Nottinghamshire County Council

Improvement and Change Sub-Committee

Tuesday, 26 September 2017 at 10:30

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

AGENDA

Notes

(1)   Councillors are advised to contact their Research Officer for details of any

Group Meetings which are planned for this meeting.

(2)   Members of the public wishing to inspect "Background Papers" referred to in the reports on the agenda or Schedule 12A of the Local Government Act should contact:-

Customer Services Centre 0300 500 80 80

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

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

(4)   Councillors are reminded that Committee and Sub-Committee papers, with the exception of those which contain Exempt or Confidential Information, may be recycled.

(5)   This agenda and its associated reports are available to view online via an online calendar - http://www.nottinghamshire.gov.uk/dms/Meetings.aspx

Nottinghamshire County Council

minutes

Meeting	IMPROVEMENT AND CHANGE SUB-COMMITTEE
Date	24 July 2017 (commencing at 10.30 am)

Membership
Persons absent are marked with an 'A'

COUNCILLORS

Reg Adair (Chairman)

Kate Foale   Philip Owen
Richard Jackson   Alan Rhodes
David Martin   Stuart Wallace A
Diana Meale   Gordon Wheeler

OFFICERS IN ATTENDANCE

Adam Crevald
Martin Done
Keith Ford
Jayne Francis-Ward
Iain McMillan   } Resources
Celia Morris
Ivor Nicholson
James Ward
Michelle Welsh
Clare Yau

OTHERS IN ATTENDANCE

Ben Unsworth - FutureGov

MINUTES

The Minutes of the last meeting held on 26 June 2017, having been previously circulated, were confirmed and signed by the Chairman.

APOLOGIES FOR ABSENCE

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

- Councillor Gordon Wheeler replaced Councillor John Cottee

DECLARATIONS OF INTERESTS

None

OVERVIEW OF NEW PLANNING AND PERFORMANCE FRAMEWORK

Celia Morris gave a presentation which highlighted the links between the new framework and departmental strategies and planning cycles.

RESOLVED 2017/006

That the contents of the presentation be noted.

DESIGNING SERVICES FOR THE DIGITAL AGE

Ben Unsworth of FutureGov gave a presentation on the work streams included within this project, including case studies and parallels with other digital providers.

RESOLVED 2017/007

1) That the new approach to digital transformation be noted.

2) That a report, outlining the results of the work streams, be brought back to the Improvement and Change Sub-Committee in November 2017.

3) That further engagement events for Elected Members be supported.

TRANSFORMATION PROJECT - PRESENTATION

Iain McMillan and Adam Crevald gave a presentation and system demonstration on the two transformation projects currently underway, which concerned increasing the percentages of assessments undertaken within 28 day timescales and auto-scheduling for the Short Term Assessment and Reablement Team (START) service.

RESOLVED 2017/008

That the contents of the presentation be noted.

WORK PROGRAMME

Officers agreed to provide cover reports for any items involving presentations at future meetings.

RESOLVED 2017/009

That the work programme be noted.

The meeting closed at 11.55 am.

CHAIRMAN

REPORT OF THE SERVICE DIRECTOR, ICT

ICT STAFFING

Purpose of the Report

1. To approve a change to the staffing structure of the ICT Services Division.

Information and Advice

2. The current ICT Services staffing structure was approved by Finance and Property Committee in October 2016. The in-house staffing structure was re-sized to 155 FTE, from 188 FTE, to deliver cost savings and to reflect the sold service to schools.

3. In July 2017 a new ICT Strategy 2017-20 was approved by Policy Committee and this now shapes much of the activity and priorities within ICT Services. One of the key programmes of work is the Cloud Services Programme that will support the County Council to transition away from owning and operating a data centre and all of the associated infrastructure (servers, storage, switches, racking, power, air conditioning etc.) with a move to using off-site data centres, commonly referred to as cloud services.

Proposal

4. The Cloud Services Programme is a considerable way through the discovery phase now which includes assessing our current technology estate and how it is provisioned, a review of the different cloud services models appropriate for our needs, and the transition activities that would be required.

5. It is proposed that now would be a suitable time to establish a new post of Cloud Services Manager, who would manage our future cloud services estate and business model on a day to day basis. It is important to recruit a suitably experienced, skilled and knowledgeable Cloud Services Manager at this stage in order that they obtain a thorough understanding of how the future ICT estate will be provisioned and run, and also have sufficient opportunity to influence the design considerations and transition processes prior to implementation. They will also have time to consider and establish the day to day team resources that will be required as services transition to the cloud.

6. This new post of Cloud Services Manager would be line managed by the Group Manager for Operational Delivery. The Operational Delivery Group comprises the activities associated with the running and support of the day to day ICT services.

Financial Implications

7. The vacant post of Bid Support Analyst will be deleted so that the in-house staffing establishment remains at 155 FTE. Savings from this deleted post and from other roles not occupied on a full-time equivalent basis will be used to fund the Cloud Services Manager post. The grade for this post will be established through the normal HR procedures.

Other Options Considered

8. ICT Services along with all Corporate Services are currently part of a Corporate Services Review and other options will be considered as part of that review. The operating model of ICT Services will also be continually reviewed to reflect where we are with the implementation of the ICT Strategy 2017-20.

Reason for Recommendation

9. To establish the post of Cloud Services Manager in good time for the post holder to understand and contribute to the design of and transition arrangements, prior to managing the new day to day services.

Statutory and Policy Implications

10. This report has been compiled after consideration of implications in respect of finance, equal opportunities, human resources, crime and disorder, human rights, the safeguarding of children, sustainability and the environment and those using the service and where such implications are material they are described below. Appropriate consultation has been undertaken and advice sought on these issues as required.

RECOMMENDATION

It is recommended that:

1) The post of Bid Support Analyst is deleted with immediate effect.
2) The post of Cloud Services Manager be approved as a permanent addition to the establishment.
3) That quarterly progress reports on the Cloud Services Programme are brought to the Improvement and Change Sub-Committee.

Ivor Nicholson
Service Director - ICT

For any enquiries about this report please contact: Ivor Nicholson on 0115 9774006

Constitutional Comments: (SLB 31/07/2017)

Improvement and Change Sub-Committee is the appropriate body to consider the content of this report. Consultation must be undertaken with HR and recognised trade unions in relation to any proposal regarding changes to staffing structures.

HR Comments: (JP 07/08/2017)

The HR information is included within the report and the new post will be recruited to in line with the authority's policy with and subject to the agreed VCDR process.

Financial Comments: (CSB 31/07/2017)

The financial implications are set out in paragraph 7 of the report.

Background Papers

None

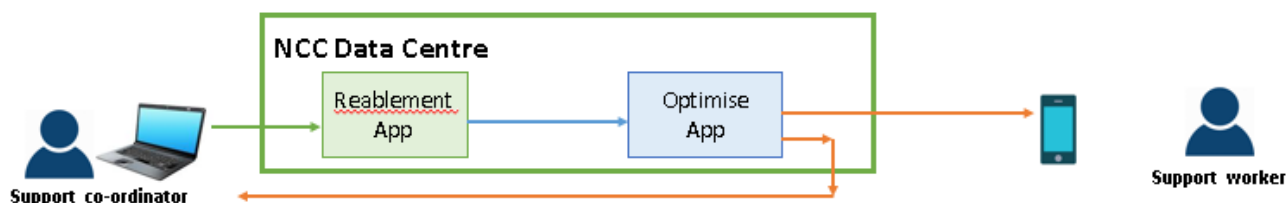**Electoral Division(s) and Member(s) Affected**

All

Nottinghamshire County Council

Report to Improvement & Change Sub-Committee

26ᵗʰ September 2017

Agenda Item: 5

REPORT OF THE SERVICE DIRECTOR, ICT

ICT PROGRAMMES AND PERFORMANCE QUARTER 1 2017-18

Purpose of the Report

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

Information and Advice

Programmes Update

2. The ICT Strategy 2017-20, approved by Policy Committee on 19ᵗʰ July 2017, identifies the four ICT strategic themes supporting business transformation across the County Council. These themes shape much of the activity and priorities within ICT Services (covered in the progress and planning sections of the report - paragraphs 3 and 4). The four key themes are:

   • **Smarter working**: *Technology supporting a workforce able to work flexibly, where and when it best suits them, their customers and service users and managed by results*

   • **Health and social care technology integration**: *Improving the health and wellbeing of the local population through technology enabled integrated health and social care services*

   • **Business intelligence**: *Technology providing robust, timely and accessible information that drives informed decision making, service commissioning and business transformation*

   • **Cloud services** *(off-premise data centres)*: *A flexible, scalable and secure cloud infrastructure where service cost is tied to applications and usage and user experience is managed*

3. Progress has been made across the priority ICT projects over the last quarter and a summary of progress is as follows:

i. A new ICT strategy for the period 2017-20 was developed, and subsequently considered and approved by Policy Committee.

ii. A programme of work is ongoing to plan, scope and deliver the transition of ICT services away from the County Hall data centre to *cloud* based solutions. The Cloud Programme is a significant range of projects that will consume a lot of our resources, but will provide a more modern, flexible and scalable model of delivery where the County Council pays only for the data centre services it consumes. The plan is to exit the County Hall data centre by the end of 2019. Work is now underway on the discovery phase that assesses the current technology estate, identifies suitable cloud models for future delivery and identifies the transition plans. This work will inform the subsequent procurement and contractual arrangements. As part of this work we have upgraded the software and infrastructure platform that runs Microsoft SharePoint software *(used for OneSpace project and team spaces)*, saving £250k on licences over the next 3 years.

iii. The pilot project for the use of automated scheduling technology, to improve the processes of managing appointments and monitoring home care visits for the Short Term Assessment and Reablement Team (START service within the ASCH Department), has been completed. Initial feedback has been very positive and plans are in place for the roll-out of this technology to all START teams. A presentation was given to this sub-committee in July 2017. A project summary is as follows:

Outcome overview	Project Summary
• Caseload productivity has increased by 27% compared to the baseline – visiting more users per period • Referrals received and accepted from hospitals has increased by 28% • Worker downtime has reduced by 38% • £26k savings p.a. in Support Co-ordinator (Better Care Fund) • Reduced mileage as paper timesheets & travel claims are removed & calls assigned to nearest available worker • Optimise App provides greater and real-time visibility of capacity, demand and performance	• Pilot with Broxtowe, Gedling & Rushcliffe • Support Co-ordinator enters Care Plan details into the Reablement App (e.g. the job, time, duration, location) • This App fires all Care Plan jobs into the scheduling App (Optimise) • Optimise uses business rules (e.g. district, distance from home, gender, worker attributes, worker tolerances) to assign all work • Optimise fires job details to Support Worker smartphones • Optimise fires job details to the dashboard accessed by Support Co-ordinators

iv. The use of scheduling technology has also been used for assessment appointments with the Occupational Therapy teams within the ASCH Department. This has enabled the Adult Access Team to directly enter assessment appointments into calendars. The pilot recorded that occupational therapy assessments completed within the 28 day target went from 25% to 67% for the Ashfield and Mansfield Community Assessment Team, and social work assessments within target increased from 61% to 77% in the Rushcliffe Team. Appointments with service users are now confirmed almost immediately and there has been a 15% reduction in mileage costs from a reduced need for "*work allocation meetings*".

v. The Smarter Working Programme, which was approved by Policy Committee in November 2016, includes the provision of mobile technology over the next 3 years to replace much of the desktop computer estate. This will assist many more staff to be able to work more flexibly and allow for better use of the property assets. During this quarter new technology (tablet/laptop, docking station solution) has been rolled out to social care staff working at Queen's Medical Centre (this is also a pilot to inform shared site working), staff at Chancery Lane and deployment has commenced at Lawn View House. Feedback to date has been very positive.

vi. The first phase of the *Business Intelligence Hub* has gone live, delivering social care reporting for ASCH and CFCS departments. There was a demonstration to this sub-committee in June 2017. ICT Services has been working alongside the Performance Team and ACUMA (NCC appointed partner) to define and deliver the ICT requirements in support of this project, which aims to improve how data is extracted, displayed, reported and used from the wide range of ICT systems that are in use. This will result in a more uniform and consistent approach to reporting in order to enhance decision making. The project seeks to replace the current plethora of reporting solutions and approaches with a more holistic way forward. The next phase of the project is now being scoped.

vii. A pilot project at King's Mill Hospital (KMH) has used technology with social care and health service teams to automate and integrate some of their work activities. The pilot project provides an App to nurses in the Emergency Assessment Unit at KMH that provides relevant contact information from County Council ICT systems for those frail and elderly patients that have a social care plan. This immediate access to baseline social care information has had a significant impact:

- The nurse no longer needs to retrieve this information from a social care worker based at KMH, which could take a number of days due to work volumes.
- This data is available immediately and 24 hours a day.
- 15% of access to this information was at times outside of social care hours, enabling hospital discharges outside of normal hours.
- 62.5% of usual social care queries to social workers were resolved by the App.
- 5% of social care worker time has been freed up for more complex

> queries.
> - An independent review of this project has identified 28-40% productivity benefits to both social care and health front-line teams from innovative automated workflows such as this.

viii. A new partner Wi-Fi solution (*device.wifi*) has been endorsed by Nottinghamshire health trusts and the City Council following a proposal by the County Council. This will enable a consistent approach to staff Wi-Fi access across the organisations and enable staff to connect their devices on partner premises as if they were at their own base. It will be for each organisation to implement this solution.

ix. An Election Results system was developed and used to record and present the results for the May 2017 County Council elections.

x. A web portal (a website that brings information together from a number of separate systems) has been developed with the ASCH Department to potentially support those service users living independently. It is a prototype solution to help shape future thinking and requirements. The web portal would present a service user's information onto their personal website to show details such as care plans, social care and health contacts, calendar of events, planned social care visits, planned meals service, day centre visits etc. The next step is for the department to consider whether there is a case for further investment in and development of this type of solution.

xi. The upgraded social care records system (Mosaic) was implemented successfully in May 2017. This was a significant upgrade and complex project as this system has a number of *connectors* to other staff workflow solutions e.g. automated link to King's Mill Hospital. This system has some 3,000 users.

xii. The Customer Services Centre (CSC) have been using an SMS text messaging solution and some electronic forms as part of a revamped Blue Car Badge process. There are some 26,000 annual telephone calls associated with the 15,000 applications, with a further 3,000 chase up telephone calls. The revamped process has improved the time taken between contacting the CSC to receiving a decision/badge from 8-12 days to 3-5 days, and reduced the number of chase up telephone calls by 10%. The SMS text messaging solution is now available for wider use.

4. Over the next 6 months the major focus of activity will include the following:

i. The scoping and resourcing of the programmes of work required to deliver the ICT Strategy for the period 2017-20.

ii. The Cloud Programme will, subject to governance approval, proceed to the procurement stage.

iii. The automated scheduling and rostering technology piloted for the START service within the ASCH Department will be rolled out to all START teams.

iv. The Smarter Working Programme (SWP) will complete the delivery of phase 1 of the mobile devices deployment at Lawn View House, consider and review the pilot project outcomes at QMC and will scope and plan phase 2 of the programme. A new IT support model for devices will also be implemented, with a next-day break-fix/swap-out arrangement that better aligns with mobile working.

v. Some planning activity will be undertaken in readiness for introducing the Microsoft Windows 10 operating system on smartphones and computers.

vi. The second phase of the Corporate Performance Reporting Project for the further development of the business intelligence hub, which is expected to include information from the SAP-based Business Management System, will be scoped and initiated. There will also be a full technical review of the supporting technology infrastructure.

vii. The next phase of workflow automation with King's Mill Hospital will be scoped and initiated. Discussions will also proceed with other health trusts in order to widen the future scope of this activity. A proposed technology approach for ensuring a consistent approach for such workflow automation and systems integration will be proposed to *Connected Nottinghamshire* (encompasses the Nottinghamshire health trusts, East Midlands Ambulance Service, City and County Councils).

viii. Options for the better use of technology will be explored and reviewed ahead of the next tender for home care services in 2018.

ix. A public Wi-Fi solution to replace the current guest Wi-Fi solution at County Hall will be scoped, procured and implemented.

x. A project will be scoped and initiated for introducing the new staff/partner Wi-Fi solution (*device.wifi*) – see 3 viii above.

xi. There will be a procurement exercise for the mobile voice and data services contract, currently held by Vodafone.

Performance Update

5. To provide a balanced assessment of performance, ICT Services measures four groups of indicators that cover business activities, customers, staff and finance. Performance for the 1st quarter of 2017-18 is attached as an Appendix.

Business Activity Indicator

6. The business activity indicators measure some of the key day to day operational performance areas, with the two most significant being systems availability and incident resolution. The focus is to ensure that business critical systems are operational during business hours and that any incidents are resolved speedily and within service level agreement (SLA). Systems availability continues to remain at high levels with aggregate availability of 99.86% in the quarter.

7. The speed with which ICT Services and suppliers respond to incidents improved over 2016-17 to bring performance up to the target level. This level of performance has continued in this quarter with responses almost at the target.

8. The County Council is increasingly reliant on its ICT provision and so disruptions to services need to be avoided wherever possible. Within the period there was significant disruption reported worldwide due to the impact of the 'WannaCry' ransomware virus which impacted nationally on health care services. Whilst County Council services remained fully protected throughout this period and internal service delivery remained consistent, there were some slow response times across the ICT network as external suppliers (such as Microsoft and Google) implemented extra and urgent security updates. Within the period there was also loss of access to files and folders on *home drives* (H: drives) for some users following a hardware failure.

9. The business activity indicators also show two project performance indicators that are used by CIPFA (Chartered Institute of Public Finance and Accountancy). The project delivery index is used to measure conformance to good project management standards e.g. adoption of PRINCE 2 methodology, business case produced, delivery to timelines, business benefits achieved etc. Performance against this indicator remains consistently good since we reorganised the service and incorporated dedicated programme and project management resources. The second indicator is related to delivery of milestones, and measures the overall percentage of milestones delivered by the planned timelines. Progress has remained largely on track during the period, see paragraph 3, with 80% achieved in the quarter.

Customer Indicator

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

Staff Indicator

11. The average number of sick days per staff member in ICT Services is within the corporate annual target. Training activity for ICT Services staff is crucial to ensuring that the relevant and required skills are available, with training delivery continuing to be above the target level.

Financial Indicator

12. Revenue spending for the quarter is in line with the overall annual budget plans and planned financial savings of £479k will be delivered in 2017-18 following the recent staffing restructure. The profile of capital spend will be updated as we plan the move away from owning and managing our own data centre and making use of off-premise (cloud) arrangements instead. The amount and pattern of capital spending will be largely determined through the Cloud Programme procurement exercise.

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

Reason for Recommendation

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

Statutory and Policy Implications

15. This report has been compiled after consideration of implications in respect of finance, equal opportunities, human resources, crime and disorder, human rights, the safeguarding of children, sustainability and the environment and those using the service and where such implications are material they are described below. Appropriate consultation has been undertaken and advice sought on these issues as required.

RECOMMENDATION

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

Ivor Nicholson
Service Director (ICT)

For any enquiries about this report please contact: Ivor Nicholson on 0115 9932557

Constitutional Comments: (SLB 31/07/2017)

 Improvement and Change Sub-Committee is the appropriate body to consider the content of this report.

Financial Comments: (CSB 31/07/2017)

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

Background Papers

None

Electoral Division(s) and Member(s) Affected

All

ICT Services Overall Performance: Quarter 1 2017-18

Key symbols table:

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

Business Activity Indicator	2016-17	Performance 2017-18				Comments
	Q4 Actual	Q1 Actual	Q1 Target	Status	Trend	
Average availability to users of NCC's business critical services during business hours	99.8%	99.86%	99.8%	✅	▬	There are 96 services identified as Business Critical to the County Council e.g. e-mail, internet, Mosaic, BMS, Capita ONE etc. Contributory factors to this high level of availability are the investment in the ICT infrastructure (such as the network, servers, cabling and data centres), a proactive approach to infrastructure alerts and monitoring (taking pre-emptive action where necessary), plus the rapid response of technical teams should issues occur.
% of Mobile devices within the ICT estate (a mobile device is classed as a Laptop or Tablet PC. Smartphones are excluded from this indicator)	39%	42%	41%	✅	⬆	At the end of Q4 there were 9,884 devices (excluding smartphones) within the ICT estate, rising to 10,023 by the end of Q1. Mobile devices (Laptops and Tablet PC's) accounted for 42% of the overall estate. With the advent of the Smarter Working Programme many desktop PC's will be replaced with mobile devices, assisting many staff to work more flexibly and allow better use of the property assets.

9

Business Activity Indicator	2016-17	Performance 2017-18				Comments
	Q4 Actual	Q1 Actual	Q1 Target	Status	Trend	
% Incidents resolved within agreed service levels	92%	91.5%	92%	✅	▬	This indicator assesses the performance of the ICT function in restoring service and responding to incidents within our Service Level Agreement (SLA). In this quarter there were 8,223 incidents reported (7,944 last quarter).
% of ICT changes successfully completed	100%	99%	98%	✅	⬇	The ICT change management process aims to ensure that upgrades and new services are implemented without any negative impact on service provision and ensure that all changes to business critical services have been comprehensively planned, tested and authorised before being carried out. In this quarter there were 182 changes (254 last quarter) with one failed changed that was backed out (limited service disruption) as part of the BRMI project. There were less changes this period due to an extended *change freeze* being enforced due to risks associated with the WannaCry virus.
Compliance to CIPFA project delivery index	9	9	8.0	✅	▬	This indicator measures the effectiveness of ICT project management and delivery by assessing approved projects completed in the quarter against a set of 9 defined criteria established by CIPFA and based around PRINCE 2. Three projects were closed in this quarter.
% of project milestones delivered	86%	80%	85%	⚠	⬇	Each project and priority activity incorporates a series of milestones (both for ICT Services and the business) that are the basis for assessing progress. These can be updated by Project Boards to reflect revisions to scope, priorities etc. Progress has been made against all priorities as outlined in paragraph 3 of the report. In this period there have been some delays associated with IT resourcing (Daycare Portal, Windows 10 planning) and technical issues (NHS numbers).

Customer	2016-17	Performance 2017-18	Comments

Indicator	Q4 Actual	Q1 Actual	Q1 Target	Status	Trend	
Customer satisfaction score: Corporate / School users	4.5/4.9	4.3/4.9	4.5	✅	▬	The access channel into ICT Services is the Service Desk which receives and handles the incidents, service requests and enquiries. The efficiency and effectiveness of this function is crucial for the user perception of the whole range of services provided. ICT Services collects information regarding customer's satisfaction (score 1-poor, 5-excellent) of the ICT incident management process for both corporate and school users (weekly sample sizes are approximately 30 corporate users and 20 school users).
Service Desk 1st call resolution	46%	46%	50%	⚠️	▬	First call resolution measures the effectiveness of the Service Desk at first point of call. The 50% target is a balance of being able to manage the call volumes through the desk and maintaining a high percentage success rate within the allocated call period (6 minutes).
Average Service Desk call duration	5.27mins	5.41mins	6 mins	✅	▬	In order to manage call volumes and achieve a lower call abandonment rate, a target of 6 minutes (ICT industry practice) is allocated to each call to the first line Service Desk.
% dropped calls on Service Desk	9%	8.72%	10%	✅	⬆️	This measures the proportion of calls unanswered by the Service Desk (including calls that are terminated by the user having heard recorded incident updates). Significant improvements have been made throughout the year in call handling management. This is reflected in a more ambitious target for 2017/18 (from 12% to 10%).

Staff	2016-17	Performance 2017-18	Comments

Indicator	Actual	Q1 Actual	Target	Status	Trend	
Average Number of sick days per staff member	7	1.27	1.74	✅	▬	This level of staff sickness is currently within the profile of the annual County Council target of 7 days per member of staff.
Average number of professional training days per member of staff	4.6	1.06	0.75	✅	⬆	The annual target is 3 days per member of staff and based on completed timesheets. Training levels are above target. The approach incorporates attending training courses, gaining internal knowledge transfer/coaching across ICT and 'CBT' for people studying/exams for various technology disciplines.

Financial Indicator	Performance 2017-18				Comments
	Actual	**Target**	**Status**	**Trend**	
Expenditure against revenue	22%	20%	✓	▬	Planned budget reductions of £479k are being delivered in 2017-18. Forecast spending for 2017-18 is in line with budget plans.
Expenditure against capital	25%	22%	✓	▬	Capital spending plans are currently in line with budgets but the timing of payments will largely depend on the Cloud Programme, which is currently in the discovery phase and so the spending profile is unclear at this stage.
Cost of ICT support per user	£223	£217	✓	▬	Our current cost of £223 per user puts the County Council at the lowest cost quartile of CIPFA 2015 benchmarking. The target of £217 is based on remaining at the lowest cost quartile.
Cost of ICT support per workstation	£190	£243	✓	▬	Our current cost of £190 per workstation puts the County Council in the lowest cost quartile of CIPFA 2015 benchmarking. The target of £243 is based on remaining within the lowest cost quartile.

![Nottinghamshire County Council logo] **Nottinghamshire County Council**

Report to Improvement & Change Sub-Committee

26th September 2017
Agenda Item: 6

REPORT OF THE CORPORATE DIRECTOR, RESOURCES

NEXT PHASE OF THE SMARTER WORKING PROGRAMME

Purpose of the Report

1. To provide an update on the future work of the Smarter Working Programme and to seek approval to communicate this more widely to staff and other stakeholders.

Information and Advice

Background

2. The vision for the Smarter Working Programme (SWP) is:

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

3. In November 2016, Policy Committee approved funding for the Smarter Working Programme for the roll-out of new ICT equipment and the refurbishment of office buildings.

4. Since then, new equipment has been procured and deployed to staff based at Queens Medical Centre (QMC), Chancery Lane and Lawn View House – where additional work has been undertaken to reconfigure the office space to support a greater level of flexibility.

Future work

5. The next objective for the Smarter Working Programme is to restack teams on floors 2, 3 and 4 at County Hall. This will involve the deployment of new ICT equipment and some minor reconfiguration of the office space.

6. This will create the space to bring in ICT and teams from the Place department, currently based at Trent Bridge House, into County Hall and will increase the number of full time equivalent staff based there from 736 to 1,030. This phase is expected to be complete by April 2018.

7. The SWP will then move to deploy equipment and reconfigure offices in Mansfield and Ollerton before returning to County Hall to restack the remaining floors that will see the full time equivalent staff based at County Hall rise further from 1,030 to 1,210.

8. The rationale for splitting the programme activity at County Hall into two phases is:
    - It allows us to strike the balance between the impact of the programme on back-office and frontline services
    - The gap between the two phases of activity at County Hall will allow time for the associated changes to embed

Financial Implications

9. There are no financial implications associated with this report

10. **Other options considered**

    - The option to move onto office buildings at Sherwood Energy Village following the completion of the work at Lawn View House

    The SWP has always tried to balance the benefits between frontline and back office services. When the tablet devices were rolled out in 2015 we prioritised front line staff ahead of back-office staff. Given that the deployment activity in 2017 has been focused on front line staff at Chancery Lane, QMC and Lawn View House we felt that it would be a good time to undertake some work at County Hall before going back out into the County in 2018.

11. **Reasons for Recommendations**
    To seek approval to communicate the future work of the SWP to staff.

12. **Statutory and Policy Implications**
    This report has been compiled after consideration of implications in respect of finance, the public sector equality duty, human resources, crime and disorder, human rights, the safeguarding of children, ways of working, sustainability and the environment and those using the service and where such implications are material they are described below. Appropriate consultation has been undertaken and advice sought on these issues as required.

RECOMMENDATION/S

1) That the Improvement & Change Sub-Committee notes the future work planned for the SWP.

2) That the Improvement & Change Sub-Committee provides approval to communicate the future work of the SWP to staff and other stakeholders.

Jayne Francis-Ward
Corporate Director (Resources)

For any enquiries about this report please contact:
Iain Macmillan, Programme Manager, Programme & Projects Team
(0115 9772341)

Constitutional Comments [SSR 14/09/2017)

13.   The Improvement and Change Sub-Committee has the delegated authority to
      agree these recommendations.

Financial Comments [RWK 14/09/2017]

14.   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.

Electoral Division(s) and Member(s) affected
All

REPORT OF THE IMPROVEMENT AND CHANGE SUB COMMITTEE

PROGRESS REPORT ON DELIVERY OF PROGRAMMES, PROJECTS AND SAVINGS

Purpose of the Report

1. The purpose of this report is to:
   - update Improvement and Change Sub Committee on the progress made towards the delivery of the Council's Programmes and Projects from April to June 2017
   - inform the Sub-Committee on the progress towards delivery of the Council's current savings and strategically significant projects
   - seek approval for a change request to write off the remaining savings targets for the Promoting Independent Travel and Reduction in Adult Social Care and Health Transport Budget projects.

Background

2. The Council's Planning and Performance Framework agreed by Policy Committee in June 2017 states that the Council's Departmental Strategies will set out the 'major departmental and service change programmes being undertaken or planned'. These Strategies are being developed and will be considered by Policy Committee in December 2017. Until these updated improvement and change programmes are agreed by members progress on delivery of the existing Programmes and Projects will be considered by this Committee on a quarterly basis.

3. **Appendix A** provides a summary of progress in delivering the programmes and projects that comprise the departmental portfolios for the three months to June 2017. It also provides an overview of key delivery milestones for the three months to the end of September 2017, along with key risks to delivery.

4. **Appendix B** complements **Appendix A** and provides a full status report as at March 2017, for all savings projects and some other strategically significant projects by portfolio. This status report is produced on a monthly basis from individual project highlight reports.

5. The overall financial position set out in the Project Status report, including savings at risk and amendments to the profile of savings approved through formal change control, is contained within the body of the financial monitoring report that will be regularly considered by the Finance and Major Contracts Management Committee.

Overall Savings Position

6. **Appendix B** to this report outlines in detail the delivery status of individual projects.

7. Thirty-one projects were closed during 2016/17, this includes projects with future year's savings where all project actions have been undertaken. Where current or future years savings remain these projects continue to report on the Project Status Summary (**Appendix B**), projects where all savings have been delivered or written off are removed.

8. Forteen new savings proposals agreed through 2016/17 for delivery in the period 2017/18-2019/20 were added to Project Status Summary (**Appendix B**) from April 2017. One of these projects (ASCH Strategy Phase 2) has been taken forward as a High Governance Project (i.e. those with the highest risk / value / complexity), two were extensions of an existing project and the remaining eleven are being monitored as low and medium governance projects.

9. Across all portfolios the total savings target across the three years 2017/18-2019/20 is £25.9m. When taking into consideration savings at risk, slippage and over delivery (including from previous years) it is projected that this target will be over achieved by £0.2m.

10. The breakdown of savings delivery, by Portfolio across the three years 2017/18-2019/20 as at June 2017 is as follows:

- ASCH Portfolio - total savings target of £14.9m which is projected to be over achieved by 0.2m.
- CFCS Portfolio - total savings of £5.7m which are projected to be delivered as planned.
- Place Portfolio - total savings of £2.5m which are projected to be delivered as planned.
- Resources Portfolio - total savings of £2.8m which are projected to be delivered as planned.

Projects at risk or compromised

11. **Reduction in long-term care placements (C03 2014 & B04 2016)**
    This project, which was originally approved in February 2014, has been working to reduce the number of adults living in Long Term Care by developing more alternative services. A lack of supply of suitable housing has meant that less people have been able to move out of residential care and into supported living than planned. The government's decision to remove the top up element of housing benefit that essentially funds supported housing from the housing benefit system, and place it under local authority control (now from 2019), has made investment in supported housing riskier for housing associations and their investors. As a consequence, only 2 new supported living developments were completed in 2016/17. The Council has played an active part in the consultation about funding arrangements from 2019 and has offered support to providers to offset risks. There is also a continued focus on filling existing vacancies in supported living settings.

    There was a total under delivery of £0.095m against previous year's savings 2014/15 to 2016/17. In addition, there is a risk of under delivery of up to £0.100m in 2017/18 and £0.200m in 2018/19. However, it is anticipated that the £0.395m cumulative under delivery 2014/15 to 2018/19 will be made up in 2019/20.

12. **Reducing the Costs of residential Placements - Younger Adults (OfC C06)**
    This project, which was originally approved in February 2015, will reduce the cost of care through negotiating with care providers about how fees are agreed for individual service users whilst considering how people's needs may be met differently in the future. Progress with negotiating and agreeing changes to care packages with providers remains slower than originally anticipated as this is the first detailed work of its kind with the residential market, requiring time to implement change management. For example, some providers are having to adjust their business cases, re-train staff and consult with them over restructuring and rota changes. In some cases new models of care need to be slowly introduced. In addition,

negotiations have to take account of wider cost pressures and manage requests for increases as part of the reviews. The government's decision to remove the top up element of housing benefit that essentially funds supported housing from the housing benefit system and place it under local authority control from 2019 is also having a knock on effect on this project.

It is currently anticipated that £0.497m of the £0.737m under delivery over 2015/16 and 2016/17 will be made up in 2017/18. However, a further £0.211m may be at risk of under delivery in 2018/19, meaning a total of up to £0.451m may be at risk of non-delivery by March 2019.

13. **Promoting Independent Travel(C03 2016)/ Reductions in Transport Budget(AO2 2016)**
These projects, which were originally approved in February 2016, have been working to achieve reductions in the amount spent on Adult Social Care Transport. Service users who receive support with travel have been assessed against a refreshed transport criteria and provided with training to support them to travel independently. A number of other initiatives have also been progressed including, reducing the number of fleet vehicles, using some vehicles for public transport routes, joining up transport with health services, where appropriate, and renegotiating external transport contracts.

A smaller proportion than anticipated of transport eligibility assessments undertaken since the launch of the revised criteria in July 2016 have resulted in package reductions. This together with the increasing number of young people reaching adulthood with needs arising from disability who need transport to travel to day care has resulted in underlying budget pressures within these services and the savings targets for these projects being compromised. A change request is appended to this report (**Appendix C**) to seek approval to write off the remaining 2017/18 and 2018/19 savings of £0.489m.

14. **Charge for Money Management service & Brokerage for Self-Funders - full cost recovery**
These projects consist of increases to the amount the Council charges for our Money Management & Brokerage for Self-Funders services. An at risk status was applied to the project due to delays with the implementation of the change. They are now due to be implemented from October 2017, any of the combined £0.174m savings to slip into 2018/19 as a result of the delayed implementation are yet to be quantified. It is anticipated that the project statuses will be revised following the implementation of the changes and final confirmation of the revised savings profiles.

15. **Contracts Review**
This project which was approved in February 2016 originally intended to undertake a review of all CFCS externally commissioned contracts over £10k total contract value with the aim of achieving efficiencies. However, it was subsequently decided that all care type contracts should be reviewed as part of a wider review of Childrens Care due to their interlinking nature.   This has meant the scope of this project has been significantly reduced from that originally intended. The £400k 2017/18 saving has been delivered through a review of the contracts remaining in scope and of the £680k 2018/19 savings £143k has been identified with work ongoing to determine how the remaining £537k will be delivered. Although work is on-going with providers with reductions to contract values anticipated, the project will remain at risk pending confirmation of how the remaining savings will be delivered.

16. **Sherwood Forest (OfC A15 & A16)**
This project that was originally approved in February 2015 has been working with our partner the RSPB (following a procurement process) to deliver a new visitor centre and introduce a new operating arrangement for the Sherwood Forest Country Park. Preparation works for the new visitor centre are progressing well with an estimated go-live date of July 2018. This

go live date may affected the delivery profile for the remaining savings of £395k to be delivered through the new operating model. Once the implications of the go live date are fully assessed a change request will be submitted should the savings profile need to be amended.

Other Options Considered

17. None.

Reason/s for Recommendation/s

18. To ensure opportunities for the effective and proportionate performance management of the Council's Programmes and Projects. Undeliverable savings can be reflected in amendments to the Council's Medium Term Financial Strategy.

Statutory and Policy Implications

19. This report has been compiled after consideration of implications in respect of finance, the public sector equality duty, human resources, crime and disorder, human rights, the safeguarding of children, sustainability and the environment and those using the service and where such implications are material they are described below. Appropriate consultation has been undertaken and advice sought on these issues as required.

RECOMMENDATION/S

It is recommended that Improvement and Change Sub Committee:

1) consider the Quarterly Programmes, Projects and Savings Update
2) approve the Change Request for the Promoting Independent Travel and Reductions in Transport Budget projects as detailed in Appendix C.

Councillor Reg Adair
Deputy Leader of the Council

For any enquiries about this report please contact:
Celia Morris, Group Manager Performance and Improvement (0115 9772043)

Constitutional Comments (SLB 01/09/2017)

Improvement and Change Sub-Committee is the appropriate body to consider the content of the report.

Financial Comments (SES 01/09/17)

The financial implications are set out in the report.

Background Papers

None

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

Adult and Health Portfolio as at June 2017

Progs.	• **Adult Social Care Strategy & market development** – preventing & reducing care needs by promoting independence • **Integration with health** – implementing joined-up working practices and initiatives with health • **Public Health Outcomes** – working with key stakeholders to establish how to allocate the current budget • **Care Act Implementation** – implementing the changes needed for the next stage of the Care Act • **Direct Services Provision** – developing different ways of delivering services
Benefits to be delivered	• Promoting independence and preventing, reducing and delaying the need for care and support (including providing information and advice to encourage people to look after themselves and each other) • Better and more joined-up working with partners (e.g. health) to improve outcomes for service users • More efficient, flexible and mobile staff by using technology to maximise staff time and help manage demand • Providing services that are creative, sustainable, value for money and legally compliant

Key achievements in last 3 months	Expected delivery over next 3 months
• Feedback has been sought on an updated version of the Adult Social Care Strategy from Service Users, Carers and staff. The update gives a renewed focus to; promoting people's independence, especially for younger adults with lifelong conditions; helping people to help themselves by working with them to understand their strengths; sharing responsibility with individuals for finding solutions and greater use of short term options. • Preparations for the new 3 Tier Pilot have been completed with all Social Care across Broxtowe ready for the start date of 24th July. The aim of the pilot is to test the 3 Tier approach of having different conversations and looking for more informal ways to resolve people's issues to reduce the need for formal social care. • The Notts Enabling Service completes both short periods of work with younger people to increase their independence and provides bespoke information to older adults on what resources are available in their area to maintain their independence and well-being. Work has been undertaken to increase the number of Promoting Independence Workers to give the service capacity to work directly with more people to ensure that the Council does all that it can to promote and maintain people's independence for as long as possible. • Detailed analysis of commissioning patterns and spend on care packages by teams has been completed, these findings will be overlaid with key local demographic factors and used to work with teams to identify variations in social care commissioning that could be used to reduce spend in certain areas.	• Feedback from staff and service users on the updated Adult Social Care Strategy will be used to finalise a draft ready for consideration by Members at Octobers ASCH Committee as well as new versions of the Social Care Charter and the public information. • Approval will be sought for use of the Better Care Fund for posts in the Adult Access Team, this increased capacity will allow for the pilot of the Three Tier Model to be expanded to add to the work that is being done in Broxtowe with the aim of more people having their queries resolved sooner, without the need for formal social care. • Recruitment to the Notts Enabling service will have been completed and the promoting independence team will be working towards their target of offering 800-900 younger adults per year a period of reablement. • The Department's Reviewing Policy to be reviewed to analyse how best to continue to deliver statutory requirements whilst also working on more active reviewing that promotes greater independence.

• Phase 1 of Nottingham Trent University's evaluation of the social work role within integrated care teams has been completed. The interim results show that having a social worker embedded in the Newark West team has provided many qualitative benefits for staff, service users and carers, this model is also proving to be cost-effective. • Adult Social Care data on service users aged 75 years or more has been shared with other health partners for the first time, to feed into a system-wide databased called ehealthscope. The purpose of this is to help improve decision making and support planning in primary and proactive care. • Funding has been approved from the Improved Better Care Fund to enable NCC ICT staff to carry out technical changes that will enable the sharing of social care data with health partners more effectively over the next 3 years.	• The data on variations in social care practices will be considered to inform local plans for teams to improve consistency in practice. • We will be working with an external savings partner – Newton Europe – to analyse the potential for further savings in ASCH by looking at available data, analysing trends and processes and assessing how savings can be made from changing working practices. • Social Care will have worked closely with health partners in Mid-Nottinghamshire to complete a review of community bed provision and integrated discharge arrangements. • New staff will be recruited into hospital discharge teams and Start Reablement teams, using Improved Better Care Fund, to enhance our capacity to support people quickly back home when they are well enough to leave hospital.

Key risks to delivery	• Pressures from changing demographics and increased responsibilities from legislation may increase demand for services. • There will not be the community based support available to provide alternatives to paid support in order to reduce demand. • Maintaining service quality as much as possible in the face of falling budgets and the continued need to find savings. • Maintaining care provision in the face of increased costs and problems with staff recruitment and retention. • Adoption of nationally proposed health models may increase demand for social care services, it is important to assess their impacts to ensure that they are implemented in a way that supports the Adult Social Care strategy.

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Children's & Culture Portfolio as at June 2017

Progs.	• **Integration of Family Support Services –** delivering locality focussed support to children and families • **Improving Outcomes for Children and Young People with Disabilities –** developing an integrated approach across social care, education and health • **Integrated Commissioning of Children's Health Services** – an integrated approach to community health services • **Transformation of Children's Social Care –** ensuring support for vulnerable children is outcome-focused and provided by a suitably skilled workforce. Placements for Looked After Children will achieve the required outcomes at lower cost • **Cultural Services Transformation** – redesigning services and using alternative service delivery models
Benefits to be delivered	• Easier access to services in the right place, at the right time, with seamless transitions between services • Maintaining good quality services, maximising resources, reducing unit costs and being legally compliant • Working better with partners – reducing the need for families to continually repeat the same information • Supporting children and young people to live at home, with their families, wherever safe and possible to do so, or moving to alternative permanent placements (e.g. adoption) as quickly as possible, minimising time spent in care • Delivering services in different ways to make them more sustainable

Key achievements in last 3 months	Expected delivery over next 3 months
• Sherwood Forest Visitor Centre – Preparation works have progressed well. The car park at the new location of Naish's field is in construction and the Zebra crossing which will link to the visitor centre has been installed. • Parkwood Leisure Ltd took over the running of the commercial offer at Rufford Abbey Country Park and have implemented a number of improvements, such as the refurbishment of the Coach House café and an improved and extended outdoor seating area.	• Once Naish's hardstanding car park has been completed the contractor will then move over to Forest Corner to continue works for the new visitor centre, which is due to open in summer 2018. • Development of business cases for the Remodelling Children's Care project. The Remodelling Children's Care project is taking a whole system look at Children's Care building upon previous projects. Over this next period business cases will continue to be developed in the following areas: - Support for Looked After Children - Support for Children and Young People with Disabilities - Integrated approach to commissioning - Social Impact Bonds (SIBs) an innovative approach with some success elsewhere which involves investors paying for a set of interventions to improve a social outcome, which if successful, they make a return on. • The data and forecasting model, which has been developed to aid future demand and cost planning for Children's care services, will be further refined to include some historical data to enable any trends to be identified. Allied to this, further consideration will be given to benchmarking of Children's Services with other local authorities, with a view to learning about the most cost-effective approaches from

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	elsewhere.
	• Work will continue to develop a data and forecasting model for the Integrated Children's Disability Service (ICDS)
Key risks to delivery	• Residual Provider Services savings for 17/18 will not be achieved due to the short timescales available for the new Remodelling Children's Care Programme. Detailed business cases are being developed.

Place Portfolio as at June 2017

Progs.	• **Highways Transformation** – changing the way the highways service is delivered to maximise quality and cost efficiencies • **Transport** – changing how transport services are delivered, focusing on partnership working and reviewing policies • **Energy and waste** – reducing energy use, increasing power generation from the Council's estate and improving recycling • **Alternative Service Delivery Model for Catering and Facilities Management** – establishing the best delivery model • **Economic Development & Combined Authority** - shaping and responding to changes to the operating context for economic development (including proposals for a Combined Authority and a potential Devolution Deal) • **Community Empowerment & Resilience** - enabling Nottinghamshire communities to be more empowered and resilient in order to delay or prevent the need for public services intervention
Benefits to be delivered	• Better value for money and more sustainable services by moving services into different delivery models • Improved customer satisfaction and quality of services • Reduced duplication, improved processes and maximising opportunities of new technology – more efficient services • Delaying and preventing the need for services and providing services at lower costs by working more closely with partners • Increasing economic growth and improving economic prosperity in Nottinghamshire • Reducing the Council's carbon footprint and becoming more energy efficient

Key achievements in last 3 months	Expected delivery over next 3 months
• Work underway on the employment, skills and wider supply chain study which will influence the East Midlands HS2 Growth Strategy. • Received premise-level report detailing locations of the remaining 2% of properties across Nottinghamshire who won't have access to Superfast broadband through the deployment of contracts 1 & 2 to determine next steps required to reach our 100% coverage aspiration. • Work commenced on preparing a roadmap regarding the £8m Town Centre Programme (funded via Local Growth Fund 3). • 130+ delegates from Notts firms and the province of Zhejiang met at first exclusive trade summit. Senior Government Officials from the Zhejiang Province signed a friendship agreement with the County Council to commit us to carry out exchanges and cooperate in fields of: economy; trade and investment; education; science, health & technology; and tourism & culture. • Nottinghamshire included in Midlands Connect plans to expand A46	• Employment, skills and wider supply chain study to be submitted to Government by July 2017. HS2 Phase 2 plans to be revealed in July by Government. Exploratory work to commence regarding how associated investment requirements will be covered (i.e. connectivity to, from and within the site – road, rail etc). • Seek Policy Committee approval to procure a third Better Broadband for Nottinghamshire contract and endorsement for a Value for Money Strategy for targeting the areas planned for coverage. • Engagement with Department for Digital, Culture & Sport who are expected to launch a competition in the coming months to select a number of 5G testbeds with trials for funding from 2018-19. Work to commence on lobbying and partnering plan and to define the core 5G proposition. • Seek Policy Committee agreement for NCC to take on the role of accountable body and Programme Manager for the N2 Town Centre Programme. • Organise the next delegation visit (planned for November) to Zhejiang. The delegation will consist of Nottinghamshire County Council and partners including the Local Enterprise Partnership. • D2N2 Leaders to review and agree next steps relating to the D2N2 Joint Committee proposals.

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• Via EM have been successfully audited by the British Standards Institution • Via EM has completed its Business Continuity and Disaster Recovery	• Design and development work continues into the use of Water Source Heating derived from the River Trent to heat the County Hall complex. • The Via EM Board will vote to release a dividend to the shareholders i.e. Cornwall and Nottinghamshire County Councils. • Full British Standards Institution certification in Quality Management Systems and Occupational Health & Safety will shortly be granted, this is a contractual obligation. • Via EM's Quarter 1 2017/18 performance information will be reported to the Communities and Plan Committee • A Member's workshop will be held on the 22nd of September, this will include a tour of Bilsthorpe Depot. The purpose of this workshop is to allow Members to review Via EM's highway maintenance practices to ensure they align with their expectations. • An external audit of the Via EM arrangement will be undertaken, this audit forms part of a wider ASDM review.
• Data Model to enable ongoing accurate budget forecasting for SEND Transport finalised. • A diagnostic project underway led by Futuregov to explore opportunities to develop alternative delivery options for travel within Nottinghamshire.	• Findings and recommendations will be presented to CLT and Members following the completion of Futuregov project in September 2017.
Key risks to delivery	• Failure to effectively engage with DCMS regarding its full fibre broadband and 5G plans could hinder the Council's ambitions to prepare Nottinghamshire for 5G • Using new operating models which are previously untested by the Council • That integrated services do not meet the different needs and strategies of all organisations involved • Protecting service quality as much as possible in the face of reduced budgets and temporary resources

Progs.	• **Smarter Working** – changing attitudes towards the workplace and supporting staff to be more efficient and flexible • **Designing Services in the Digital Age** – delivering savings and improved experiences for service users • **Workforce development** – developing employee skills to help them respond to the new working environment • **Performance management and benchmarking** – better management information to feed decision-making • **Integrated commissioning and procurement** – aligning the approach to these areas plus contract management • **Reform of corporate services and functions** – reviewing corporate support functions and determining the best model
Benefits to be delivered	• Quicker and easier access to services and information by delivering a significantly improved website • Costs savings arising from fewer Council-owned buildings • More agile, flexible and productive staff – better outcomes for customers and value for money • Better partnership working with other organisations – improving outcomes for customers and value for money • Reliable and timely data available to inform decisions and improve performance of services

Key achievements in last 3 months	Expected delivery over next 3 months
• Deployment of new ICT equipment for staff at Chancery Lane and QMC and to Members to support flexible working. • Re-configuration of the office space and the deployment of new ICT equipment for staff at Lawn View House commenced. • The review of the non-corporate office estate (excluding schools) has been completed in consultation with Service leads. Options report drafted. • Draft report on the tenanted property portfolio completed. • Work started on two pilots as part of the Designing Services for the Digital Age project: Children's Integrated Disability Service and Transport Services. • Data warehouse went live successfully in May 2017 together with 200 hundred reports in conjunction with the go live of MOSAIC. • The new Planning and Performance Framework for the Council was approved by Policy Committee in June.	• Re-configuration of the office space and the deployment of new ICT equipment for staff at Lawn View House completed. • Plans for the re configuration of teams at County Hall to be agreed to support increased co-location of services. • Information and data on non-corporate office estate and tenanted property portfolio will be presented to members. • A digital strategy and vision that will include a roadmap of the main opportunities for the authority over the next few years will be completed. • Further reports and enhancements to be released and requirement specification to commence for inclusion of financial data in the data warehouse. • Workforce Strategy to be revised to reflect the new Council Plan • Report on the findings of the Corporate Services Review will be finalised for submission to October's Policy Committee.

Key risks to delivery	• That staff do not embrace new ways of working and being more flexible in how and where they work • Internal resistance to the introduction of new digital tools • Complex partnership arrangements across Nottinghamshire • The local property market will affect the ability to reduce the Council's property estate

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Project Status Report as at June 2017

Status Key

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

Portfolio	Project Name	Project Status (Last Month)	Project Status (This Month)	Cashable Benefits				At Risk / Slippage / Over Delivery				Savings delivered in an alternative way	Net at risk amount
				2017/18 (£000)s	2018/19 (£000)s	2019/20 (£000)s	Total (£000)s	2017/18 (£000)s	2018/19 (£000)s	2019/20 (£000)s	Total (£000)s		
Adult Social Care & Health	Targeted Reviews (C07)	On Target	On Target	1,010	1,010		2,020	-377			-377		-377
Adult Social Care & Health	Direct Payments (OfC C01 2015 & C04 2016)	On Target	On Target	580	1,280		1,860						
Adult Social Care & Health	Various options to reduce the cost of the intermediate care service	On Target	On Target	800			800						
Adult Social Care & Health	Promoting Independence in supported living and outreach services. (C02 2014 & C01 2016)	On Target	On Target	500	250		750						
Adult Social Care & Health	Further Expansion of Assistive Technology to Promote Independence (C08)	On Target	On Target	543	40		583						
Adult Social Care & Health	Early Resolution (Consulted on as - C05 New operating model for the Social Care Pathway)	On Target	On Target	176	176		352						
Adult Social Care & Health	Partnership Homes	On Target	On Target	292			292						
Adult Social Care & Health	Maximise the income available to the Council's directly provided adult social care services	On Target	On Target	60	70		130						
Adult Social Care & Health	Commercialisation of Business Support and Advice	On Target	On Target	50	75		125						
Adult Social Care & Health	Investment in Shared lives	Experiencing Obstacles	On Target	60	60		120						
Adult Social Care & Health	Increase in transport charge	On Target	On Target	80			80						
Adult Social Care & Health	Review of partnership expenditure in Mid-Notts	On Target	On Target	67			67						
Adult Social Care & Health	START scheduling service users visits	On Target	On Target	6	33		39						
Adult Social Care & Health	Cessation of First Contact	On Target	On Target	21			21						
Adult Social Care & Health	Increase in fees for Registration services	On Target	On Target	10			10						

Portfolio	Project Name	Project Status (Last Month)	Project Status (This Month)	Cashable Benefits				At Risk / Slippage / Over Delivery				Savings delivered in an alternative way	Net at risk amount
				2017/18 (£000)s	2018/19 (£000)s	2019/20 (£000)s	Total (£000)s	2017/18 (£000)s	2018/19 (£000)s	2019/20 (£000)s	Total (£000)s		
Adult Social Care & Health	New ASC ASDMs	On Target	On Target										
Adult Social Care & Health	ASCH Strategy Phase II	Experiencing Obstacles	Experiencing Obstacles	750	375		1,125						
Adult Social Care & Health	Care and Support Centres (OfC C03)	Experiencing Obstacles	Experiencing Obstacles	292	3,268	294	3,854						
Adult Social Care & Health	Integrated Community Equipment Loan Scheme (ICELS)	Experiencing Obstacles	Experiencing Obstacles	350			350						
Adult Social Care & Health	Reduction in long-term care placements (C03 2014 & B04 2016)	At Risk	At Risk	300	435	35	770	100	200	-395	-95		-95
Adult Social Care & Health	Reducing the Costs of residential Placements - Younger Adults (OfC C06)	At Risk	At Risk		500		500	-497	211		-286		-286
Adult Social Care & Health	Promoting Independent Travel (C03)	At Risk	At Risk	389			389	389			389		389
Adult Social Care & Health	Charge for Money Management service	At Risk	At Risk	134			134						
Adult Social Care & Health	Reduction in transport budget	At Risk	At Risk	50	50		100	50	50		100		100

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Portfolio	Project Name	Project Status (Last Month)	Project Status (This Month)	Cashable Benefits				At Risk / Slippage / Over Delivery				Savings delivered in an alternative way	Net at risk amount
				2017/18 (£000)s	2018/19 (£000)s	2019/20 (£000)s	Total (£000)s	2017/18 (£000)s	2018/19 (£000)s	2019/20 (£000)s	Total (£000)s		
Adult Social Care & Health	Brokerage for Self-Funders - full cost recovery	At Risk	At Risk	12	28		40						
Adult Social Care & Health	Gain alternative paid employment for remaining Sherwood Industries staff	Closed or Completed	Closed or Completed	35			35						
Adult Social Care & Health	Improving Collection of Continuing Healthcare funding	Closed or Completed	Closed or Completed	350			350						
Adult Social Care & Health	Living at Home Phase II (A01)	Closed or Completed	Closed or Completed						-114		-114		-114
	Adult Social Care & Health Totals			6,917	7,650	329	14,896	-335	347	-395	-383		-383

Exceptions Details by Project		
Portfolio & Status	Project Name	
Experiencing Obstacles	Care and Support Centres (OfC C03)	17/18 savings will be delivered through full year effect from activity in 16/17. Additional time is needed to develop some of the new Extra Care schemes, some of which are linked to the closure of some of the Care and Support Centres. Whilst the delays won't impact on the total level of savings that can be achieved, the impact of the revised timescales on the projects savings profile is being assessed.
	ASCH Strategy Phase II	There have been difficulties attracting the required number of applicants to posts in the Notts Enabling Service and the team still requires further resources to get to full capacity. Any potential impact on the projects savings target is currently being assessed.
	Integrated Community Equipment Loan Scheme (ICELS)	No agreement has yet been made with funding partners to change the split of funding Should the minor adaptations budget be under-spent this year, as last, then some of the savings may be achieved in a different way. October's budget monitoring will allow for firmer projection of any potential underspend.
At Risk	Reduction in long-term care placements (C03 2014 & B04 2016)	A lack of supply of suitable housing has meant that less people have been able to move out of residential care and into supported living than planned. This is linked to national issues and the Council has played an active role in consultations and has also implemented a number of local mitigations. A total of £95k savings has slipped from 16/17-17/18 as a result of previous years under-achievement. Although it is not yet possible to fully assess the deliverability of future years saving estimated at risk figures have been entered.
	Reducing the Costs of residential Placements - Younger Adults (OfC C06)	This project is the first detailed work of its kind with the YA residential market and requires time to implement change. The project's status remains At Risk due to the ongoing challenge of achieving all of the project's remaining £2m savings target. A total of£737k has slipped from previous years savings targets, it is projected that £497k will be made up in 2017/18 with the project £451k short of it's savings target at the end of 2018/19.
	Promoting Independent Travel (C03)	Of the transport eligibility assessments completed since the launch of the revised criteria in July 2016, a smaller proportion than anticipated have resulted in package reductions. A change request for consideration is appended to the Programmes and Project Update report for approval of the write of undeliverable savings, please see Appendix C for details.
	Charge for Money Management service	The approval and implementation of the increased charge has been delayed, the impact on the savings profile will be confirmed when an implementation date is confirmed.
	Reduction in transport budget	Although there has been over delivery against targets within this project, this has not been sufficient to off set overspends within the service. A change request for consideration is appended to the Programmes and Project Update report for approval of the write of undeliverable savings, please see Appendix C for details.
	Brokerage for Self-Funders - full cost recovery	The approval and implementation of the increased charge has been delayed, the impact on the savings profile will be confirmed when an implementation date is confirmed.

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Portfolio	Project Name	Project Status (Last Month)	Project Status (This Month)	Cashable Benefits				At Risk / Slippage / Over Delivery				Savings delivered in an alternative way	Net at risk amount
				2017/18 (£000)s	2018/19 (£000)s	2019/20 (£000)s	Total (£000)s	2017/18 (£000)s	2018/19 (£000)s	2019/20 (£000)s	Total (£000)s		
Childrens, Families & Culture	Statutory School Transport	On Target	On Target		686		686						
Childrens, Families & Culture	Looked After Children placements (B16 2014 & OfCA09 2015)	On Target	On Target	451			451						
Childrens, Families & Culture	Line by line budget review	On Target	On Target	201	102		303						
Childrens, Families & Culture	Restructure of the Quality and Improvement Group	On Target	On Target	125			125						
Childrens, Families & Culture	Removal of sports funding	On Target	On Target		108		108						
Childrens, Families & Culture	Efficiency Savings, Support to Schools	On Target	On Target	100			100						
Childrens, Families & Culture	Youth Service - Mobiles	On Target	On Target		98		98						
Childrens, Families & Culture	Alternative Delivery Models for NCC Children's Homes OfC - Mainstream	On Target	On Target		66		66					87	-87
Childrens, Families & Culture	Reduction of arts funding	On Target	On Target		63		63						
Childrens, Families & Culture	Removal of the assisted boarding education framework	On Target	On Target	16	35		51						
Childrens, Families & Culture	Youth Service - Mgt Restructure	On Target	On Target	50			50						
Childrens, Families & Culture	Early Childhood & Help Services	On Target	On Target	45			45						
Childrens, Families & Culture	Youth Service - deletion of two Young People's Centres (YPC)	On Target	On Target		40		40						
Childrens, Families & Culture	Outdoor Education - Income generation and efficiency savings	On Target	On Target	25			25						
Childrens, Families & Culture	Restructure of School Swimming Service	On Target	On Target	10	10		20						
Childrens, Families & Culture	CFCS Management Structure Review	Experiencing Obstacles	Experiencing Obstacles					-185			-185		-185
Childrens, Families & Culture	Contracts Review	On Target	At Risk	400	680		1,080						
Childrens, Families & Culture	Sherwood Forest (OfC A15 & A16)	On Target	At Risk	100	295		395						

Portfolio	Project Name	Project Status (Last Month)	Project Status (This Month)	Cashable Benefits 2017/18 (£000)s	2018/19 (£000)s	2019/20 (£000)s	Total (£000)s	At Risk / Slippage / Over Delivery 2017/18 (£000)s	2018/19 (£000)s	2019/20 (£000)s	Total (£000)s	Savings delivered in an alternative way	Net at risk amount
Childrens, Families & Culture	Integrated Family Support Model (OfCB09 2015 & B08 2016)	Closed or Completed	Closed or Completed	1,000			1,000						
Childrens, Families & Culture	Rufford Abbey Country Park (B12 2015)	Closed or Completed	Closed or Completed	303			303						
Childrens, Families & Culture	CDS/SEND/Health Integration (B07 2016)	Closed or Completed	Closed or Completed		300		300						
Childrens, Families & Culture	CYP Sports & Arts - Service redesign including arm's length operation	On Target	Closed or Completed	150			150						
Childrens, Families & Culture	Sports Development - Reduction of revenue funding	On Target	Closed or Completed	108			108						
Childrens, Families & Culture	Libraries, Archives, Information and Learning (B13, OfCA15 2015 & B12 2016)	Closed or Completed	Closed or Completed		80		80						
Childrens, Families & Culture	Relocation of Adoption Team & EDT	Closed or Completed	Closed or Completed	78			78						
Childrens, Families & Culture	SEND Home to School Transport (OfC B06) & Independent Travel Training (B10 2014)	Closed or Completed	Closed or Completed										
Childrens, Families & Culture	Social Work Practices Pilot	Closed or Completed	Closed or Completed										
	Childrens, Families & Culture Totals			3,162	2,563		5,725	-185			-185	87	-272

Exceptions Details by Project		
Portfolio & Status	Project Name	
Experiencing Obstacles	CFCS Management Structure Review	Previous year slippage was reflected in 2016/17 budget monitoring. Saving anticipated to be delivered next year. Budget to be reviewed in 2017/18 to assess whether there are any savings delivered in an alternative way.
At Risk	Contracts Review	£400k 17/18 savings delivered, of the £680k 18/19 savings, £133k has been identified with work ongoing to determine how the remaining £547k will be delivered.

Project Status changed to at risk pending confirmation of how remaining savings are to be delivered. |
| | Sherwood Forest (OfC A15 & A16) | Project with RSPB progressing well. However go-live date now estimated to be late July 2018, the impact on the savings profile is being assessed to confirm any potential slippage. |

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Portfolio	Project Name	Project Status (Last Month)	Project Status (This Month)	Cashable Benefits				At Risk / Slippage / Over Delivery				Savings delivered in an alternative way	Net at risk amount
				2017/18 (£000)s	2018/19 (£000)s	2019/20 (£000)s	Total (£000)s	2017/18 (£000)s	2018/19 (£000)s	2019/20 (£000)s	Total (£000)s		
Place	Road Lighting Energy	On Target	On Target	225	225		450						
Place	Efficiency Savings: Transport and Travel Service Budget	On Target	On Target	150	179		329						
Place	Property Services and FM - Base Budget Reductions	On Target	On Target	187	100		287						
Place	Concessionary Travel Scheme	On Target	On Target	100			100						
Place	Reduction of provision of parking, traffic management and small-scale community works service	On Target	On Target	70			70						
Place	Passenger Transport Facilities Charge	On Target	On Target	25			25						
Place	Publicity & Transport Infrastructure	On Target	On Target	20			20						
Place	Broadband	On Target	On Target										
Place	Highways JV (OfC B13)	Closed or Completed	Closed or Completed	550	400		950						
Place	Reducing Local Bus Service Costs (OfC C09)	Closed or Completed	Closed or Completed	220			220						
	Place Totals			1,547	904		2,451						

Portfolio	Project Name	Project Status (Last Month)	Project Status (This Month)	Cashable Benefits				At Risk / Slippage / Over Delivery				Savings delivered in an alternative way	Net at risk amount
				2017/18 (£000)s	2018/19 (£000)s	2019/20 (£000)s	Total (£000)s	2017/18 (£000)s	2018/19 (£000)s	2019/20 (£000)s	Total (£000)s		
Resources	Business Support Services Review (ASCH&PP and CFCS) (A07/A15)	On Target	On Target	495	400		895						
Resources	Business Support Centre- Maintain an in-house service and explore the opportunities to sell services to other organisations	On Target	On Target	300			300						
Resources	To retain the Customer Service Centre in-house and identify new opportunities to develop the services on offer	On Target	On Target	200			200						
Resources	Ongoing development of digital improvements to legal services procedures	On Target	On Target	150			150						
Resources	Review of the in-house Document Services team	On Target	On Target	140			140						
Resources	HR - CSC: New Operating Model	On Target	On Target	90	35		125						
Resources	HR - Operational and Strategic HR: Further development of the integrated HR Business Partnering Operating Model	On Target	On Target	86	33		119						
Resources	Legal: Continuing electronic working and office efficiencies	On Target	On Target	46	33		79						
Resources	Communications & Marketing: Staff and operational efficiencies	On Target	On Target	65			65						
Resources	Saving money on print and postage costs	On Target	On Target	29	11		40						

Portfolio	Project Name	Project Status (Last Month)	Project Status (This Month)	Cashable Benefits				At Risk / Slippage / Over Delivery				Savings delivered in an alternative way	Net at risk amount
				2017/18 (£000)s	2018/19 (£000)s	2019/20 (£000)s	Total (£000)s	2017/18 (£000)s	2018/19 (£000)s	2019/20 (£000)s	Total (£000)s		
Resources	Democratic Services: Reduction in members' allowances	On Target	On Target	34			34						
Resources	Complaints and information - Efficiencies in complaints services	On Target	On Target	18	12		30						
Resources	Democratic Services: Further service efficiencies	On Target	On Target	20	8		28						
Resources	Reductions in Communications and Marketing	On Target	On Target	25			25						
Resources	Performance and Improvement: Efficiencies in research, policy and equalities	On Target	On Target	17			17						
Resources	BRMI	Experiencing Obstacles	On Target										
Resources	Smarter Working	On Target	On Target										
Resources	Corporate Services Review	On Target	On Target										
Resources	ICT services efficiency programme	Closed or Completed	Closed or Completed	299	115		414						
Resources	ICT Service Staff Re-organisation	Closed or Completed	Closed or Completed	154			154						
	Resources Totals			2,168	647		2,815						

Change Request - Promoting Independent Travel (ASC602 (C03)) and Reduction in Adult Social Care and Health Transport Budget (A02 2016)

1. These projects set out to reduce the Council's spend on transport to support adult service users to access services that meet their identified social care needs.

2. Promoting Independent Travel, aimed to reduce spend by £0.580m (£0.191m in 2016/17 and £0.389m in 2017/18) through a review of everyone who uses adult social care transport with the aim of only continuing the service for those who can't travel independently or who don't already receive a transport related benefit. To support the project, revised transport assistance criteria was introduced. The criteria allows that, in exceptional circumstances, service users who do not meet the criteria may still be provided with transport support at the discretion of the Group Manager. In delivery, the number of service users presenting with exceptional circumstances has been much greater than anticipated with fewer than excepted going on to travel independently. In 2016/17 the project delivered £0.024m in year savings with no further savings anticipated in 2017/18.

3. The Reduction in Adult Social Care and Health Transport Budget project aimed to reduce spend by £0.150m over three years by reducing the number of fleet vehicles, using more vehicles for public transport routes, joining up transport with health services where appropriate and renegotiating external transport contracts. Actual cashable savings over the three years of the project have been limited to £0.088m, all of which were delivered in 2016/17.

4. Mitigating activity has included: using temporary review resource to support an adult Independent Travel Training offer; targeted review activity by social care destination; and staff, service user and carer communication to support the Promoting Independent Travel message. The Adult Social Care and Travel & Transport Services teams are continuing activity to manage transport demand (e.g. through a re-review of all fleet transport routes; and through the annual review of service users' eligibility for transport assistance), however it is not anticipated that this will enable the Adult Social Care Department to deliver savings to meet the project targets that had been set for 2017/18 and 2018/19.

5. The Corporate Leadership Team has asked that a change request be submitted to write off the remaining 2017/18 and 2018/19 £0.489m of transport project saving targets (Promoting Independent Travel: £0.389m in 2017/18; Reduction in Adult Social Care and Health Transport Budget: £0.100m (£0.050m in 2017/18 and £0.050m in 2018/19)).

6. No wider impacts or interdependencies with other projects are anticipated as a result of the change request. Lessons learned from the projects will be captured as part of project closure activity and used to inform the scoping of transport related projects in the future.

7. This report therefore asks that a change request is approved to write off the cashable benefits described in section 5 of this report.

REPORT OF THE SERVICE DIRECTOR, FINANCE, PROCUREMENT AND IMPROVEMENT

BENCHMARKING INSIGHTS

Purpose of the Report

1. To outline how benchmarking insights are being utilised to help inform the Council's Planning and Performance Management Framework.

Information and Advice

2. The Council's Planning and Performance Management Framework was approved by Policy Committee on 21 June 2017. Improvement and Change Sub-Committee previously received a presentation providing an overview of this on 24 July 2017.

3. This report outlines how benchmarking insights are being utilised as part of the data set to provide an evidence base for informing the development of Departmental strategies and related change and improvement programmes, projects and savings.

4. Benchmarking compares data with peers or over time in order to provide insights regarding performance that can help drive improvements and efficiencies as part of service planning and improvement.

5. It should be noted that initial benchmarking data should be used to promote questions through the identification of noticeable variances that may merit further investigation. Further analysis requires an understanding of the sources, and the potential limitations of the data used, so that real differences in performance and/or efficiency are identified and investigated.

Sources of Benchmarking Insights

6. The County Council utilises a number of sources of benchmarking data including:

- **CFO Insights.** This is an online financial analysis tool from Grant Thornton and the Chartered Institute of Public Finance & Accountancy (CIPFA). It gives "access to insight around the financial performance, socio-economic context and service outcomes" for Councils and as such can be utilised to provide a high level overview of the relative financial performance of services.

- **CIPFA Benchmarking Clubs.** The data from CFO Insights can be supplemented by more detailed comparative data sets produced by CIPFA for benchmarking clubs covering social care services and corporate services.

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- **LG Inform.** This is the Local Government Association's benchmarking service for Councils that "brings together in one accessible place a range of key performance data for authorities, alongside contextual and financial information, in an online tool."

- **Other Comparative Data.** A range of comparative data is available that helps provide more detailed insights into specific service areas, e.g. the Adult Social Care Outcomes Framework (ASCOF), which provides data on outcomes for adult users of local authority-funded social care and support (including carers) for each local authority area.

Application of Benchmarking Insights

7. Benchmarking insights are applied in a number of ways including:

- Informing the strategic context for the determination of change and improvement programmes and projects, e.g. through comparative analysis of service expenditure and income.

- Forming part of the evidence base to support the development of Departmental strategies, e.g. through making benchmarking data available via the Council's Business Intelligence Hub with services supported and challenged by Finance and Performance Business Partners.

- Providing contextual information to support detailed reviews of specific areas. For example, analysis undertaking to inform current work on Remodelling Children's Care.

8. A presentation will accompany this report to Improvement and Change Sub-Committee on 26 September to share some of the benchmarking reports available from CFO Insights.

Other Options Considered

9. The Council's approach to benchmarking has developed over a number of years and draws on a range of approaches and data sets.

Reason/s for Recommendation/s

10. To provide the Improvement and Change Sub-Committee with an outline of how benchmarking insights are being used to inform work that forms part of the renit of this Committee.

RECOMMENDATION/S

It is recommended that Improvement and Change Sub-Committee:

1. Consider and note how benchmarking insights are being utilised to help inform the Council's Planning and Performance Management Framework.

2. Discuss and agree any specific areas that the Committee would like to be covered in future reports or presentations on benchmarking.

Nigel Stevenson
Service Director, Finance, Procurement and Improvement

For any enquiries about this report please contact:
Paul Swift, Project Manager, Programmes and Projects Team
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Constitutional Comments (SLB 01/09/2017)

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

Financial Comments (SES 01/09/17)

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

Background Papers

Except for previously published documents, which will be available elsewhere, the documents listed here will be available for inspection in accordance with Section 100D of the Local Government Act 1972.

None.

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

REPORT OF THE CORPORATE DIRECTOR OF RESOURCES

WORK PROGRAMME

Purpose of the Report

1. To review the Committee's work programme for 2017/18.

Information and Advice

2. The County Council requires each committee to maintain a work programme. The work programme will assist the management of the committee's agenda, the scheduling of the committee's business and forward planning. The work programme will be updated and reviewed at each pre-agenda meeting and committee meeting. Any member of the committee is able to suggest items for possible inclusion.

3. The attached work programme includes items which can be anticipated at the present time. Other items will be added to the programme as they are identified.

Other Options Considered

4. None.

Reason/s for Recommendation/s

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

Statutory and Policy Implications

6. This report has been compiled after consideration of implications in respect of finance, the public sector equality duty, human resources, crime and disorder, human rights, the safeguarding of children, ways of working, sustainability and the environment and those using the service and where such implications are material they are described below. Appropriate consultation has been undertaken and advice sought on these issues as required.

RECOMMENDATION

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

Jayne Francis-Ward
Corporate Director - Resources

For any enquiries about this report please contact:
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Constitutional Comments (SLB)

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

Financial Comments (NS)

There are no financial implications arising directly from this report.

Background Papers
Except for previously published documents, which will be available elsewhere, the documents listed here will be available for inspection in accordance with Section 100D of the Local Government Act 1972.

None

Electoral Division(s) and Member(s) Affected

All

IMPROVEMENT AND CHANGE SUB-COMMITTEE - WORK PROGRAMME (AS AT 12 September 2017)

Report Title	Brief summary of agenda item	Lead Officer	Report Author
6 November 2017			
Designing Services for the Digital Age – Progress Update	Progress report on the two digital service design pilots	Jayne Francis-Ward	Martin Done
ICT Programmes and Projects – Quarter 2	Progress report on ICT programmes and projects	Ivor Nicholson	Ivor Nicholson
11 December 2017			
Business Intelligence Strategy	To consider the Council's future business intelligence needs	Nigel Stevenson	Celia Morris
Programmes, projects and savings - Quarter 2	Progress report on delivery of programmes, projects and savings	Nigel Stevenson	Celia Morris
ICT move to the cloud	Progress report on the "move to the cloud" stream of the ICT strategy	Ivor Nicholson	Ivor Nicholson
Smarter working	A review of the Lawn View House pilot	Jayne Francis-Ward	Iain Macmillan
Change and transformation standards	To consider the set of change and transformation standards it is proposed are adopted by the Council.	Jayne Francis-Ward	Jayne Francis-Ward
29 January 2018			
ICT Programmes and Projects – Quarter 3	Progress report on ICT programmes and projects	Ivor Nicholson	Ivor Nicholson
Council Plan – Process for monitoring performance	To review the proposed indicators and process for reporting performance.	Anthony May	Celia Morris
Approaches to project management	To consider difference project management approaches such as Prince 2 and agile project management.	Jayne Francis Ward	Jo McCarthy?
Case study: the impact of change	To review the impact change has had on a specific service area	Jayne Francs-Ward	Jayne Francis-Ward
12 March 2018			
Programmes, projects and savings - Quarter 3	Progress report on delivery of programmes, projects and savings	Nigel Stevenson	Celia Morris
Council Plan – Review of Progress Quarter 3	Overview of progress against the Council Plan	Anthony May	Celia Morris
Transformation Strategy	To consider the Council's new transformation strategy	Jayne Francis-Ward	Jayne Francis-Ward

30 April 2018			
Benchmarking	Update on benchmarking insights	Nigel Stevenson	Paul Swift
National and local improvement and change initiatives	A report on different approaches to change and a workshop style discussion to seek members ideas and initiatives seen elsewhere	Jayne Francis-Ward	Celia Morris
11 June 2018			
Council Plan – Review of Progress Quarter 4	Overview of progress against the Council Plan	Anthony May	Celia Morris
Programmes, projects and savings - Quarter 4	Progress report on delivery of programmes, projects and savings	Nigel Stevenson	Celia Morris
ICT Programmes and Projects – Quarter 4	Progress report on ICT programmes and projects	Ivor Nicholson	Ivor Nicholson
Progress implementing the Planning and Performance Framework	Update on the implementation of the new planning and performance framework	Nigel Stevenson	Celia Morris
23 July 2018			