and carers during this period, and have helped them to apply for a total of £1.65m in additional benefits; this can be essential in maintaining people's independence in the community for as long as possible.

People can access the right care and support, at the right time

## Success Means

People's needs are met in a quick and responsive way

Services improve as a result of better integration of health and social care

## Progress of Key Activities

A new JSNA chapter titled 1001 days: From conception to age 2 was completed and signed off by the HWB in September. This chapter explores the factors from conception to the age of 2, 'the critical 1001 days' that influence a child's development, helping us to identify which children will be at greater risk of poorer development, school readiness, and life chances.

Nottinghamshire has maintained its good performance in relation to low numbers of delayed transfers of care from hospital. The most recent national reports showed the Council in 5th place nationally, and colleagues across the department continue to work hard to maintain this good performance.

The Early Resolution project which is supporting people to resolve their care needs as early as possible has exceeded its performance targets for the first full year in 2018/19 and for the year to date (April – Sept 2019) the project remains on target.

The Short-Term Assessment and Reablement Team (START) is 19 months into a 2-year programme of transformation. Criteria for access to the service has been updated to increase the number and type of people able to benefit from the service. So far 1113 people have completed reablement with START in quarters 1 and 2, which is ahead of target.





Below Target

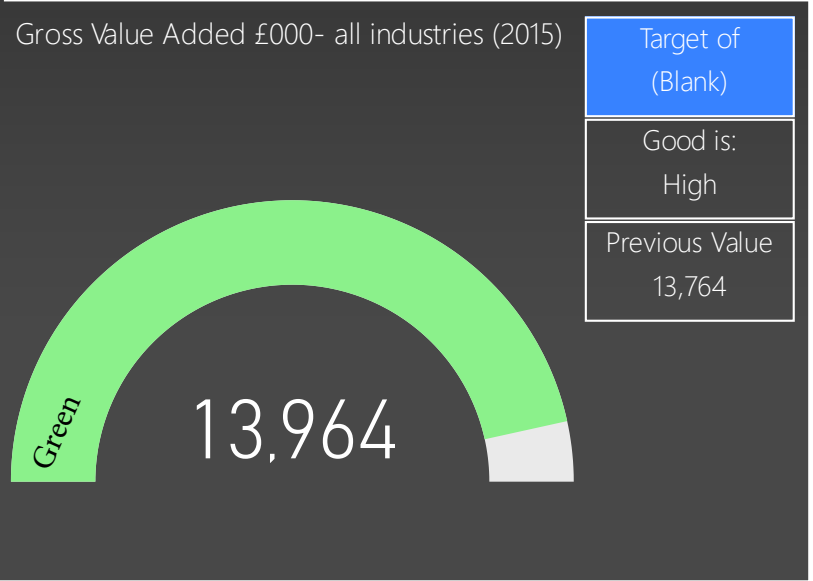
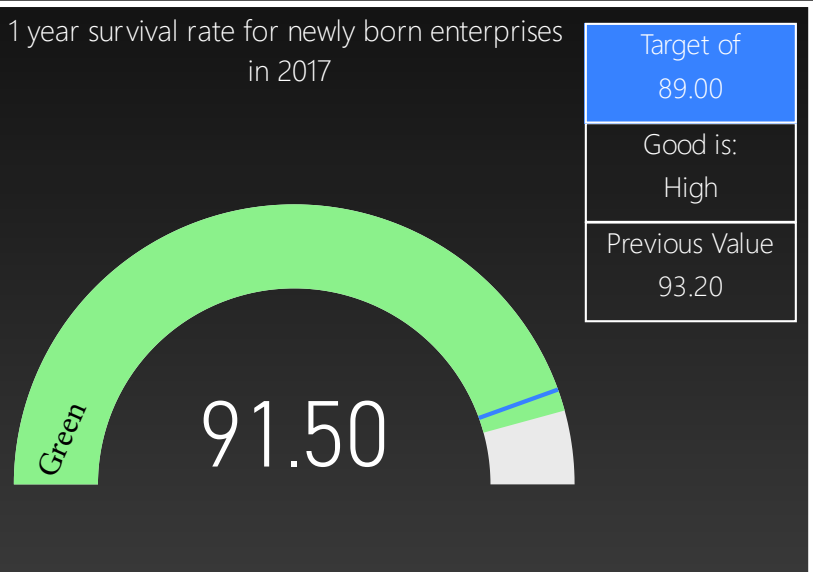
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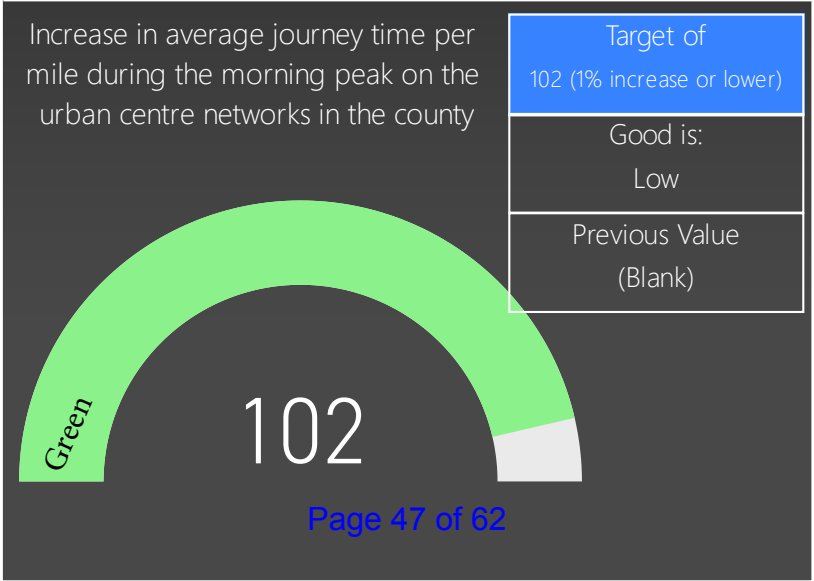
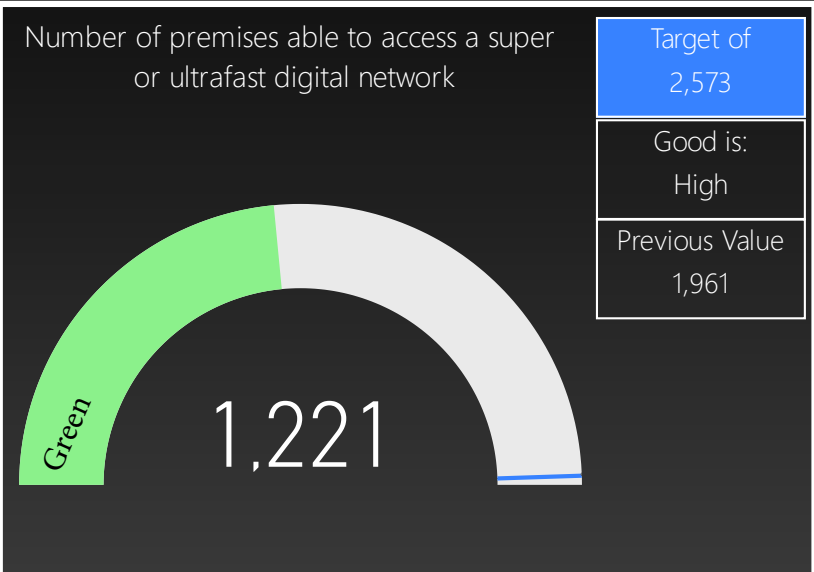
Council Plan Measures

Progress of Key Activities

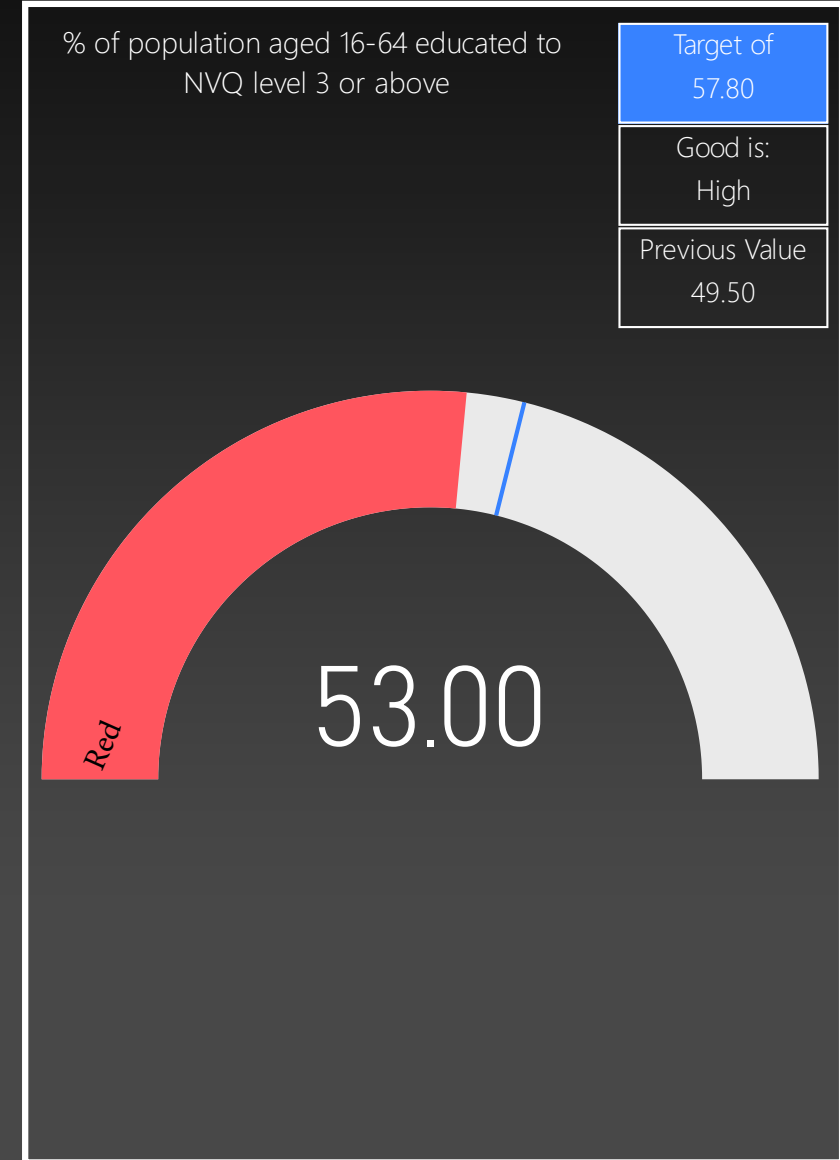
Nottinghamshire is a great place to invest and do business



Nottinghamshire is a well-connected County



Nottinghamshire has a skilled workforce for a global economy





Below Target

On or Above Target

Select to view:

Council Plan Measures

Progress of Key Activities

Nottinghamshire is a great place to invest and do business

Success Means

An increased amount of inward investment in the county

High quality business accommodation is available for businesses to start and grow

Increased economic productivity across the county

More visitors spending more money in our county

Increased economic vibrancy and improved appearance of market towns

Progress of Key Activities

A detailed bid for funding for a network of garden villages around the HS2 line has submitted. A decision on the bid is unlikely to be made before the General Election in December.

Investigations continue in relation to traders who are deceiving the public by providing low quality, misleading and fraudulent products and services to Nottinghamshire residents.

Policy Committee approved allocating £316,500 as Nottinghamshire County Council's contribution towards the Mayflower 2020 Commemoration proposals.

Proposals for a Development Corporation to bring forward the East Midlands HS2 hub at Toton are being developed through Midlands Engine, following the allocation of £2m government funding. Three strategic sites are being considered including land at Toton; Ratcliffe Power Station; and East Midlands Airport.

The Council has now commissioned the Arc Partnership to develop concept designs for an iconic development on the County Hall Campus.

The Growth Hub and Digital Business Growth Programme are now combined to simplify business access to support.

Nottinghamshire is a well-connected County

Success Means

Improved roads and transport infrastructure with better connectivity across the county and region

Improved superfast broadband coverage

Local people have the right skills to benefit from employment opportunities generated by HS2 and other major infrastructure developments

Progress of Key Activities

Work on an option appraisal for the A38 has been commissioned. Work on exhibition materials for a public consultation on the various options along the A611 is ongoing. Option assessment and costs for safeguarding a corridor for improvement along the A617 MARR is with

The Streetworks Permit Scheme is on track to be implemented by April 2020. A consultation process has been completed and responses incorporated into a revised model which is due to be presented to members to seek approval in the next few weeks.

The Highway maintenance programme is on track for delivery in 19/20.

The Better Broadband for Nottinghamshire programme has marked five years of superfast delivery across the county. 9.2% of premises have access to full fibre and 98.1% of premises have access to superfast speeds over 30 megabits per second.

NCC has been working with MPs, EMC and MC to push the case for improvement of the A46 around Newark. At the Conservative party conference the scheme was highlighted as one to be included in the imminent RIS 2 statement but unfortunately this has not been announced before the general election was called.

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Nottinghamshire has a skilled workforce for a global economy

Success Means

People have a higher level of skills

There is a flexible and varied workforce that is able to meet the needs of local businesses in the future

Progress of Key Activities

NCC is looking to develop and deliver an innovative health and wellbeing project with Public Health to support businesses and employers to provide access to employment for job seekers across our areas of highest need. . The inclusive growth theme of the Corporate Employment and Health Work Programme aligns with this. Work is underway to determine strategic alignment with ongoing work with Futures, DWP, D2N2 LEP and their People and Skills Board.

Nottingham University has delivered a workshop with NCC colleagues to begin the process of more coordinated working on priority areas around economic development, research and culture and heritage.



Committee	Put local people at the heart of all we do	Spend money wisely	Be creative & work in new ways	Stand up for local people	Empower people & support their independence
Full Council		Approved the balanced budget for 2019/20, along with the update of the Medium-Term Financial Strategy for 2019/20 to 2022/23.			
Policy	<p>Peer Review Challenge – underwent a successful review by LGA peers, resulting in positive outcomes and agreed actions in response to the peer team’s recommendations.</p> <p>Transformation &amp; Change – agreed a new model for the Council, based around an ‘Achieve-Transform-Save’ approach. Agreed to engage an external partner to help drive the next phase of transformation and change in the Council.</p> <p>A report outlining the Councils future approach to Transformation and Change including the procurement of external partners was approved at Policy Committee on 16th October 2019. It has been agreed that updates will be provided to Improvement and Change Sub Committee.</p> <p>Planning &amp; Performance Management Framework – refreshed to strengthen performance reporting against the Council Plan commitments.</p> <p>Departmental Strategies – refreshed the four departmental plans to support delivery of the Council Plan.</p>		<p>Invest in Nottinghamshire – established the programme to take forward the next phase of Smarter Working in the Council.</p> <p>Invest in Nottinghamshire included the progression of specific projects:</p> <ul style="list-style-type: none"> <li>- Approved funding offers from Homes England for housing developments at a number of sites (£5.8m at Top Wighay Farm; £1.6m at Lowmoor Road; £1.6m at Cauldwell Road)</li> </ul>	Annual Residents’ Survey – seeking local people’s views and using the feedback to shape service delivery.	
Improvement & Change Sub-Committee	<p>Digital Programme – Improving customer experience through digital development: approved the scope and priorities for this cross-council programme.</p> <p>The Digital Development Programme has been initiated and the Governance Board has been established. Five themes of work have been established with an initial deliverable for each theme identified. Regular updates on progress will be provided to the Improvement and Change Sub Committee.</p>	<p>Delivery of Projects &amp; Savings – projecting over-achievement by £3m against the total savings target 2019/20-2022/23 of £24.2m.</p> <p>Monitored ICT operational performance, showing that 11 of 16 indicators were on or above target at the end of Q2.</p>	<p>Migration to the Cloud – significant progress being made with: roll-out of Office 365; migration of applications to Microsoft Azure; relocate remaining applications to Node 4</p> <p>Smarter Working Programme – closure report identified delivery of: improved staff productivity; reduced mileage costs;</p> <p>Secured up to £350k from NHS England’s Social Care Digital Pathfinders Fund the for Phase 2 implementation of a blueprint and toolset for real time data flow between health and social care providers.</p>	The ‘Improving Customer Experience through Digital Development’ programme has a focus on engaging effectively with Nottinghamshire people.	<p>The cross-Council, Corporate Employment and Health work programme is seeking to increase employment opportunities and develop an appropriate employment strategy for those furthest away from work, especially: care leavers; people with disabilities; people with long-term conditions; and people with mental health needs.</p> <p>Electronic Adult Social Care referrals have been implemented with all nine acute hospitals who refer patients to ASCH for packages of care on discharge from hospital. This includes QMC, Kingsmill and Bassetlaw and now means that approx. 12,000 referrals per year are transferred electronically instead of being manually</p>

Committee	Put local people at the heart of all we do	Spend money wisely	Be creative & work in new ways	Stand up for local people	Empower people & support their independence
			<p>Completed Phase 4 of the BRMI project and now formulating plans for the next stage of development for Business Intelligence. This will tie in as a key strand of the Digital Development Programme, working alongside the external partner.</p> <p>Development of a new ICT Strategy for 2021/23 is due to commence, building on the development of the Design Authority governance model and to help drive the Council's new digital strategy.</p>		<p>processed, increasing efficiency and speeding up the discharge process for patients to ensure they are discharged in a safe and timely manner.</p> <p>Around 800 Adult Social Care staff now have direct access to the Health and Social Care Portal. This is Health information held in an external portal accessed by Social Care staff through Mosaic including data from acute hospitals (NUH and SFHT), GPs and Mental Health services (NHCT). This gives ASC staff access to health information that they currently spend several hours chasing per week – case studies show more time saved by not making wasted visits and people don't have to repeat health information to social care staff.</p> <p>GPs now have access to social care information for over 65s enabling them to provide a more informed service to patients.</p>
Finance & Major Contracts Management		<p>Considered monthly financial monitoring reports, incorporating quarterly updates on debt levels.</p> <p>Confirmed good compliance with the CIPFA Financial Management Code</p> <p>Revised the approach to contract management to allow a corporate contract management framework to be developed</p> <p>Developed the Procurement Strategy 2019-2023, subsequently approved by Policy Committee</p> <p>Risk &amp; Insurance – reviewed updates on claims experience and pro-active risk management actions</p> <p>Regular updates of local government finance developments have been limited, as all central government reviews have been on hold pending the outcome of the general election. However, a one-year settlement for 2020/21 was announced towards the end of December 2019, with councils in England set to receive a £2.9bn increase, including an extra £1.5bn for social care.</p>	<p>Commercial Strategy update – progressed two key aspects of the strategy: imbedding commercial skills and developing commercial ideas.</p> <p>The Council is approaching the end of the first year of its first Commercial Strategy and Corporate Commercial training programme. These are currently being evaluated and the impact being reported back to members. Feedback from the Commercial Awareness Training has led to the identification of the need for more advanced commercial training and this is currently being investigated. Support for services that are considering commercial options of service delivery is being provided as and when requested. Updates are provided to Finance and Major Contracts Committee.</p> <p>Health &amp; social care integration is progressing to improve the productivity and efficiencies of the health and social care workforces, services to service users, professional collaboration and support for independent living.</p>		

Committee	Put local people at the heart of all we do	Spend money wisely	Be creative & work in new ways	Stand up for local people	Empower people & support their independence
		This announcement was broadly in line with the Council's expectations.	A combined format of reporting finance updates, a performance dashboard and progress with programmes & projects to the Corporate Leadership Team is progressing.		
Governance & Ethics		<p>Delivery of Internal Audit plans provided positive assurance about the Council's arrangements for governance, risk management and control. Renewed focus is needed on implementation rates for agreed audit recommendations.</p> <p>Assurance mapping provided good assurance over financial management, performance management and risk management.</p> <p>Annual Fraud Report identified low-level losses to fraud and strong arrangements for prevention and detection.</p>		<p>Cross-council Member Communication and Engagement Programme: quarterly updates identify that actions are progressing on track with timescales</p> <p>Information Governance – positive progress made against the action plan</p> <p>Annual Governance Statement delivered positive assurance regarding compliance with the Council's Local Code of Corporate Governance. Quarterly progress reviewed against the governance action plan.</p> <p>The outcomes of all Ombudsman reports have been considered by the Committee, with a focus on opportunities to learn and improve services. Similarly, annual updates on outcomes from the complaints process are reported and analysed.</p>	
Personnel		<p>Scrutinised quarterly performance on sickness absence and ongoing actions for improvement</p> <p>Scrutinised six-monthly health and safety performance, initiatives and progress against the 2019-20 Health and Safety Action Plan.</p>	<p>Developed a Workforce Plan 2019, to inform other strategies (People Strategy, MTFS, etc)</p> <p>Implemented a People Strategy 2019-2021.</p>		<p>The Council's apprenticeship programme continues and is targeted at Nottinghamshire residents.</p> <p>Approved a work readiness programme and funding to an apprenticeship training agency for Care Leavers and Looked After Children</p> <p>The Council's Graduate Development Programme continues to be administered by the Department, providing vocational training opportunities for Nottinghamshire students.</p> <p>Achieved accreditation as a Department of Work and Pensions "Disability Confident" employer, and approved a programme of activity to achieve the "Disability Confident Leader" standard by April 2021</p> <p>Approved and published the Council's Equality Plan 2019/20</p> <p>Signed up to Business in the Community's 'Race at Work Charter'</p>

Committee	<i>Put local people at the heart of all we do</i>	<i>Spend money wisely</i>	<i>Be creative &amp; work in new ways</i>	<i>Stand up for local people</i>	<i>Empower people &amp; support their independence</i>
Pensions Committee		Active role in the establishment of the Local Government Pensions Scheme Central Pool		The Department continues to administer and report on the operation of the Local Government Pension Scheme, delivering significant benefits for local people and employers.	

# Your Nottinghamshire Your Future Council Plan

## Chief Executive's Departmental Strategy

### Our commitments measuring our success

#### Council plan approaches

##### 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
Services are shaped around the people who use them to reflect the way that they live their lives	Customer satisfaction rate as measured by Institute of Customer Service	87.1	>80	High	82.1
Information is shared so that residents can express their views and engage with decision-making	% of people well informed (Annual 2018/19)	52.0%	51%	High	51.0%

##### Council plan approach - Spend money wisely

Success means	Council Plan Key Measures of Success	Latest	Target	Good is	Previous
The Council makes best use of resources to deliver value for your money	% of people feel council provides value for money (Annual 2018/19)	48%	46%	High	46%
	Budget Monitoring / MTFS	89%	90%	High	
	Debt recovery (% over 6 months' old)	36%	n/a	Low	27%
	% spend with local suppliers (of total contracts awarded) (Annual)	TBC	50%	High	-
	Number of mandatory training completed	1,190	n/a	High	565
	RIDDOR Accident/incident rate	0.1	n/a	Low	0.4
	Number of RIDDOR reportable incidents to HSE	1	n/a	Low	3
	Sickness absence per employee (average days)	8.91	7.0	Low	8.72

##### Council plan approach - Stand up for local people

Success means	Council Plan Key Measures of Success	Latest	Target	Good is	Previous
Local people feel more in control of the work taking place to improve their communities and engage with councillors	% of people feel have influence (Annual 2018/19)	33%	32%	High	31%
	% of people satisfied with how we run things (Annual 2018/19)	62%	61%	High	64%
	Number of Ombudsman enquiries received	17	n/a	Low	16
	Number of decisions made by Ombudsman	10	n/a	Low	9
	% complaints upheld by Ombudsman	20.0%	n/a	Low	22%
	Number of public reports by Ombudsman	0	n/a	Low	0
	Number of self reported data breaches to ICO	0	n/a	Low	0 (2018/19)



**REPORT OF SERVICE DIRECTOR FOR FINANCE, INFRASTRUCTURE &  
IMPROVEMENT AND SECTION 151 OFFICER****UPDATE ON PROGRESS WITH FUTURE APPROACH TO  
TRANSFORMATION AND CHANGE****Purpose of the Report**

1. To provide an update on the procurement of an external partner who will help redefine the Council's approach to Transformation and Change.

**Information**

2. A paper outlining the future approach to Transformation and Change within Nottinghamshire County Council was approved at Policy Committee on 16<sup>th</sup> October 2019.
3. As part of the paper, one of the recommendations approved was the procurement of an external partner with the authority for this process being delegated to the section 151 Officer and Deputy Leader.
4. Reporting on progress and member oversight of the work programme undertaken by the external partner will be via the Improvement and Change Sub-Committee.
5. It is envisaged that the partner will complete a series of deep dive diagnostics looking at how we could achieve better outcomes using resources differently, working closely with Members and Officers. From that diagnostic phase, opportunities for cross cutting transformation will be identified and subject to Committee approval, transformation programmes will be initiated. A number of targeted cross cutting transformation programmes, for example all age disability, and Special Educational Needs (including SEND transport) have been identified as possible areas for consideration early in the programme of work
6. A key feature and early deliverable of the external support would be to help redefine the Council's approach to intelligence and insight-led transformation and build a new model to move the organisation forward. A prerequisite would be to create internal capacity and capability so that the Council is self-sufficient and fit for the future. This will draw on the available resource in the Transformation and Change Team and help develop and build new skills, capacity and culture across the organisation to embed new and sustainable approaches. A new operating model and structure will be developed drawing on the insight, experience and practice of the partner we procure.

## Progress

7. We have been out to the market for external partners through the Crown Commercial Framework which includes over 240 companies.
8. We received expressions of interest and issued full tender documents to 27 suppliers in November.
9. Submissions were received from 18 suppliers and evaluated against specified evaluation criteria during December. Tender clarification presentations from shortlisted suppliers were held during the evaluation period
10. Newton Europe, who are a UK-based specialist in operational improvement who have worked with the Council in the past, have been selected as the preferred supplier.
11. The cost of the first phase of work, which will be funded from a bid for contingency, is £540k.
12. The planned timeline for delivery of the first phase of work is 12 weeks from when it is initiated.
13. The contract has commenced, and preparation has already begun with a kick off meeting between Newton Europe and the Corporate Leadership Team (CLT), and 1-1 meetings with key stakeholders being planned
14. Newton Europe's proposed approach to the work is as follows:
  - a. Understand the vision statements supporting "Your Nottinghamshire, Your Future"
  - b. Run a series of workshops to expand the vision and define questions to answer during the diagnostic phase, including establishing the underpinning principles against which we will assess the future vision.
  - c. Undertake the diagnostic core approach which will evidence the current impact from a bottom up perspective:
    - i. Are our decisions putting local people at the heart of everything we do?
    - ii. Are the outcomes of decisions empowering people and supporting their independence?
    - iii. How are we using resources creatively and working in new ways?
    - iv. How does the culture of the Council stand up for local people?
    - v. How does this impact our spend?
  - d. Clarify the key themes and develop the transformation journey including:
    - i. Prioritised list of opportunity areas and programmes of work
    - ii. Transfer of skills across the organisation and development of highly skilled internal improvement capability
    - iii. Information to empower staff and place them at the centre of digital design



15. As we move into a new decade with there is a new context for this work. The latest announcements by Government regarding local government funding with the potential of a reduction in the short-term financial pressures and the possibility to access more capital funding gives us the opportunity to focus on a more long-term approach on investing in Nottinghamshire for the next decade and beyond.
16. Our ambition in working with Newton Europe is to identify opportunities for short, medium and long term benefits for our county and our citizens. We will continue to focus on a place and asset-based approach.
17. A key part of the work will be engagement with stakeholders including citizens, members, frontline staff, trade unions, partners in district, borough and city councils and the NHS and central government.
18. Further updates to on progress and outcomes will be provided to Improvement and Change Sub Committee on a regular basis.

### **Other Options Considered**

19. None

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

20. To ensure Members are briefed on progress in developing our approach to Transformation and Change in collaboration with an external partner

### **Statutory and Policy Implications**

21. 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**

22. The cost of the first phase of work, which will be funded from a bid for contingency, is £540k.

### **RECOMMENDATION/S**

- 1) The Committee agrees to receive a further update in March 2020

**Nigel Stevenson**

**Service Director for Finance, Infrastructure & Improvement and Section 151 Officer**

**For any enquiries about this report please contact:** Sue Milburn, Group Manager  
Transformation and Change

### **Constitutional Comments (AK 06/01/2020)**

23. The report falls within the remit of Improvement and Change committee under its terms of reference

### **Financial Comments (SES 27/12/2019)**

24. The financial implications are contained in paragraph 19 of the report. The cost of the first phase of work is £540,000 and is anticipated to be met from the contingency budget.

### **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

27 January 2020

Agenda Item: 10

## **REPORT OF THE SERVICE DIRECTOR, CUSTOMERS, GOVERNANCE AND EMPLOYEES**

### **WORK PROGRAMME**

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

1. To review the Committee's work programme for 2019/20.

#### **Information**

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 Sub-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/S**

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

**Marjorie Toward**

**Service Director, Customers, Governance and Employees**

**For any enquiries about this report please contact:**

Sara Allmond, Advanced Democratic Services Officer, Democratic Services Tel. 0115 9773794

Email: sara.allmond@nottscc.gov.uk

### **Constitutional Comments (HD)**

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

### **Financial Comments (NS)**

8. There are no 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

## **IMPROVEMENT AND CHANGE SUB-COMMITTEE - WORK PROGRAMME (AS AT 15 JANUARY 2020)**

<b><u>Report Title</u></b>	<b><u>Brief summary of agenda item</u></b>	<b><u>Lead Officer</u></b>	<b><u>Report Author</u></b>
<b>30 March 2020</b>			
MyNotts App Progress Update	Update to members on progress with the development, beta testing and launch of the app	Marjorie Toward	Marie Rowney
Cloud Programme Update	To provide an update on the Cloud Programme	Nigel Stevenson	Neil Marriott
Update on the Social Care Digital Pathfinders Funding Bids	To provide an update on the outcome of the bids and any resulting progress.	Nigel Stevenson	Adam Crevald
Update on wide area network tender	To provide an update on progress in preparing for implementation of the new contract	Nigel Stevenson	Adam Crevald
Improving the customer experience through digital development	Update on the work being undertaken to improve the customer experience through digital development	Adrian Smith	Sue Milburn
Foreign Travel Notification	To update the committee on officer foreign travel undertaken with the approval of the relevant Corporate Director	Nigel Stevenson	Adam Crevald
Departmental Update on Improvement and Change	Update on progress from the Corporate Director, Adult Social Care and Public Health	Melanie Brooks	TBC
Update on Delivery of Improvement and Change Programmes, Projects and Savings	A summary 'by exception' report highlighting key headlines	Nigel Stevenson	Sue Milburn
<b>1 June 2020</b>			
Update on the rollout and adoption of Microsoft Office 365	Update on progress with the roll out of Office 365	Nigel Stevenson	Neil Marriott
Departmental Update on Improvement and Change	Update on progress from the Chief Executive's Department	Nigel Stevenson / Marje Toward	TBC
Progress report on Delivery of Improvement and Change Programmes, Projects and Savings	Six monthly comprehensive progress report on delivery of programmes, projects and savings.	Nigel Stevenson	Sue Milburn

ICT Programmes and Performance	Progress report on ICT programmes and performance.	Nigel Stevenson	Neil Marriott
<b>21 July 2020</b>			
Your Nottinghamshire Your Future - Council Plan Review of Progress 2019-2020	Review of delivery of Council Plan 2019-20	Nigel Stevenson	Matthew Garrard / Rob Disney